

An Analytical Study on Work-Life Balance and Employee Retention: With reference to IT companies in Rajasthan

Neha Mehra

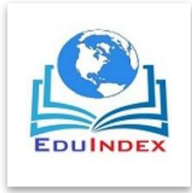
Ph.D. Research Scholar,
Jaipur National University, Jaipur

nhmehra234@gmail.com

Abstract

This present study was conducted to evaluate the drive of work life balance with that of the retention inclination of the middle level employees in the IT companies **Octal Info solution Pvt. Ltd.** and **A3 Logics Pvt. Ltd., Jaipur, Rajasthan**. Flexible job schedule, job sharing, and job burnout are the issues which are very closely related to the components of work-life balance and the researcher had tried to find the relation between the two, especially in the IT related companies. Here the researcher had taken a sample of 150 respondents from the middle level management of the employees i.e. 75 respondents from each company. As this present study is based on primary data, hence a detailed questionnaire is exercised with the respondents and the data is thus analyzed using SPSS ver. 23.0. Chi square test was used as a tool for analysis of data. The respective results of the study will state the inclination of the respondents against the factors of flexible job schedule, job sharing, and job burnout with respect to work life balance and their inclination for staying in the company in future.

Keywords: *Work-life balance; Retention; Flexible work schedule; Job sharing; Job burnout.*



Introduction

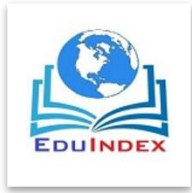
Today all types of businesses are technology driven and apparently, it is an easy task to hire an employee at any of the given cadre but it is very difficult to retain the same in the company for a desired period of time. Whatever facilities, the company is providing to the employees at any level of employment, they are not sufficient for them and they are always looking better opportunities in the market.

As a matter of fact, it is a herculean task to recruit an employee in the company as because a number of steps are involved in the respective recruitment process and a generous sum of money is being invested in the same by the company. Any of the given companies do not hire an employee for a limited time, except stated otherwise, all the companies are having the intention to retain the employee for as long as possible but the mushroom growth of companies and the lucrative offers given by the same are the reasons that many of the employees are in the process of either looking for a change of job or even they are willing to switch the job as and when possible.

There are a number of studies conducted in the past which are related to the retention of the current employees in the organization and many of them had suggested ways and means to retain the existing employees in the organization for a longer period of time. By the passage of time this has become one of the strategic issues for the companies to retain the employees. Today, however, retention of valuable employees is a global challenge. It is not so that this problem persists only with the employees of execution level even the employees at the middle level and even at the strategic level are looking forward to better options, as far as job is concerned

Budhwar et al. (2007); Chiboiwa et al. (2010).

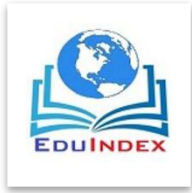
As many of the above studies related to human behavior stated that a person reacts differently in different situations and the same stands true in case of jobs as well though the studies also stated



that the companies should try to offer all the related emoluments and the job conditions which are the basic characteristics for any of the given jobs. This probable condition may or may not compel a person to leave the job or look forward to change the profile or the respective designation they are dealing with **Kyndt et al. (2009)**.

Now coming to the reasons for changing the jobs, there are a number of reasons for the same like issues related to salary, designation, profile, job schedule and many others but here in this present study the researcher had tried to evaluate the component of Work-life balance, the term work life balance is closely related to the efficiency of a person to keep a balance between the work related issues and even the personal life of the same in terms of family and related issues **Parkers et al. (2008)**. Here most of the employees are required to maintain a balance between the personal life and the routine work life, the matter of imbalance rises when either of the issues do not remain in the hands of the respective employees like the demand of the work related matters rises and the respective employee is not able to pay 100% attention to the family and social life, even in some of the cases the situation is even vise-versa **Döckel, (2003)**. Now this is a matter of apex importance that what level of importance does an employee gives to either of the sides i.e. job or the social life.

This present study is related to evaluate the relationship between the various components of work-life balance with that of employee retention. This study considers the components which are closely related to the stay of a given employee in the organization and even the components that are responsible to motivate a given employee to leave the current organization. By following the trail of secondary data, the researcher had identified that minimum amount of research has been conducted in the state of Rajasthan in this concern. As a matter of fact the researcher has chosen Octal Info solution Pvt. Ltd. and A3 Logics Pvt. Ltd., Jaipur, Rajasthan to do the research. Therefore, the study is proposed to investigate the relationship between work-life



balance and employee retention in middle level management in Octal Info solution Pvt. Ltd. and A3 Logics Pvt. Ltd., Jaipur, Rajasthan.

Work life Balance

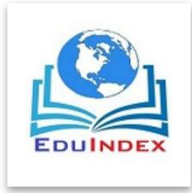
The basic idea of Work-life balance does not state an ideal condition that stands true for all the given employees in an organization, rather a number of employees are trying to maintain balance between the two and even it cannot be said that most of the employees are able to do the same. As a matter of the phenomenon of work life balance cannot be considered as an ideal condition or a standard that each and every employee may enjoy but on the other hand it is the moral duty of all the individuals to maintain a balance between the work and social life, now there are two possible situation i.e. the given employee starts giving preference to work or the family and social life becomes more important for the same, in any of such cases the balance is distorted and the employee starts to look forward to a job change to maintain the balance of the same.

Flexible Work Schedule

Flexible work schedules is not a new phenomenon it is there for hundreds of years, but it was legitimate only for the kind of jobs which are related to field work, by the advent of information and technology many of the companies had allowed their employees to login from home and work, but in a country like India this same phenomenon cannot be followed for all types of jobs. Then on the other hand the concept of flexible work schedule is closely related to offer free hand to the employees i.e. the company is operating for 24 hours a day and a given employee may complete his or her shift of respective hours in any of the shifts.

Job Sharing

Job sharing can be stated as a new phenomenon in the corporate world where two or more than two employees are in the process of sharing the load of a job at a given point of time and the



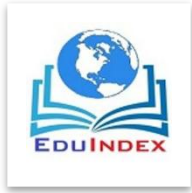
nature of this kind of sharing is of full time stature. This process is more likely observed in the IT and IT related organizations where the continuity and autonomy of the job is liable to put a given employee under pressure. This phenomenon was introduced in the view that the engagement of the employee will be 100% and the level of accuracy of the job will also increase. Then on the other hand this phenomenon may also work as a tool to connect the employees with the respective jobs and environment of the company.

Job Burnout

As the previous studies stated that job burnout is not a medical condition but then again it is related to the physical and mental exhaustion of the individual. This is a job related condition and is having a cumulative effect on the working conditions and the relative output of the employee at a given point of time. There are a number of studies that indicated that the conditions of job burnout and turnover intention of the employee are closely related.

Literature Review

Yanadoria&Katob, (2010) stated that there is a strong link between the personal life of an individual and the kind of support that a person gets from the respective organization (may be for or informal) this is directly related to the turnover intention of an individual. This present study was based on the Japanese companies and these companies have implemented such a policies that are very positive for an individual to keep a balance between the professional and personal life, this is also evident from the policies of the companies that they use to take special care of the female workers in the organization.

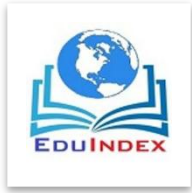


Thompson et al. (2013) the researcher had identified that there are a number of components that are responsible to control the turnover intention of the respective employees, some of the important components are support of the reporting authorities, changed or flexible working schedule, respective culture of the organization, support from the side of the colleagues, etc. if all of the above given components are working in the positive direction then the turnover intention of any of the given employee can be stopped or at least minimized.

Lee and Cummings (2016) the findings of the study stated that job satisfaction is something which is not easily grasped by any of the employees and at a given point of time there are a number of factors that are responsible for the same like, workloads, stretch of job sharing, job burnout, fellow co-workers and even flexible working hours. The researcher also stated that despite of all the components in positive direction there is a need for the authorities of the organization to bring about certain changes in the process of above given component, because change is the way of life.

Singh et al. (2015) the researchers stated that the situation of job burnout is not a normal phenomenon though it has become common in the present day organization then on the other hand in case of IT related companies this situation has become even worse as because of various reasons like high pressure of work, target related issues, competition from co-workers and various other related issues. Then the researcher also stated that in the Indian scenario the issues of job burnout are relatively different, like sense of failure, fatigue, and a loss of motivation, which in turn can lead to a number of problems for the employees as well as the organization and these problems can be in the form of employee turnover, absenteeism, and reduced organizational commitment, morale, job satisfaction, and productivity.

Kyndt et al. (2009) there are a number of companies who are facing the issues related to retention of employees in the company and the main reason for the same can identified in terms of balanced or un-balanced situation between the professional life of an individual and family



life of the same. The researcher has presented a simple model to prevent the scenario of employee turnover, this model presents a step-wise approach to examine the causes of employee turnover and pre-formulated ways to meet the same in a given time frame.

Objectives of the Study

- To evaluate the status of the employees of middle level management in the selected companies.
- To study the status of work life balance on the employees of middle level management and relation of the same with the employee retention.
- To suggest ways and means for employee retention.

Hypothesis of the Study

Hypothesis 1

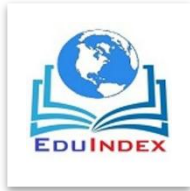
H₀: There is a significant positive relationship between the work life balance and retention of the employee in a given organization.

H₁: There is no significant positive relationship between the work life balance and retention of the employee in a given organization.

Research Methodology

This present research is based on primary data and the employees from middle level management were chosen for the study, a detailed questionnaire was prepared for the purpose of data collection and the same has been exercised with the selected sample units.

This present research also goes through the secondary data and the motive of the same was to get a better insight of the objectives stated in the above given matter. A total number of 150 sampling units were selected i.e. 75 respondents from each of the companies, almost all the



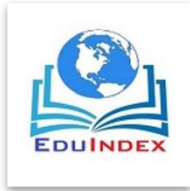
departments were considered for the selection of the samples, as in any of the given departments the desired number of respondents were not available.

Chi Square test is being used as a tool of data analysis in the present study and in order to get a proper insight of the same SPSS Ver. 23.0 is being used.

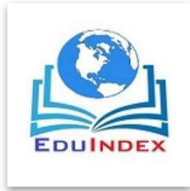
Data Analysis and Interpretation

Components of work life balance are analyzed with that of flexible work schedule, job burnout and job sharing; the assimilation of the same is as following:

Component of Work Life Balance			
Self-Management	Job Burnout	Job Sharing	Job Burnout
Time Management	Job Burnout	Job Sharing	Job Burnout
Stress Management	Job Burnout	Job Sharing	Job Burnout
Change Management	Job Burnout	Job Sharing	Job Burnout
Technology Management	Job Burnout	Job Sharing	Job Burnout
Leisure Management	Job Burnout	Job Sharing	Job Burnout



Summary of Chi Square test (H1)										
Flexible Working Hours										
	On the Basis of Gender					On the Basis of Income				
	Getti ng Enou gh time for Fami ly	Job satisfac tion	Not reluct ant to chang e	Interven tion of Superio rs	Job press ure	Getti ng Enou gh time for Fami ly	Job satisfac tion	Not reluct ant to chang e	Interven tion of Superio rs	Job press ure
Calcul ated Value	.159	.243	.159	.063	.943	.445	.435	.053	.943	.063
Table Value	3.67	2.827	3.67	5.537	2.860	1.62 1	1.664	5.878	2.860	5.537
Job Sharing										
	On the Basis of Gender					On the Basis of Income				
	Getti ng Enou gh time for Fami ly	Job satisfac tion	Not reluct ant to chang e	Interven tion of Superio rs	Job press ure	Getti ng Enou gh time for Fami ly	Job satisfac tion	Not reluct ant to chang e	Interven tion of Superio rs	Job press ure
Calcul ated Value	.035	.375	.040	.168	.177	.943	.631	.703	.943	.339
Table Value	6.70 5	1.962	6.436	3.571	3.463	2.86 0	6.145	5.504	2.860	9.04
Job Burnout										
	On the Basis of Gender					On the Basis of Income				



	Getti ng Enou gh time for Fami ly	Job satisfac tion	Not reluct ant to chang e	Interven tion of Superio rs	Job press ure	Getti ng Enou gh time for Fami ly	Job satisfac tion	Not reluct ant to chang e	Interven tion of Superio rs	Job press ure
Calcul ated Value	.939	.560	.687	.779	.779	.897	.635	.070	.629	.629
Table Value	2.91 7	6.781	5.641	4.795	4.795	3.52 8	6.113	14.48 8	6.164	6.164

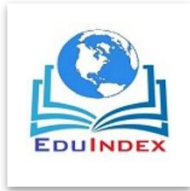
A total of 150 sets of questionnaires were distributed to the respondents among middle level management at **Octal Info solution Pvt. Ltd.** and **A3 Logics Pvt. Ltd., Jaipur, Rajasthan**. The objective is to interpret and analyzed the data collected in the research. There is no rejected questionnaire and the data obtained will be analyzed with the aid of Statistical Package for Social Sciences (SPSS) software Ver. 23.0.

Decision Criteria

A Chi Square test is being implemented on the collected data and comparison is being made among the calculated value and Table value. Here the decision criteria for the acceptance or the rejection of hypothesis states that if the calculated value is less than the table value then hypothesis is rejected and if the calculated value is more than the table value the hypothesis is accepted.

Interpretation

There are two broad criteria for analysis i.e. gender and income and the above stated components of work life balance were tested against each other to identify the level of variation in the responses of the respondents.



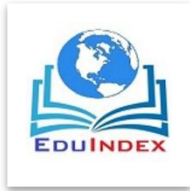
In case of flexible working hours for both the gender and income the table value is higher than the calculated value, this can be interpreted that on the basis of gender and income, the respective employees are not satisfied with the working conditions as far as the flexible working hours are concerned, i.e. they are not able to give enough time to their families, low on job satisfaction and are feeling job pressure.

Then the second case is of job sharing here also in all of the cases the calculated value is less than the table value this shows that the concept of job sharing is more or less is not acceptable to the employees of middle level management i.e. they do not want to share the credit of the targets achieved or the completed jobs. This phenomenon works very smoothly for the employees of execution level where the job sharing is one of the most preferred positions for them where they feel relief and even the respective credit of their job goes to the whole team. But on a second thought this does not stand true for the employees of middle level management.

Then on the third level there is a situation of job burnout, here also the table value is higher than the calculated value, the employees of middle level management do not accept that they are the victim of job burnout but then again when explained in detail by the interviewer they had accepted the fact that they had experienced this situation in the recent past and they denied to face such an issue in the recent past.

From the test results given in the above table and interpretation of the same it can easily be interpreted that in most of the cases the employees of the middle level management denied to have any intervention with the issues related to flexible working hours, job sharing and job burnout rather it can be stated that such issues are more common in case of front line executives and they are always looking for a kind of support system to produce more and better results.

Result



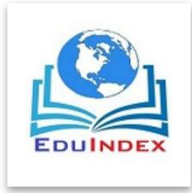
On the basis of above analysis and interpretation the null hypothesis “*There is a significant positive relationship between the work life balance and retention of the employee in a given organization*” is accepted and the alternate hypothesis is rejected.

Conclusion

The results of this present study stated that Work-life balance is of apex importance for all the employees at the middle level management and the issue of retaining employees is even more important for the management of the organization, but then again the employees of middle level management in the respective IT related companies are more concern with the issues other than work life balance and the related factors cannot be considered as the main reason for them to leave the present status of employment. Then on the other hand if work life balance is not the main issue then what are the factors that are responsible for the turnover intention of the employees at middle level management, this present the scope of further research in this area. Though in the process of study the researcher observed that most of the employees use to give a certain level of importance to their families but they are not willing to sacrifice the present employment for the sake of the same, this phenomenon stands true in most of the IT companies.

References

1. Babakus, E., Yavas, U. & Ashill, N.J. (2009). “The Role of Customer Orientation as A Moderator of The Job Demand-Burnout-Performance Relationship: A Surface-Level Trait Perspective”. *Journal Of Retailing*, 85(4):480-492.
2. Budhwar, P., & Mellahi, K. (2007). Introduction: Human Resource Management in The Middle East. *The International Journal of Human Resource Management*, 18(1):2-10.



3. Chiboiwa, M., Samuel, M., & Chipunza, C. (2010). An Examination of Employee Retention Strategy in A Private Organisation in Zimbabwe. *African Journal of Business Management*, 4(10):2103-2109.
4. Galinsky, E., Bond, J.T., Sakai, K., Kim, S.S. & Giuntoli, N. (2008). *National Study of Employers, May, Families And Work Institute*, New York, NY.
5. Lee, H. & Cummings, G. (2008). Factors Influencing Job Satisfaction of Front Line Nurse Managers: A Systematic Review. *Journal of Nursing Management*, 16:768-783.
6. Salkind, Neil J. (2014). *Exploring Research*. 8th Ed. Upper Saddle River, Nj: Pearson Prentice Hall.
7. Tymon, W.G. Jr, Stumpf, S.A. & Smith, R.R. (2011). “Manager Support Predicts Turnover of Professionals in India”. *Career Development International*, 16(3):293-312.
8. Yanadoria, Y., & Katob, T. (2010). Work and family practices in Japanese firms: Their scope, nature and impact on employee turnover. *The International Journal of Human Resource Management*, 20(2), 439–456.