

Employee Engagement and Effects of Work Life Balance in Software Industries in Chennai

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Abstract

Employee engagement and work life balance are very essential factors involved in software industries in Chennai. Employees are in a tremendous pressure to balance with family as well as with working environment. Nowadays there is a change in the culture. Due to the emerging trends in software industry peoples life style have also changed. Though there are lot of initiatives taken work life balance is the most important aspect in employee engagement in software industries in Chennai. This paper focusses on the employee engagement and work life balance in software industries in Chennai.

Key Words: Employee engagement, software, work life balance.

1. Introduction

In the recent years employee engagement has been considered as the important criteria in human resources in all the organizations. Employers have gone to the extra mile of giving an opportunity for employees to work from home and many measures have been taken to retain employees. Flexibility in working hours, innovative ideas for making employees feel engaged in the organization has become an important criteria in human resources. Hr professionals have taken options to create family friendly relationship in the organization externally and internally. Organisations which follow and practice the policies of work life balance are able to sustain employees in their organization. Successful organizations have a structured work life balance policy. Due to the work life balance policies followed in software industries in Chennai the absenteeism to workplace is reduced somehow the management gets the work done. Though the employees may not be physically available in the workplace. A strong organizational culture helps to increase employees intention to be engaged in the organization. Work-life balance should be supported and encouraged at all levels of the organisation from top management, team leaders to the team members. Any organization which encourages work-life balance policies and practices will have a positive employee engagement.

2. Objective of the Study

1. To examine Age group of respondents and their perception towards Work - Life Balance factors in software industry.
2. To analyse the shift type of respondents and their perception towards Work - Life Balance factors of software Industry

3. Review of Literature

Swathi.S (2012) has opined that the imitative taken for the employee engagement is only few and not much research, training and development has been on the area before implementing the employee engagement activities in the companies. The companies need to focus on it more because retention and engagement of generation Y is difficult. the employee engagement leads to the increase in productivity, re tension, safety, less turnover. On the positive note we can say that in future the companies will be taking more initiative for employee engagement and contribute more

Daniele Grandi (2012) has revealed that work-life balance and implementation of worklife balance policies will be one of the main topic for the next decades when talking about human resource practices. The need for a major balance between work and non- work activities is an issue more and more spread between working population and it will be even more important with the entrance of new generations in the labor market. This is not an easy challenge and both firms and governments will be required to put more effort into this. In this paper it has been analyzed those that may be the main organizational

outcomes in terms of recruitment, job satisfaction, retention, performance and productivity. It is clear how a change in firms mindset and culture is required in order to align their policies to both population needs and new way for reaching competitive opportunities that are nowadays embedded in the global labor market. Even if some companies have been more proactive, and reactive, (I took SAS Institute as a main example) there is the need to move more step forward in this direction. Although several critics have been moved to the approach that firms and governments have in relation to work-life balance issues, and to the overrated relevance that this topic have in the economic environment nowadays, the feeling is that providing work-life balance through the working population is a task that firms, in order to remain competitive, can't avoid to face in an effective way. The employees' need for increasing benefits in a continuously changing environment and wide opportunities for firms, referring to competitive advantages, lead to the conclusion that promoting work-life balance policies and care about the implementation of effective practices, in order to achieve a proper balance between work and non-work activities need to become an intrinsic trait of the business and not just an additional component of corporate policies.

Julka et al(2017) highlights to achieve WLB, every woman should set the goal and excel both in career and family. Some of the strategies and skills at work such as planning, organizing and setting limits can be used at home and work place for accomplishing a satisfying and fulfilling well balanced life both professionally and personally. Women employee should care the family both physically and financially to satisfy the family needs. Also work for the accomplishment of organizational objectives and individual upliftment to satisfy the career needs. Organisations need to adopt human resource strategies and policies to overcome the issues of the work life balance of women in the current business environment. Frances and Patricia (200&) concluded that Family Policy, Welfare state provision and labour market structure behave jointly to determine distinct models of work family balance and the financial consequences associated with them.

Susi.S et al (2011) found that work-life balance and employee engagement becomes a visible benchmark among high performing organizations that reap the economic and reputational benefits of being publicly recognized as a 'best place to work' or an 'employer of choice'. Many Family-friendly organizations feel the need for work/ life balance which include recruitment and retention of valuable work force, reduced absenteeism, reduced employee stress, health benefits, job satisfaction, and better life balance. It has been suggested that an effectiveness of work-life balance policies and practices must incorporate the effects of workplace culture and supervisor support of employees' efforts to balance work and Family responsibilities. Developing and maintaining a culture that enables and supports the opportunity to have a desired work life balance and to promote the benefits of the employee & organization.

(SussannaShagvaliyeva et al 2014) examined flexible working hours from its positive point of view. The investigation showed that introduction of flexible working hours brought some benefits for both employee and employer. Also, flexibility in the workplace gives employees time to perform outside of the work roles and it helps balance employees' work and life. Trust between employer and employee is an important issue when it comes to flexible working hours.

If not monitored by manager, flexible working hours might create some difficulties in the workplace. Further study on flexible working hours need to be taken to understand the drawbacks of such practices.

Only after investigating flexible working practices from both positive and negative sides, organizations might consider applying flexibility to the workplace.

Toyaz Shekhar(2016) has explained that it is no more just cash benefits rather an umbrella of non-cash benefits comprising elder care, child care, sabbaticals, compressed work week, flexible scheduling, job sharing, Work from home is required in various combinations for effectively managing the talented work force. The concept of CTC has also come up due to such needs of employees where they look for the overall package & benefits offered by the corporate world. It is more like cost benefit analysis for the employer to keep their work force engaged.

4. Methodology

The respondents of the study are employees working in software industries in Chennai. In this study a sample of 417 respondents were selected through a structured questionnaire.

In this research, we used probability sampling by using its category of convenience sampling. The reason behind selecting convenience sampling was that because in this, the most easily accessible customers were chosen as subjects of research and it was the quickest, convenient and less expensive technique used. This research was based on primary and secondary sources.

5. Analysis of Data

To test the null hypothesis, the T test, Anova and Duncan Multiple Range Test (DMRT) is applied and the results are shown in the below table.

6. Research Design

It is a Descriptive Research design

Primary data: Personal Interaction and Questionnaire survey.

Secondary Data: Journals, Magazines and Web Search.

7. Analysis and Interpretation

Mean differences between the Age group of respondents and their perception towards Work - Life Balance factors in software industry

The ANOVA is used to assess the presence of mean variations among different groups. Normally, this test is applied to know the existence of the differences between various groups' mean variation (more than two groups).

Null Hypothesis

H_{012} - "There is no mean differences between the age groups of respondents and their perception towards Work - Life Balance factors in software industry".

To test the null hypothesis, the F test is applied and the results are shown in the following table:

Table 1: Mean Differences Between the Age Group of Respondents and their Perception Towards Work - Life Balance Factors in Software Industry

| Factors | Up to 25 Years | 26 - 40 Years | above 40 Years | F | Sig. |
|-------------------|---------------------|---------------------|---------------------|--------|------|
| WLB Policies | 3.5806 ^a | 3.1493 ^a | 2.8208 ^b | 32.702 | .000 |
| Workplace Support | 3.2181 ^a | 2.8247 ^a | 2.7194 ^b | 15.870 | .000 |

Source: Computed Primary Data

Note

*denotes significant level at 5%

'a' denotes subset 1 and 'b' denotes subset 2.

It is evident from the table, * since p value is less than 0.05, the null hypothesis is rejected at 5% level with regard to perception towards Work - Life Balance factors of software industry. Hence there is significant mean difference between age group of the respondents with regard to perception on factors of "WLB Policies" and "Workplace Support".

Post-hoc test

Based on Duncan Multiple Range Test (DMRT), the three categories of Age group of respondents are classified into two subsets. Subset 1 is "up to 25 years & 26 - 40 years" and Subset 2 is "above 40 years". The mean scores of subset 1 is higher than the mean score of subset 2. Hence the respondents of up to 25 Years and 26 - 40 years age groups are more satisfied than the age group of above 40 years by the factors of Work - Life Balance such as "WLB Policies" and "Workplace Support".

Mean difference between the shift type of respondents and their perception towards Work - Life Balance factors of software Industry.

The T test is used to assess the presence of mean variations between two groups. Normally, this test is applied to know the existence of the differences

between the two groups' mean variation.

Null Hypothesis

H₀₁₁ - "There is no mean difference between the shift type of respondents and their perception towards Work - Life Balance factors in software industry".

To test the null hypothesis, The T test is applied and the results are shown in the following table:

Table 2: Mean Difference between the Shift Type of Respondents and their Perception Towards Work - Life Balance Factors of Software Industry

| Factors | Day Shift | | Night Shift | | T | Sig. (2-tailed) |
|-------------------|-----------|----------------|-------------|----------------|-------|--------------------|
| | Mean | Std. Deviation | Mean | Std. Deviation | | |
| WLB Policies | 3.18 | .81178 | 2.91 | .72199 | 3.225 | .001* |
| Workplace Support | 2.91 | .64535 | 2.87 | .68363 | 0.628 | .530 ^{NS} |

Source: Computed Primary Data

Note

* denotes significant level at 5%
 NS denotes not significant.

It is evident from the table, * since p value is less than 0.05, the null hypothesis is rejected at 5% level with regard to perception towards Work - Life Balance factors in software industry. Hence there is significant mean difference between shift type of the respondents with regard to their perception on factor of "WLB Policies".

The mean scores of Day shift respondents (3.18) and Night shift respondents (2.91) reveal that Day shift respondents are more satisfied by the factors of Work - Life Balance such as "WLB Policies" than Night shift respondents.

^{NS} Since p value is greater than 0.05, the null hypothesis is not rejected. Hence there is no significant mean difference between gender of the respondents with regard to perception on Work - Life Balance factors of "Workplace Support".

8. Conclusion

From this study it is evident that work life balance plays a vital role in employee engagement. Employees who are in the age group of 26-40 years are more satisfied in the job and they are able to balance their work life. Day shift employees are more satisfied than the employees in night shifts by the factors involved in work life balance. Shifts job generally creates an impact in the family life of the employees. They may not be able to complete their personal work and spend time with their family. Hence some organisations have chosen work from home option for employees especially female employees will be benefited as they can save their travelling time and complete household work. Family friendly policies have been adopted in organisations to enable the

employees to enable the employees to balance their work life and feel engaged in their respective job roles.

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