A COMPARATIVE STUDY ON IMPACT OF WORK LIFE BALANCE (WLB) MEASURES OVER THE JOB PERFORMANCE AND SATISFACTION OF OPERATIONAL LEVEL IT WORKFORCE AT BANGALORE

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Abstract
The roles of Work Life Balance measures having very influential roles in business organizations, workforce and society at large in western nations as these are proved practices and mandate / legitimate framework in most of the developed nations. By considering growth and change in paradigm of MNCs governance and work climate in Indian terrain gave the scope and interest for taking up of this research work. To be frank, among Indian MNCs, at present WLB measures are voluntarily practiced based upon their suitability/prudential and match without legitimate/ compliance role by government. So more such studies would ideally accelerate the momentum of early adaptation of WLB measures and may blossom WLB measure as legitimate/ compliance mandate in near future.

This study revealed the role of WLB measures in a 'Pre – Post' experimental relationship scenario among operational level workers of IT industry in Bangalore. The sample size of 75, i.e., N=75, has been collected with data and Pre – Mean value is of 86. 52 with standard deviation value of 19.1. Post – Mean value is of 115.24 with standard deviation value of 30.09. Statistical Inferential result of P value is P = 0.003 proves significant of the results and support the hypothesis H^1 - WLB measures are having significant role in enhancing in both job performance and job satisfaction.

Based upon the results, it has been proved that WLB measures are having significant role in determining job performance and job satisfaction.WLB measures proved to be a remedial framework / concept which takes on Work – Life conflict effectively and ensures Work – Life Balance to be restored among work force. Gaining confidence and high morale, workforce may perform more prudently in near future and as well as demanding situations of corporate companies.

Keywords: Work Life Balance, Job Satisfaction, Job Performance & Workforce.

I. INTRODUCTION

Changes in the social, political and economic fabric of societies have influenced and continue to influence both the nature of employment and its relationship to life outside work. Work-life balance has emerged as a hot topic in recent decades and fuelled by changing trends in workforce multi domain roles. The changing economic conditions and social demands have changed the nature of work throughout the world. The concept of Work life balance is becoming more and more relevant in an ever dynamic working environment.

Kirchmeyer (2000) views living a balanced life as ''achieving satisfying experiences in all life domains, and to do so requires personal resources such as energy, time, and commitment to be well distributed across domains'.

Work-life balance has become a subject of concern for both research scholars and business leaders in view of the contemporary demographic, technological, market, and organizational changes associated with it. Considering wide range of horizon of various industrial perspectives, it would be hilly task to come with a concrete recommendation for all issues at large and overall. However, there has been little academic attempt to provide a holistic picture of work-life balance benefits and programmes (WLBPs) offered by various organizations in India. Work–life balance is the proper prioritizing between "work" (career and ambition) on one hand and "life" (pleasure, leisure, family and spiritual development) on the other. In order to find the remedy, addressing both the concepts of work life balance and work life balance practices becomes need of the hour.[1]

Now especially corporate companies those who exert naturally on 'dying for targets'   should tailor its work/life policies to suit their own business needs and corporate culture. This 'best fit' must emerge as bi party outcome between employer and workforce. As with other health and safety programs, for work/life initiatives to be successful and sustainable, both employers and employees must take responsibility for making the program work effectively. It is very important to remember that for many workers balancing work/life demands are just one of the many challenges they face on a regular basis as there is no single recipe for all. Therefore a good work/life balance seeks to find a balance between an individual's work and their

life outside work. This balance should aim at three levels, personal, professional & social domains which also includes achievement inside work and personal enjoyment outside work. Keeping the present scenario of the fast growing, work minded, career oriented and highly competitive environment leads invariably to prove the need for framework for WLB measures.[2]

An ideal WLB programmed truly empowers beneficiaries, employer & employee; for long term and sustainable achievements regardless of rollercoaster nature of competitive business environment. Work-life balance is about people having a measure of control over when, where and how they work. It is achieved when an individual's right to a fulfilled life inside and outside paid work is accepted and respected as the norm, to the mutual benefit of the individual, business and society.[3]

Nancy Lockwood (2012), in her study, revealed three macro factors, 'global competition, personal lives/family values, and an aging workforce' present challenges that exacerbate work/life balance. Considering the situational needs, human resource professionals can assist their companies to capitalize on these factors by using work/life initiatives to gain a competitive advantage in the marketplace. Work/life programs have the potential to significantly improve employee morale, reduce absenteeism, and retain organizational knowledge, particularly during difficult economic times.[4]

II.REVIEW OF LITERATURE
While understanding the spheres of WLB concepts various subject matters to be considered between 'work & life'. According to Greenhaus.et al (2003), the recent explosion of interest in the work–family interface has produced a number of concepts to explain the relation between these two dominant spheres of life: accommodation, compensation, resource drain, segmentation, spillover, work–family conflict, work–family enrichment, and work–family integration. Nevertheless, the definitions of balance are not entirely consistent with one another, the measurement of balance is problematic, and the impact of work–family balance on individual well-being has not been firmly established. Positive balance suggests an equally high level of attention, time, involvement, or commitment, whereas negative balance refers to an equally low level of attention, time, involvement, or commitment.[5]

In another study, WLB to serve to subside the 'role conflict' which naturally neutralize the issue and ensures winning the balance. Clark describes WLB as "satisfaction and good functioning at work and at home, with a minimum of role conflict". The focus on the domains of work and family is vital as family and work are regarded as the most important elements of everyone's life, and any competing demands from work and family life cause conflict and negatively affect the wellbeing of workers (Clark & Frone, 2000). Therefore, good WLB and wellbeing can be achieved when there is no role conflict, and when people are satisfied with their work and family roles.

Whenever professional and personal lives enrich each other where there is complete harmony in which ultimately work life balance is achieved. But these statements hardly survive as each live try to engulf the other life domain in most gruesome reality. Manisha Purohit(2013), in her study, work–life balance is a concept including proper prioritizing between "workaholics" (career and ambition) on the one hand and "lifestyle" (Health, pleasure, leisure, family and spiritual development) on the other. It is the term used to describe practices in achieving a balance between the demands of employees family (life) and work lives. The increasing prevalence of work life conflicts and increasing concern about work life issues in the corporate arena present both a challenge and opportunity for Human Resource (HR) Professionals. Work-life balance initiatives designed to help employees balance their work and personal lives are not only an option, but also a necessity for many employers today.[6]

The relationship of job satisfaction and WLB has been well discussed by Jane & James (2014) in their study. Organizations are social systems where human resources are the most important factors for effectiveness and efficiency and need effective managers and employees to achieve their objectives. Organizations cannot succeed without their personnel efforts and commitment. Job satisfaction is critical to retaining and attracting well qualified personnel. Exceptional organizations have leaders that create work environments where people can achieve work life balance and well being as they define it for themselves Spinks (2004). A satisfied work force is essential for the success of organizations and their businesses. Dissatisfied employees make organizations dysfunctional, damaging their financial performance. Job satisfaction and work life balance are more likely to drive employees to remain with their current employers than benefits and salary, according to a recent poll by the Washington based American Psychological Association.[7]

III.RESEARCH METHODS & MATERIALS

a. Objectives
1. To find out the enhancement / development between before and after the WLB measures, the level of job performance of operational level IT workforce.
2. To find out the impact of WLB measures collectively on workforce and their job satisfaction.

b. Hypothesis
H_1: WLB measures are having significant role in enhancing in both job performance and job satisfaction.
H_0: WLB measures are not having significant role in enhancing in both job performance and job satisfaction.

c. Research Design
Nature Experimental Research with Pre – Post experimental analysis model.
Sampling
Convenient Sampling method has been chosen through e-mail survey by obtaining written consent from concerned HR authorities.
Data Collection Method
Primary data collection methods are chosen. 81 subjects are taken through survey/questionnaire method. 6 samples are dropped due to invalid / inappropriate completion of questionnaire. So, sample size N=75. The period of the research extended with minimum criteria of 6 months to 1 year of period where WLB measures implemented to be studied.
Tool Used
Job Satisfaction Survey (JSS) by Paul. E. Spector, an internationally standardized questionnaire from University of South Florida.[8] Likert's six point scale has been used from Disagree very much to Agree very much.
Statistical Methods used: Paired 'T' test by using Mini Tab software.

IV. RESULTS AND DISCUSSION

HR managers of various corporate IT companies in Bangalore are contacted through e-mail and taken consent from them as formal procedure for proceeding towards research work. WLB measures in concurrent practices are taken into the consideration. Paul.Spector's Job Satisfaction Survey (JSS) questionnaire has been administered. The results obtained are given below.

Paired T-Test and CI: pre, post

	N	Mean	St Dev	SE Mean
Pre	75	86.52	19.1	2.19
Post	75	115.24	30.09	3.47
Difference	75	-28.72	21.63	2.5

95% CI for mean difference: (-33.70, -23.74)
T-Test of mean difference = 0 (vs   0): T-Value = -11.50,   **P-Value = 0.003**

36 questions of JSS questionnaire has been administered and Pre – Mean value is of 86. 52 with standard deviation value of 19.1. Post – Mean value is of 115.24 with standard deviation value of 30.09. Statistical Inferential result of P value is P = 0.003 proves significant of the results and support the hypothesis H^1.
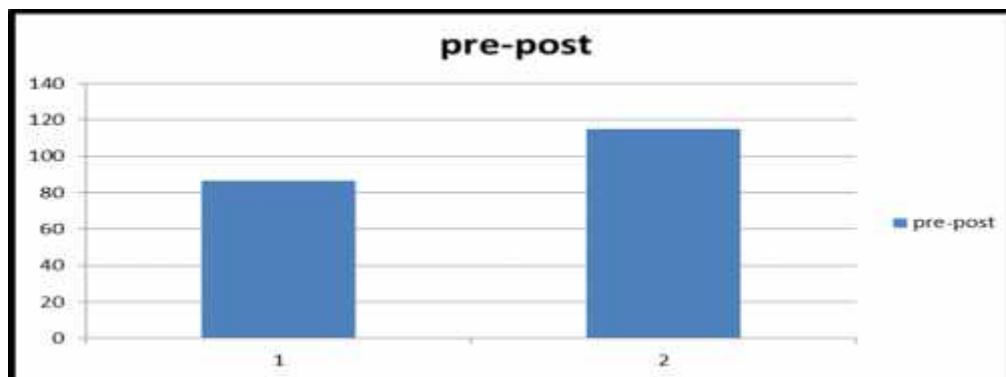
Likert's six point scale has been used from 1-Disagree very much, 2- Disagree moderately, 3- Disagree lightly, 4- Agree moderately, 5- Agree lightly, 6-Agree very much. By considering total sample size N= 75, for 36 questions, total score has been shown as Pre – 86.52 which is very much towards 'disagree domain' and Post – 115.24 shows clearly the shift of trend towards 'agree domain' gives the understanding of WLB measures towards job satisfaction and job performance. The shift has been shown the below given table in which pre – post scores are significantly by giving the shift.
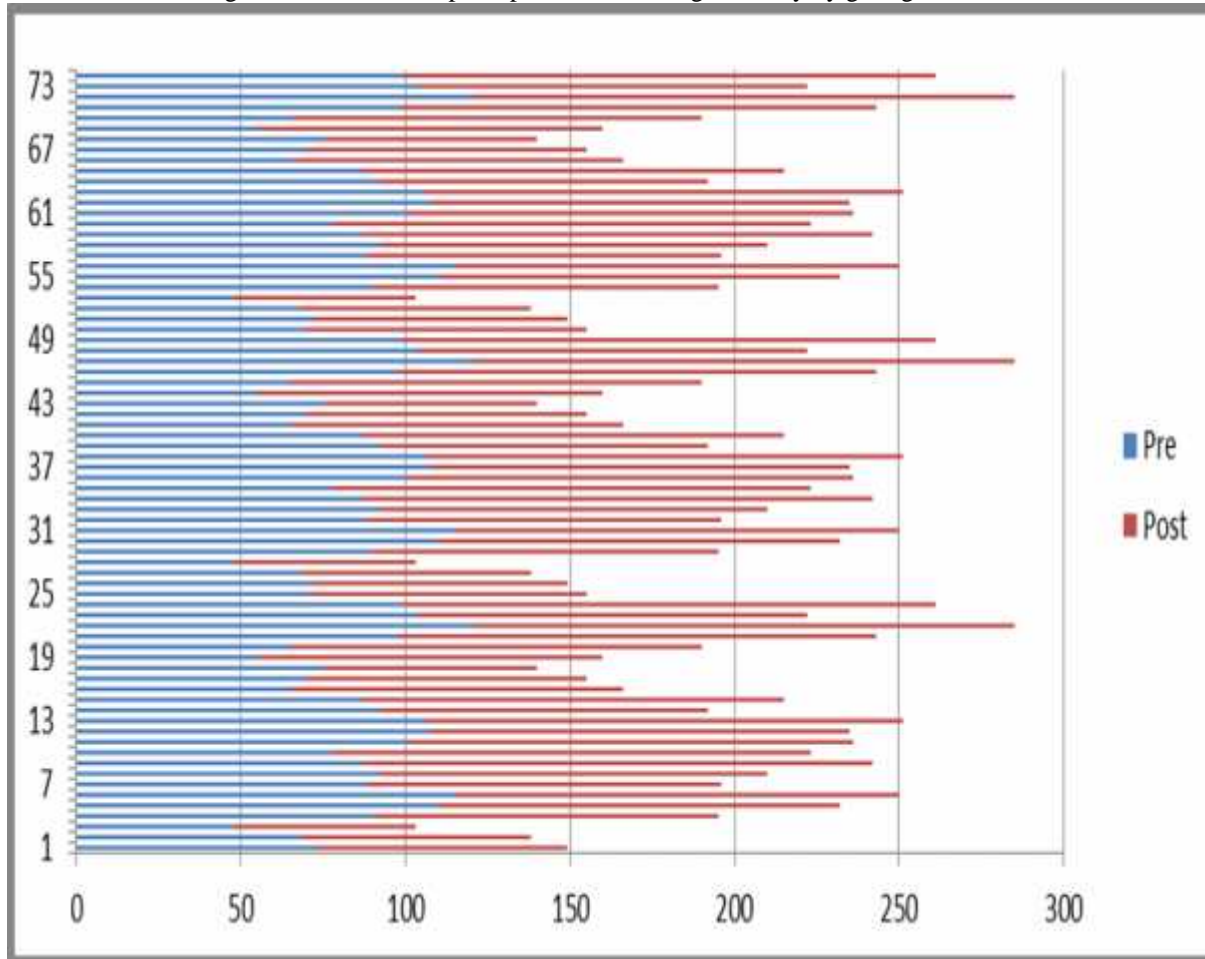
V.SUGGESTIONS
- Based upon the results, it has been proved that WLB measures are having significant role in determining job performance and job satisfaction.
- WLB measures naturally a remedial framework / concept which takes on Work – Life conflict effectively and ensures Work – Life Balance to be restored among work force.
- Gaining confidence and high morale, workforce may perform more prudently in near future and as well as demanding situations of corporate companies.
- Positive effects created by WLB measures will be sequentially reflects on family life sphere of workforce are positively assumed in this study.

VI. CONCLUSION
Bangalore being the IT capital of India and by witnessing the long work hours of corporate workforce, this study has been executed to reveal the role of WLB measures among operational level workforce of IT industry. Before and after the implementation of WLB measures, the results obtained clearly proves the vital and remedial role of WLB measures and it

would be expected soon to become mandate framework for every company by understanding prudential outcome for both companies and workforce as win- win solution towards sustainable success and development.

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