

WORK LIFE BALANCE AN ORGANIZATIONAL COMMITMENT AMONG IT EMPLOYEES

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ABSTRACT:

This study explores the concept of work-life balance, focusing on setting priorities for work and personal life and measuring work-life balance using factors such as time balance. Benefits for employers who support work-life balance are discussed, including cost savings, reduced absenteeism, and a more loyal and productive workforce. The study also delves into the challenges of achieving work-life balance in the fast-paced and demanding IT sector, where long working hours and constant technological changes can lead to stress and burnout. In addition, the study examines organizational commitment in the information technology sector and its importance to employee retention and organizational performance. Factors affecting organizational commitment, such as job satisfaction, perceived organizational support, and leadership style, are explored. The relationship between work-life balance and organizational commitment is highlighted, with the understanding that achieving work-life balance

1. INTRODUCTION:

Work-life balance is a broad concept including proper prioritizing between “work” (career and ambition) on one hand and “life” (Health, pleasure, leisure, family and spiritual development) on the other. Work life balance is measured mainly by using three factors: Time balance, which concerns the amount of time given to work and non-work roles. "Employers who are committed to providing environments that support work-life balance for their employees can save on costs, experience fewer cases of absenteeism, and enjoy a more loyal and productive workforce," said Chance. Employers that offer options as telecommuting or flexible workschedules can help employees have a better work-life balance.

Defining work-life balance involves looking at how working people manage time spent at and outside of work. Time outside of work may include managing relationships, family responsibilities, and other outside interests and hobbies. The methods an individual uses to juggle all their work and life demands constitute their work-life balance.

1.1. ORGANIZATIONAL COMMITMENT:

Organizational commitment refers to the degree to which an employee identifies with and is dedicated to the goals and values of their organization. It is an important concept in the field of organizational behavior and has been extensively studied in various industries, including the information technology (IT) sector. In the IT sector, where competition is fierce and turnover rates are high, organizational commitment plays a crucial role in employee retention, job satisfaction, and overall organizational performance.

The IT sector is a rapidly growing and evolving industry, characterized by constant change and innovation. As such, it requires a highly skilled workforce that is adaptable, flexible, and committed to staying current with the latest technologies and trends. Organizational commitment is particularly important in the IT sector because of the high demand for specialized skills and the competitive nature of the industry.

Organizational commitment in the IT sector can be influenced by a variety of factors, including job satisfaction, perceived organizational support, and leadership style. Job satisfaction is a key determinant of organizational commitment and refers to the extent to which employees are satisfied with their job and their work environment. A positive work environment, opportunities for growth and development, and a sense of autonomy and control can all contribute to job satisfaction and, in turn, organizational commitment.

Organizational commitment, on the other hand, refers to the degree to which employees identify with and are dedicated to the goals and values of their organization. Organizational commitment involves a sense of loyalty and dedication to the organization and a desire to contribute to its success. It can be influenced by a variety of factors, such as job satisfaction, perceived organizational support, and leadership style.

While work-life balance and organizational commitment are distinct concepts, they are not mutually exclusive. In fact, achieving work-life balance can contribute to organizational commitment by reducing employee stress and increasing job satisfaction. Conversely, high levels of organizational commitment can lead to a greater willingness to work longer hours or take on additional responsibilities, potentially impacting work-life balance.

In the IT sector, achieving work-life balance can be particularly challenging due to the fast-paced and demanding nature of the industry. IT professionals are often required to work long hours, meet tight deadlines, and stay up-to-date with rapidly evolving technologies. This can result in high levels of stress and burnout, negatively impacting both employee well-being and organizational performance.

Organizations can support work-life balance by implementing policies and practices that promote flexibility and work-life integration. This can include offering flexible work arrangements, providing access to childcare or eldercare support, and promoting work-life balance through organizational culture and leadership.

Organizational commitment in the IT sector is important for employee retention and organizational performance. Highly committed employees are more likely to stay with their organization, work harder, and contribute to its success. In the IT sector, where skilled employees are in high demand, organizational commitment can be a key factor in attracting and retaining top talent.

Factors that influence organizational commitment in the IT sector include job satisfaction, perceived organizational support, and leadership style. Leaders who are able to inspire their employees and create a sense of shared purpose and meaning are more likely to foster a strong sense of commitment among their employees.

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1.2. OBJECTIVES OF STUDY:

- To study the impact of work life balance on the employee performance.
- To find out the factors influencing work life balance of employees.
- To suggest the way to improve the work life balance of IT sector employees.

2. REVIEW OF LITERATURE:

2.1. WORK LIFE BALANCE STUDIES/ WORK FAMILY CONFLICT:

Different examiners like Gutek et al. (1991), Frome et al. (1992a), Williams and Alleger (1994), Eagle et al. (1997), Frome et al. (1997), Hammer et al. (1997), Hsieh et al. (2005), Wesley and Muthusamy (2005), Kinanes and Mauna (2007) and Ajodhya's and Rama doss (2010) have listening cautiously on assess job family struggle/ job and personal relations balance in the midst of delegates in an arrangement of setting and to saw the strategy for drop over. An intentionally picked instance of advisors and a volunteer case of boss are the two separate instances of working masses with families which lead by Gutek et al. (1991). Result shows that the two sorts of apparent work family distinction (family intrusion with work and

work bargaining in with family) were obviously detachable and likewise self-managing of one another. With family individuals' obvious less relations meddling with work than work encroaching.

In any case, experienced an integrative propagation and at what time Frome et al. (1997) urbanized of work family periphery by a case of three hundred and seventy-two working grownups who are hitched just as gatekeepers, the suitable reaction reinforces the not prompt shared association among relations of job is abnormality. Inconsistency has wandering force on work to family by founding family to work struggle by methods for work suffering and work excess.

Work to family inconsistency had not quick mishap on family to work battle by methods for more important than before parental excess. In this model Rajadhyaksha and Rama doss (2010) experienced that impersonation given by Frome et al. (1997) on an instance of four hundred and five women in nation and develop Indian information reasonably maintained inside and cross zone relationship guess.

Hammer et al. (1997) made information from three hundred and ninety-nine twofold specialist couples and develop that work family contrast had solid meet resources together folks and females, delegate that separate height of job family logical inconsistency has a huge forecaster of the accessory's period of job family inconsistency. In a learn of discretionarily drawn instance of six hundred and thirty- one working adults (two hundred and seventy-eight men and three hundred and fifty- three women) in like manner set up that work to relations contrast is extra inescapable than relations to work difficulty, suggestive of relationship limits are holeyer to work requests than work breaking points to relations strain Frome et al. (1992a). In a change of forty one full time operational watchmen (thirteen men and twenty-eight women) Williams and Alleger (1994) in like manner develop that work interferes with relations extra than family intrude with work.

2.2. ORGANIZATIONS' STRATEGIES FOR WORK LIVING BALANCE:

Affiliations take on framework, for instance, 'parcel' and 'mix' as answer to non-work. Kirchheimer (1995) saw 3 sorts of managerial responses to non-work (division, development, reverence) and used the information produced using 224 bosses, excited in complex territories, to charge the adequacy of these various levelled responses. "Segment" was the place managers was disturbed dominantly together worker delightful their work obligations, and saw pros' non job live as simply the stress of masters themselves. By virtue of "extension" answer, supervisors treated job and non-fill in as associated universes that distorted one a substitute, then acted to lessen the opening among their attempting to enable pros to direct their intricate space. "Respect" suggested the manager see and worth the non-work duty of experts, and enrich to hold up. The ampleness of these reactions was overviewed in regards to their ability to diminish the negative flood from jobless, then to update together legitimate obligation and the good side of flood. Blend and appreciate reactions revealed positive associations with definitive obligation, however segment reaction showed a false relationship. It was worried the executive in as long as measures for authorities to complete non-work commitments ourselves showed best and starting as the kind-hearted which improved suppleness of the job-jobless limit.

2.3. IMPACT OF WORK LIFE IMBALANCE:

CHAN HAK FUN (2007) "Work- life balance seems to be a significant part of CSR nowadays. Good employers want to be familiar with their compulsion so that they can make sure workers were didn't work so that firm get injure the life exterior of job, guide to bad health. Growing levels of pressure can fast guide to slow down worker morale, poor output and declining job acceptable. Many workers were showing important to harsh stress over task and work-time pressure" Richard Welford (2008) "Work-life balance is a necessary fraction of CSR. Corporations are more and more are familiar with that an insufficient work-life balance can contain harmful impacts on employee's presentation, approval and preservation. When manager target high-quality work-life balance, they be able to see that plummeting stress and aggravation resulting from deprived work-life balance can be helpful to equally parties."

Aditya (2005) "At shoppers stop several women were leaving during maternity since most of the jobs were in customer care, where one had to be on the shop floor all day. Even after their sabbatical was over, they preferred to stay at home since they felt 'cut-off' from the company for too long." Jennifer Smith, Dianne Gardner (2007) "Conflict flanked by work and home life has been connected to job displeasure and income. more and more organizations are by means of WLB proposal to employ and keep hold of the key employees in the organizations"

Nancy R. Lockwood (2003) "Work/life proposal generate optimistic manager branding, encourage life form a company of option, foster managerial nationality, and hold up variety initiative." David, Robbins (2006) "CEO of Baxter International, Producer of medical products Mr. Harry Kraemer identifies benefits the company has received after implementing work life balancing initiatives in the company. He specifies

the organization has hit income focuses on each quarter, about multiplied their benefit objective, with incomes and benefits ascending at twofold digit rates, developed to in excess of 48000 representatives and effectively obtained five noteworthy organizations in a range of 16 months.”

3. STATEMENT OF THE PROBLEM:

Despite the growing recognition of the importance of work-life balance and its potential impact on employee well-being, productivity, and organizational outcomes, there is a limited understanding of how work-life balance practices affect organizational commitment among employees in the IT sector. Specifically, there is a lack of empirical research exploring the relationship between work-life balance and organizational commitment, and the mechanisms through which this relationship operates. This knowledge gap is particularly relevant in the context of the IT sector, which is characterized by high levels of workload, stress, and burnout, and where work-life balance practices may play a critical role in mitigating these negative outcomes and enhancing employee commitment to the organization. Therefore, this study aims to investigate the relationship between work-life balance and organizational commitment among IT employees, and to explore the underlying mechanisms and boundary conditions of this relationship. Diversity and work life initiatives can be found at the core of the new social contract being negotiated between employers and employees (E.g., The degree of commitment energy expected by employers versus the flexibility required by employees). The expertise of both diversity management and work/life professionals will be critical to find win-win solutions.

4. RESEARCH METHODOLOGY:

It is the specific procedures or techniques used to identify, select, process, and analyze information about a topic. It is a way of explaining how a researcher intends to carry out their research. It's a logical, systematic plan to resolve a research problem. A methodology details a researcher's approach to the research to ensure reliable, valid results that address their aims and objectives. Methodology is the study of research methods, (or) more formally “a contextual framework for research, a coherent and logic scheme based on views, beliefs, and values that guide the choices

4.1. TYPES OF RESEARCH DESIGN:

- Descriptive Research Design
- Experimental Research Design
- Explanatory Research Design
- Exploratory Research Design

4.2. COLLECTION OF DATA:

4.2.1. PRIMARY DATA:

Primary data collection methods are different ways in which primary data can be collected. It explains the tools used in the collecting primary data, sum of which are highlighted below:

- ❖ Interviews
- ❖ Survey & Questionnaires
- ❖ Observation
- ❖ Focus groups
- ❖ Experiments

4.2.2. SECONDARY DATA:

Secondary data is the data that has already been collected through primary sources and made readily available for researchers to use for their own research. It is a type of data that has already been collected in the past.

- Books
- Published source
- Journal

4.3. POPULATION:

Population of the study consists of IT Sector employees.

4.4. SAMPLE SIZE:

The sample size of the study is 100 numbers. A structured questionnaire with 20 questions was distributed and the responses are noted for analysis.

4.5. SAMPLING TECHNIQUE:

The study comes under non-probability convenient sampling. This sampling allows the researcher to carry out his research based on his convenience and respondents' availability of constraints. This research sampling studies every respondent's response according to time, place, and situation.

4.6. TOOLS OF ANALYSIS:

The following tests were applied to analyze the data

- Percentage Analysis
- ANOVA (ANALYSIS OF VARIANCE)
- Chi- Square test
- Independent Sample T- test

4.7. HYPOTHESIS FOR THE STUDY:

4.7.1. CHI SQUARE

Ho - There is no association among the gender of the respondents with respect to organization taking initiatives to manage their work life balance of its employees.

Ha - There is an association among the gender of the respondents with respect to organization taking initiatives to manage their work life balance of its employees.

4.7.2. ANOVA (ANALYSIS OF VARIANCE):

Ho - There is no difference between mean of salary and the respondents who are able to balance their work life.

Ha - There is a difference between mean of salary and the respondents who are able to balance their work life

4.7.3. INDEPENDENT SAMPLE T TEST:

Ho - There is no difference between the gender of the respondents and the personal event missed by the respondents.

Ha - There is a difference between the gender of the respondents and the personal event missed by the respondents.

Table 4.7.1 CHI-SQUARE:

TABLE SHOWING GENDER AND ORGANIZATION TAKES INITIATIVES: FOR THEIR EMPLOYEES:

Chi-Square Tests

| | Value | df | Asymp. Sig. (2-sided) |
|--------------------|--------------------|----|-----------------------|
| Pearson Chi-Square | 1.277 ^a | 4 | .865 |
| Likelihood Ratio | 1.655 | 4 | .799 |
| N of Valid Cases | 100 | | |

a. 4 cells (40.0%) have expected count less than 5. The minimum expected count is .44.

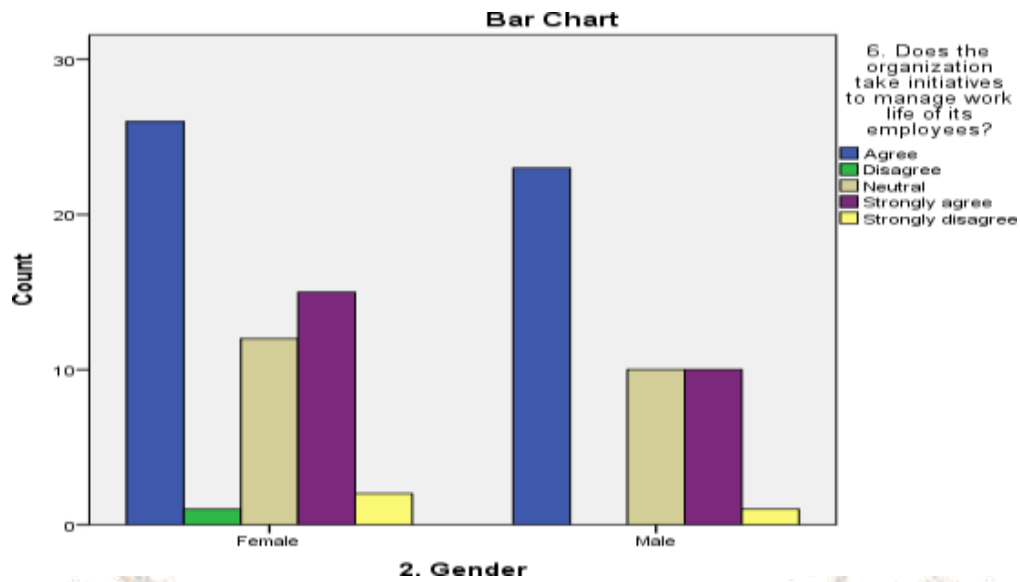


Table 4.7.2. ANOVA:

TABLE SHOWING DIFFERENCE BETWEEN SALARY AND THOSE THEM ABLE TO BALANCE THEIR WORK LIFE:

ANOVA

5. Salary

| | Sum of Squares | df | Mean Square | F | Sig. |
|----------------|----------------|----|-------------|------|------|
| Between Groups | .283 | 1 | .283 | .169 | .681 |
| Within Groups | 163.827 | 98 | 1.672 | | |
| Total | 164.110 | 99 | | | |

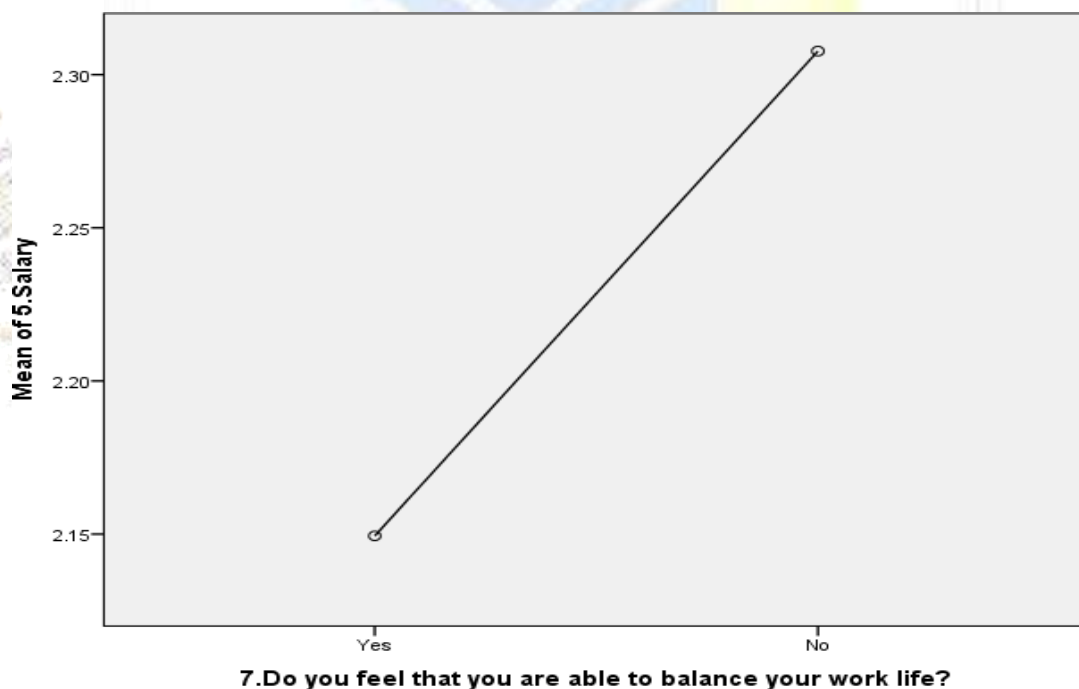


Table 4.7.3. INDEPENDENT T-TEST:

Group Statistics

| | 2. Gender | N | Mean | Std. Deviation | Std. Error Mean |
|--|-----------|----|------|----------------|-----------------|
| 9. Have you missed a personal event because of work? | Male | 45 | 1.22 | .420 | .063 |
| | Female | 55 | 1.27 | .449 | .061 |

Independent Samples Test

| | Levene's Test for Equality of Variances | | t-test for Equality of Means | | | | | | |
|--|---|------|------------------------------|--------|-----------------|-----------------|-----------------------|---|-------|
| | F | Sig. | t | df | Sig. (2-tailed) | Mean Difference | Std. Error Difference | 95% Confidence Interval of the Difference | |
| | | | | | | | | Lower | Upper |
| 9. Have You missed a personal event because of work? | | | | | | | | | |
| Equal variances are Assumed | 1.356 | .247 | -.575 | 98 | .566 | -.051 | .088 | -.225 | .124 |
| Equal variances are not assumed | | | -.579 | 96.212 | .564 | -.051 | .087 | -.224 | .123 |

FINDINGS:

All the employees working in the organization between the age group of 30. In the organization 84% of employees are married. Most of the employees in organization are more than 5 years' experience. 40% of employees are 10 to 12 hours working in organization and 20% of the employees are 8 to 10 hours working in organization. 40 % of the employees got a good working condition. In the organization, 40% of respondents treated with respect of superior in work place. 40% of respondents have good step at night and 10% respondents won't has step at night. 20% of employees are not satisfied go for family trip during vocation once in a year. 40% of employees have family-friendly policies in the organization. In the organization, 40% employees are not satisfied work life policies make their job easier. 20% of employees are superior give more guidelines to perform their job. 10% of the employee's don'ts superior give guidelines to perform their job. In the organization, 40% of employees have good relations among the employees. 10% of employees aren't encourage to take own decision in the work place. 40% of employees are feel more respect because of their responsibility in job.

SUGGESTION:

To promote work-life balance and enhance organizational commitment, it is important for organizations to take a proactive approach by offering flexible work arrangements, employee support programs, and promoting a positive organizational culture. Leaders can receive training to support work-life balance among employees and encourage open communication to ensure that work-life balance needs are

being met. Additionally, employees can take steps to manage their own work-life balance by practicing self-care activities and setting boundaries between work and personal life. By implementing these suggestions, organizations and employees can work together to create a supportive work environment that values work-life balance and enhances employee commitment to the organization. On The basis of the results found from the survey taken on WLB leads to some of the following suggestions. These suggestions are given with account of the improving the standard of the company. Company needs to create counseling services in their respective departments by fulltime counselors who can help employees in balancing their mental and physical rhythm. Appointing Part time work arrangements need to be promoted in the company. It is advised to employees that careful planning and personal effort is important for Balance in work and personal life. The company has to improve the work force of the industry with almost all the employees having skills, knowledge and attitude. The company has to increase the income level of the employees because they often stressed due to their low income. The number of experienced workers increased, then the efficiency of the production will increase with less material wastage, less material resources etc,

RECOMMENDATIONS:

Promote a supportive work environment: Organizations should foster a positive and supportive work environment that values work-life balance and employee well-being. This can be achieved by offering flexible work arrangements, providing employee support programs, and promoting a positive organizational culture.

Train leaders on work-life balance: Leaders should receive training on how to support work-life balance among employees and create a supportive work environment. This can help leaders to better understand and meet the needs of their employees and enhance employee trust and commitment. Encourage open communication: Organizations should encourage open communication between employees and managers to ensure that work-life balance needs are being met. This can help employees to feel valued and supported, which may in turn enhance organizational commitment.

Implement work-life balance policies: Organizations should implement work-life balance policies that align with employee needs and preferences. This can include policies such as flexible work arrangements, telecommuting, and job sharing.

Promote employee self-care: Employees should be encouraged to prioritize self-care activities such as exercise, meditation, and hobbies outside of work. By taking care of their own well-being, employees are more likely to be engaged and committed to their work.

Conduct regular employee surveys: Organizations should conduct regular surveys to assess employee satisfaction and well-being, and to identify areas for improvement related to work-life balance and organizational commitment. Provide recognition and rewards: Organizations should recognize and reward employees who demonstrate a commitment to the organization and who promote work-life balance. This can include bonuses, promotions, and other forms of recognition that demonstrate the organization's commitment to its employees.

By implementing these recommendations, organizations can promote work-life balance and enhance organizational commitment among IT employees. This can lead to improved employee well-being, engagement, and productivity, and ultimately contribute to the success of the organization.

CONCLUSION:

In conclusion, work-life balance and organizational commitment are two critical factors that are closely interrelated and can significantly impact employee well-being, job satisfaction, and organizational outcomes. In the context of the IT sector, where employees often face high levels of workload, stress, and burnout, work-life balance practices can play a crucial role in mitigating these negative outcomes and enhancing employee commitment to the organization. The literature review suggests that work-life balance practices such as flexible work arrangements, employee support programs, and a positive organizational culture can positively influence employee well-being and organizational commitment.

Leaders can also play a critical role in promoting work-life balance by receiving training and encouraging open communication with employees to ensure that their needs are being met. However, despite the growing recognition of the importance of work-life balance and organizational commitment, there is still a limited understanding of how these factors operate and interact with each other in the context of the IT sector.

More empirical research is needed to explore the underlying mechanisms and boundary conditions of this relationship. Overall, the promotion of work-life balance and organizational commitment should be a priority for organizations, particularly in the IT sector, where employee well-being and engagement are critical for organizational success.

By implementing the suggested strategies, organizations and employees can work together to create a supportive work environment that values work-life balance and enhances employee commitment to the organization. The family and work life are both important to employees in any sector and if these two are not maintained properly it creates stress and strain and results into various diseases.

This study is found important because it tries to know how the work life and family life interface results into stress. Achieving a good balance between work and family commitments is a growing concern for contemporary employees and organizations. There is now mounting evidence linking work-life imbalance to reduced health and wellbeing among individuals and families.

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