



Impact of Work-Life Balance Practices on Employees Retention and Organizational Performance – A Study on IT Industry

KEYWORDS

Work-life balance, employee's retention, organizational performance, work-life balance practices.

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ABSTRACT *Work life balance is an important concept. Every person wants to maintain equilibrium between their work and family life so that they can lead a balanced life. This is the reason that employees now prefer companies that offer exclusive and attractive work life balance policies. Therefore many organizations adopted Work-Life Balance practices in order to attract better applicants and reduce work-life conflict among existing employees in order to enhance organizational performance. This paper studies the impact of Work-Life Balance practices on employee retention and how they enhance organizational performance. The findings show that a Work-Life Balance it is not a quandary to be determined once but a constant concern to be managed. For organization goals to be achieved through the people employed, Work-Life Balance concerns must become a crucial feature of human resource policy and strategy. We suggest organizations need to improve their practices in order to improve organizational performance, including enhanced social exchange processes, increased cost savings, improved productivity and reduced turnover. The sample selection was done by convenience sampling method. The study was conducted in Noida region with a sample of 200 employees taken from IT Industry. The data was collected with the help of a structured questionnaire. The study has revealed that the work-life balance practices have direct influence on employee's retention and it also enhances organizational performance.*

Introduction:

Work life balance is about creating and maintaining supportive and healthy work environments, which will enable employees to have balance between work and family responsibilities and thus strengthen employee's loyalty and productivity. Work-life balance has become an important concept for both employers and employees of most organizations all over the world. The employees are not willing to work in such organization where the prevailing culture is not supportive and many even quit the job; retention happens to be critical then. Off late it is the realization of most of the companies that if the work life conflicts of employees can be taken care of in an appropriate way then it can help in the retention of the talent. Work-life balance primarily deals with employees' ability to properly prioritize between their work and family life. Where there is appropriate balance between work and personal life, employees give their best shots at work, because their families are contented. Finding a suitable balance between work and family life is a big challenge. Where there are happy homes and pleasant work places, there is conflict free work environment, employees work with zeal. Thus demand for work-life balance practices have made it compulsory for organizations to look outside human resource interventions. Schemes such as flexible working hours, alternative work plans, and compressed working hours, leave plans, family care responsibilities, employee assistance programs have become an important part of organization benefit programs and reward packages especially in developed economies.

Therefore employers should know the benefits of implementing Work-life balance practices not only for employees but also for their families, organization and society. Work-Life balance practices are changes that organization made in their programs, policies and organizational culture that are designed to reduce work-life conflict and enable employees to be more effective at work and in other roles.

There are wide varieties of practices currently being used to help employees to achieve work life balance. It is important to note that some work life balance programs help employees to handle stress or helps to reduce absolutely stress level by rebalancing life. Increasing competition in today's time and multi faced demands between work and home responsibilities cause tremendous stress on employees. Changes in social and demographic variables like increase in nuclear families, greater numbers of women in the workforce, dual-career couples, rise in the number of single parents, long working hours and technological advancements bring toll on the health of employees. In response to these changes work life conflict occur among the multiple roles that individuals play in everyday life. Organizations are increasingly pressured to design various kinds of Work-Life Balance Practices, intended to facilitate employees' efforts to fulfill both their employment related and their personal commitments. The way of how work-life balance can be achieved and enhanced is an important issue in the field of human resource management and has received significant attention from employers, workers, government, academic researchers, and the popular media.

Work -Life Balance Options

Organizations are realizing that employees with well-balanced work and lives are actually valuable to firms. The quality of an employee's personal life impacts work quality. There are numerous organization policies that can assuage the burden of work-life balance. Options include providing leave with pay or options for reduced hours, workplace supports such as personal time off, paid leave, childcare facilities, financial assistance for childcare, and other family-friendly policies all of which are workplace policies that could resolve the work-life balance problem. In deciding to facilitate employees' work-life balance, organizations can choose from a wide array of options.

Job-sharing

which is a system where two people share a job. They both have the same job, but split the hours; the payments, holidays and benefits. This gives them ample time to attend to non-work activities to achieve a good degree of work-life balance. **Breaks from work** once in a while, which results in the right balance between work and life. These breaks should not only be about maternity, paternity and parental leave, but also time off for career breaks and sabbaticals. Another option is **compressed working hours**; a system where an employee can work his total number of agreed hours over a shorter period such as working the hours over four days in week instead of five consequently gaining a day.

Self-rostering

where employees roster their hours how they want. The organization daily checks the number of staff and skills required and lets the employees decide which hours they would like to work. Employees are thus able to schedule their time conveniently between work and nonwork activities. Furthermore there is **Tele-working**, flexible schedules option that employee's value tremendously and its popularity is increasing. Using modern communication technology, employees carry out their jobs without necessarily having to be at the office. Often, they can work from home or in satellite offices or telecentres close to them. It allows employees to attend to family or non-work issues once production or excellence is not affected. Gradually more sophisticated and realistically priced technologies have made it more feasible for employees to keep contact with work employing several methods, such as e-mails, computers, and cell phones, which enable them to complete their work beyond the physical restrictions of their offices. Employees may respond to an email or a voice mail after-hours or during the weekend, typically while not officially "on the job". Researchers have found that employees who consider their work roles to be an imperative component of their personalities will be more apt to use these communication technologies to work while in their non-work domains.

Tele- working is nevertheless not suitable or achievable for every job but it saves inestimable time, money, and commuting stress for employees. It also enables office collaboration time when the employees come in and employee work – life balance is ensured. Again, there is **Child** care assistance can boost output and drive among employees. It also reduces turnover, accidents and absenteeism. Childcare options for working parents can be significant in work life balance and job satisfaction. The leaning is towards dual-earning families because life is now excessively costly for a prospective money-maker to stay at home. People with families no longer possess the extravagance to stay at home for child care. Therefore the demand for child care options as a means of helping employees achieve work-life balance is becoming more and more popular. Child care options include crèche, day-nursery, after school child care, teen care, host parent care, and leader-at-home.

There is also the **Flexi-time** allows employees, to determine the start and end times of their working day, provided a certain number of hours is worked. This can allow them to meet family or personal commitments/emergencies. A flexible schedule gives employees more options and is especially appropriate in jobs where specific work hours really do not matter. Other options of work-life balance policies that lead to happier and more produc-

tive workers include educational classes, such as classes on the wellbeing of a newborn or family, put on by the organization, that has been shown to be associated with less reported work-life conflict.

Review of Literature

Review of literature paves way for a clear understanding of the areas of research already undertaken and throws a light on the potential areas which are yet to be covered. Keeping this view in mind, an attempt has been made to make a brief survey of the work undertaken on the field of work life balance practices adopted by organization and its impact on Employees retention and organizational performance. The reviews of some of the important studies are presented below.

M. Sakhthivel Murugan (2009) revealed that organizational culture influencing performance among the employees in the IT industry depends on major factors such as organizational culture, work environment, safety and negotiation. It is concluded that all employees realized that a conducive organizational culture influence organizational performance in IT industry.

Baron and Hannan (2002) investigated that an instructive conceptual framework with three dimensions of employment blue prints for success in high- tech start-up firms. First a basis of attachment and retention includes compensation, quality of work and work group as a community; the social identity. This is a key basis for creating the second dimension for attachment criteria for selection- which includes skills, exceptional talent/ potential and fit with a team or organization. Thirdly means of control and coordination include direct monitoring or peer or culture control, reliance on professional standards, and formal processes and procedures.

Rajanish Ratna (2008) in his article " Work Life Balance in IT Sector revealed that the work life of an employee has attracted a great concern because of a large number of problems related to employee health , monotony at workplace , declining levels of productivity and competence at the employee level .He has studied the work life programs of Indian IT giants like TCS, Wipro, Tech Mahindra and discussed that work life balance diminishes as age increases and female employees require a flexi work environment and timings ,a healthy relationship with colleagues helps in maintain the balance. So organizations should provide provisions for development of one self, to support family needs, a flexible work culture with management support.

C.Janki (2009) found that "Employee Retention" discussed that most challenging issue faced by today's global organization, is to retain their employees and provided insights into employee retention strategies, measures and techniques to minimize the rate of attrition. He said for retaining valuable employees the strategies of proper attention should be given to every employee, get the right people at right time, provide training and coaching plan for succession and acceleration pool, offer better career visibility, use explicit ranking systems tied to incentive and differentiate the organization with unique culture, can be adopted.

Work Life Balance Policies helps employee in managing their work and family in a better way and enhance their attitudes and behavior's such as organizational attachment (Groover and Crocker, 1995), Job Satisfaction (Kossek and Ozeki, 1998) and intention to stay (Lobel and Kossek ,1996).

Objectives of the present study are as follows:

The purpose of this study is sought to be achieved through the following specific objectives:

- Study the relationship between Work –Life Balance Practices on Organizational Productivity
- Analyze the impact of Work -Life Balance Practices on Employee Retention.
- Analyze the Impact of Work –Life Imbalance on employee's job satisfaction.

Research Methodology

The study is conducted to obtain the data on Work- Life Balance Practices and its impact on employees retention and on organisational performance .The study is con-

ducted in IT Companies of Noida region.Survey method is used for collecting data from employees with the help of questionnaire.We requested all respondents to fill up the questionnaire, by self after explaining the various aspects mentioned in it . 200 questionnaires were distributed to the employees of Noida and only 194 were found to be complete and suitable for analysis. The data collected from the survey was analysed by using SPSS Software.There will be no bias in using the convenience sampling since respondent mutually participated in this survey. Researcher generally uses convenience samples to obtain the large number of completed questionnaire quickly..Data is collected through primary as well as secondary sources.Through primary source the data is collected through interviews and filling of questionnaire . Secondary source consist of periodicals, newspapers and online resources.

Data Analysis and Interpretation**Table 1: Relationship between WLB Practices and Organizational Productivity**

Resp	SA	A	D	SD	Total	X ² Cal	X ² Crit	df	P	Rem
	72(11.39)	81(21.78)	37(2.73)	4(40.85)	194	76.73	7.48	3	0.05	S

X² (cal.) = 76.73, df = 3. X² tab at 0.05 level of significance = 7.48. Since the calculated X² is greater than X² table value, we reject the null hypothesis (Ho). This implies a significant relationship between work life balance (WLB) practices and organizational productivity.

Table2: Relationship between Work-life balance and Employee Turnover and Absenteeism

Resp	SA	A	D	SD	Total	X ² Cal	X ² Crit	df	P	Rem
	89(33.82)	73(12.38)	20(16.75)	12(27.47)	194	90.42	7.48	3	0.05	S

X² (cal.) = 90.42, df = 3. X² tab at 0.05 level of significance = 7.48. Since the calculated X² is greater than X² table value, we reject the null hypothesis (Ho). This implies a significant relationship between work life balance (WLB) practices and employee turnover and absenteeism. Work-life balance (WLB) practices can trim down employee turnover and absenteeism.

Table 3 Work-Life Imbalance and Employee Job Satisfaction

Resp	SA	A	D	SD	Total	X ² Cal	X ² crit	df	P	Rem
	103(61.24)	58(1.86)	21(15.59)	12(27.47)	194	106.16	7.48	3	0.05	S

X²(cal.) = 106.16, df = 3. X² tab at 0.05 level of significance = 7.48. Since the calculated X² is greater than X² table value, we reject the null hypothesis (Ho). This implies a significant relationship between work life imbalance and employee job satisfaction. Work-life imbalance affects employee job satisfaction and social life. High quality of work life balance will improve the job satisfaction.

Conclusion and Policy Implications

A successful balanced between work and family life is like a win-win situation for employees and employers. Work-Life Balance has double-edged gains where right balance is important to be maintained. Availability and use of Work-Life Balance Practices, when provided in the context of employees and employer's support can reduce work-life conflict and increase positive appraisals of one's organization. These effects are often associated with employee attitudes such as increased job satisfaction, enhanced employee's performance, reduce absenteeism, increased productivity, lower recruitment and training costs, increased retention of valuable employee and increased organizational commitment and loyalty. All of these aspects are associated, in turn, with costs savings, higher customer satisfaction and implicitly higher levels of organizational performance. Building an organizational culture which supports Work-Life Balance is a long term process for large organizations.

The need for enhanced use of Work-Life Balance options like flexi time, job sharing and breaks from work so that employees can feel that the organization is facilitating their coordination of family and professional lives. A reassessment of present policies and upgrading of current practices is necessary. Provisions should be made where possible for leave facilities, both with or without pay for family emergencies, child care within the organization, for female employees to create a work environment free of aggravation and inequity. Moreover the need arises to introduce job sharing options in addition to paid and unpaid career breaks. Also there should be specific counselling programs on Work-Life Balance. Organizations should have formal counselling departments to appreciate employee work life balance problems and help them pick spot-on options. Again, regular exercises, mediation and other soft skill practices can be initiated to advance the emotional balance of the employees. The study gives new insights and research directions on work-life balance practices and their relationship to organizational performance and employee's productivity.

The study has practical implication for that organization especially who wish to retain talent through family friendly Work-Life Balance Policy and Practices. It is not only going to make the employee happy and productive but also differentiate the organization as an employer of choice. The study encourages organization to take an active role for

developing a more supportive and encouraging employee friendly culture that can facilitate on the policies implementation.

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