

HARMONY IN THE DIGITAL AGE: THE INFLUENCE OF WORK LIFE BALANCE ON IT PROFESSIONALS

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ABSTRACT

In the present scenario it's not easy to manage the valance between work and domestic life due to globalized work culture, modernization, change in lifestyle etc. The target behind this study was to investigate the impact of WLB on employees' Job Satisfaction (those who are working in the IT sector of Guru Gram & Faridabad. To attain the objective 261 employees' responses through structured questionnaires were collected and analysis work done on PLS SEM. The study analysed that WLB has an observable impact on employees' job satisfaction. The constraint of the study was short duration and small data size (only two districts of Haryana). In future one could conduct the study on a large dataset on a large geographical area.

Keywords: Work Life Balance, Job Satisfaction, IT Sector, Technology.

1. THEORETICAL UNDERPINNING

In the recent digitalized and speedy growing culture individual do not have time for themselves specially those who are working with ITes, BPO's & KPO's. With increasing demand for survival of innovative work culture, effective productivity and ability to stay at modern workplace employees have to be up to date or in another words to meet up the technological requirements employees generally faces long working hours, sharp & tight deadlines, huge pressure which creates difficulty to maintain a sync between private and professional life at once. It leads to an emerging concern about maintaining a fit between dual responsibilities. WLB referred to the equilibrium between effort devoted towards work and home. When we are talking about the IT sector the tasks and timing of work are generally extended due to global projects, at this moment the life of individual employees gets misbalanced. This kind

of dis equilibrium creates the problem of emotional & mental stress, depression, anxiety and job dissatisfaction (Silban, & Margaretha, 2002; Kallinath & Brough, 2008).

WLB was a factor which affects their overall satisfaction and happiness in life (Yusuf, 2018). Further Yusuf, (2018) defined that the term WLB was originally used by the UK in late 1970 to describe a balance between personal and professional life (Greenhaus, Collins, & Shaw, 2003).). It is the combination of two words; work which deals with ambitions, career, health and life related with family, health, choices of individuals. Generally “work” was considered as paid form and life was the informal concept which was related with the individual personal life (Parmar, 2012). However if the balance gets disturbed the problems occur in an individual's life. Once the sync between work and life disturbed employees faced many kinds of problems like when he was at the workplace he started feeling dissatisfied or the frustration of the workplace destroyed the family life. Thus bad work-life balance causes many kinds of problems like depression, anxiety, loneliness, poor work relationships (Marecki, 2024). For the organizations it was suggested to put efforts in improvement of employees work and family life.

Job satisfaction is a feeling of happiness at the workplace which acts as the motivation for the employees to do their best. According to Haule & Sindhya, (2024) job satisfaction can be measured as the progressive correlation between feelings at the workplace and job performance. Job satisfaction can be economic satisfaction or satisfaction, social status and recognition etc. According to Lunas, (2024) Job satisfaction is a kind of feeling of the individual towards his or her work which can be measured by the degree to how employee is enjoying the task in a specific work environment. When we combine both in one frame then many authors confirm the direct relationship between the two. The employee who is satisfied can perform better at the workplace or family domains. A frustrated employee cannot be productive at the workplace or cannot make the family happy or fails to perform dual roles, facing health issues. Thus it becomes very special to build a fit line between home and office life (Boakye, Asravor & Essuman, 2022).

2. REVIEW OF LITERATURE

Nowadays Work life balance and satisfaction related to job are used at a great extent in big or tiny companies. The Indian IT industry is one of the richest in creating employment or contribution in Indian GDP. The most prominent hubs of the IT industry were Bengaluru, Hyderabad, Gurugram, NCR region, Kolkata, Pune and Mumbai. The major players of the IT sector are: Wipro, Accenture, American Express, Infosys, Tata Consultancy, SAP Labs and Grey orange etc (Parmar, 2012; Pal, 2023). According to the study by Kumari & Mishra (2018) WLB in IT sector professionals was particularly important due to the recent trends of their roles. With telecommuting and remote work becoming common, the lines between work and family blur, which could lead to burnout if the balance between work & life is not managed properly. Job satisfaction was a kind of analysis done by the employees like how well the organization was able to meet his/her expectations. Satisfaction of employees derived from balanced life. The employees who are actively maintaining a balance between their personal and professional aspect feel more satisfied and this satisfaction provides the strength to perform well at the office as well as at home. It was confirmed in the studies that stronger WLB always enhance productivity and remove the issues like turnover & retention, poor performance etc (Abdullah, et al., 2023; Costa, et al., 2020). According to Oosthuizen, Coetzee & Munaro, (2016) there was a relationship observed between work life balances, job satisfaction and employee retention. Several research confirmed a positive relationship between WLB & JS, the employees who attain a healthy work life balance were more satisfied with their job. A meta-Analysis conducted by Allen, et al. (2013) concluded WLB significantly influenced job satisfaction, employee's engagement, and work commitments. Especially the professionals working through flexible work arrangements, Hybrid work culture and remote work are more able to manage their work and family life efficiently. Further Shanafelt et al., (2016) disclosed that stress and burnout could be reduced among employees through a balanced sync between work and non-work. The employees who are working through flexible work modes enjoy more flexibility than others. On the other side, fast moving deadlines, work pressure, and differences between work culture caused stresses, low morale etc. The IT sector adopted Flexible work arrangements which directly linked to better work life balance. A study conducted by Gajendran & Harrison, (2007) confirmed that telecommuting positively influences work-life balance, better lifestyle, and reduced travelling time. Better work life

balance helps in improvement of employee's engagement, better retention of employees, satisfaction, better family relations, good health and many more positive effects.

Sometimes the effect of WLB on JS varies according to gender. A study conducted by Noor, (2011) found women in the IT sector generally face more difficulty in maintaining a better WLB compared to men. The reason behind this difficulty was more family responsibility than men. Further the study confirmed that men also face dissatisfaction as long working hours, more expectations as compared to females.

3. PROPOSED MODEL



Fig. 1. Conceptual relationship between work–life balance and job satisfaction developed by authors.

4. OBJECTIVES OF THE STUDY

- To understand Work life Balance & Job Satisfaction concept theoretically.
- To check the impact of WLB on Job Satisfaction of the IT sector employees.
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5. RESEARCH METHODOLOGY

5.1 Participants and Procedure

Data was gathered from those who are working in the IT sector. Total 310 responses were collected, 49 were removed as they were biased. The mode of data collection was hybrid questionnaire with the help of Google form. The analysis section was done with the help of Smart PLS SEM excel, SPSS etc. Total 19 statements were selected from available literature on 5 point Likert scale extended as: 1 represents strongly disagree and 5 represents strongly agree.

5.2 Measures

5 points (1. Strongly disagree, 2. Disagree, 3. Neutral, 4. Agree and 5. Strongly Agree) Likert scale was used by the researcher to collect responses. Likert scale helps the respondents to answer freely or easily (Costa et al., 2020). PLS SEM is a predictive

strategy that can deal with the multiple constructs, complex models as well as provides more flexibility on formative and reflective models.

The validated questionnaire was opted from existing literature to measure the constructs where WLB has 14 items (Yusuf, 2018; Smeltezer, 2016) and Job satisfaction have 5 items (Irawanto, Novianti, & Roz, 2022). Boateng et al. (2018) defined only parsimonious and internally consistent items must be included to get the more reliable results. Therefore, later on one statement of job satisfaction was removed due to unsupported value.

6. DATA EVALUATION & RESULT INTERPRETATION

The part of data assessment was done on SPSS & PLS SEM (Smart PLS 4.0). The drive behind the study was to check the impact of WLB on Job satisfaction of IT sector employees. Data was collected from June to October 2024 and received 310 responses. According to Hair, et al. (2019) respondents should be 10 times of the greatest no. of predictors according to the model. According to the model requirement 180 responses were sufficient but for more reliable results we have collected valid 261 responses through personal interaction, Google form and email etc.

6.1 Descriptive Statistics

Table 1: Respondents Profile

Measures	Items	Frequency	Percentage
Age (in years)	18-25	30	11.4
	26-35	112	42.9
	36-45	88	33.3
	Above 45	31	11.8
	Total	261	100
Family income	Below 5 lakhs.	66	24.2
	6-10 lakhs.	16	6.3
	11-15 lakhs.	55	21
	Above 15	124	47.3
	Total	261	100
Marital Status	Married	159	60.5
	Unmarried	85	32.2
	Widow/Widower	17	6.5
	Total	261	100
Organization type	Private	116	44.4
	Govt.	106	40.7
	Semi govt.	39	14.9
	Total	261	100
Designation	Senior Engineer	68	26

	Data Analyst	71	27.2
	System engineer	36	13.7
	System Engineer	88	33.1
	Total	261	100

By the table no. 1 the demographics information of the respondents was presented. The age group of 26-35 was very common whereas most of the employees worked as system engineers in the private sector. Most of them were married employees and the income exceeds 15 lakhs.

6.2 Measurement and Model Evaluation

Table 2: Convergent Validity

Constructs	Items	Factor Loading	AVE	CA
JS	JS1	0.962	0.827	0.926
	JS2	0.957		
	JS3	0.947		
	JS4	0.755		
WLB	WLB1	0.832		
	WLB2	0.906		
	WLB3	0.868		
	WLB4	0.911		
	WLB5	0.828		
	WLB6	0.637		
	WLB7	0.901		
	WLB8	0.945		
	WLB9	0.802		
	WLB10	0.843	0.695	0.966
	WLB11	0.893		
	WLB12	0.859		
	WLB13	0.675		
	WLB14	0.704		

The above-mentioned table represented the summary of factor analysis. Both the variables WLB & JS have their own measurements like JS1, JS2, JS3 and JS4. Factor loading represented how intensely each item related to underlying constructs. Loading results around 1.0 indicated a strong relationship of variables. CA measures internal consistency, whose value indicating 1 represents good reliability. AVE dealings the amount of deviation captured by the constructs; higher value indicates constructs explain more than half of the variance and its items. From the above table the value JS's AVE 0.827 explained a good level of variance (Hair, et al, 2016).

Table 3: Validity and Construct Reliability

Constructs	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)
JS	0.926	0.928	0.950
WLB	0.966	0.984	0.969

From the above table the reliability metrics for two variables can be measured. Cronbach's alpha measures inner consistency of the given variable. The value 0.926 of JS indicates excellent while the value 0.966 indicates very high internal consistency of WLB. Composite reliability (rho_a) is an alternative measure of reliability which is generally preferred over the first one in PLS-SEM. 0.928 of JS indicates very high whereas 0.984 indicates extremely high reliability. Composite reliability (rho_c) focused on internal consistency but its major attention was to check how well the latent variable measures the given items. The value 0.950 (JS) represents excellent Composite reliability, extremely high CR was measured by the 0.969 WLB (Hair et al., 2018).

Table 4: Discriminant Validity Using HTMT

	JS	WLB
JS TABLE		
WLB	0.692	

To assess how two constructs are unlike from each other in SEM the processes of the above table are used. Value near 1 indicated lack of discriminant validity which

means two constructs may overlap each other. Generally, the value ranging below 0.85 is considered as acceptable (Hair et al., 2018).

Table 5: Discriminant Validity Using FLC

	JS	WLB
JS	0.909	
WLB	0.731	0.834

The diagonal value 0.909 which is square root of AVE for JS which indicates how well the indicator explained by JS. The correlation between JS & WLB represented by 0.731, the diagonal value 0.834 indicates square root of the AVE for WLB, here the association between WLB & JS also indicated by 0.731. The FLC was fulfilled because the square root of the AVE for each construct was greater than association value.

6.3 STRUCTURED MODEL EVALUATION

The above diagram represents path modelling of two variables like WLB (left) & JS (right) on PLS-SEM. Kismono, et al. (2018) defined the factor loading 0.945 for WLB8 and 0.962 of JS1 contributed the strongest measurement. Further loading near 1 considered as stronger and below 0.7 indicated weak relationship. The value 0.731 (strong positive relationship) represents the strength of individual items and direction of relationship between two. Conclusively WLB has a strong positive influence on JS. 53.5% of the variance in JS was explained by WLB.

Fig. 2: Structured Model Statistics Through PLS Sem 4.0

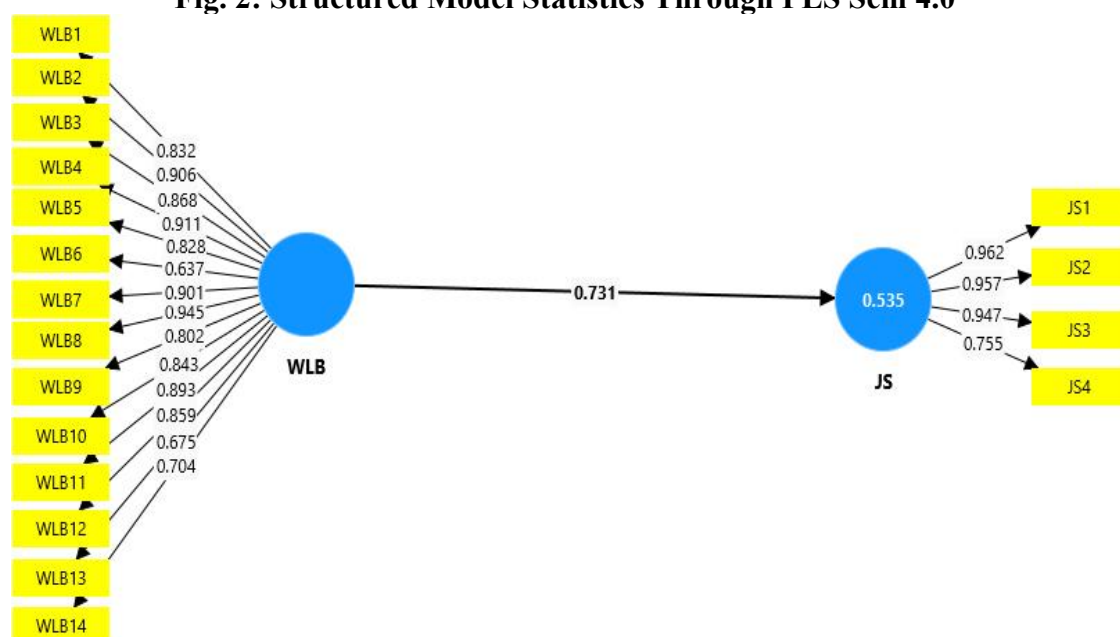


Table 6: Coefficient of Determination and PLS Predict

	R-square	R-square adjusted	Q ² predict
JS	0.535	0.533	0.530

According to Hair et al., (2018) defined R^2 value 0.75 considerable, 0.50 moderate and 0.25 weak here the value of R square was indicated 0.535 and the value of Q square higher than 0.025 and 0.50 depicted small, medium and large predictive accuracy of the path model. The given table R^2 represents the proportion of variance in the dependent variable (JS) which is explained by the independent variable. Here Dependent Variable was explained 53.5% by IV or in other words the explanation was moderate amount. The value of Adjusted R^2 was slightly lower than R^2 which suggested that model was reasonably good. Models predictively accuracy was measured by Q^2 . Reasonably good predictive value was assumed by given value 0.530.

6.4 HYPOTHESIS TESTING

Table 7: Hypothesis Testing

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values

WLB -> JS	.731	.736	.024	30.787	0.000
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Original sample (O) strength and direction was represented by the given value 0.731 which indicates strong positive between JS & WLB relationship. Stability of the original path coefficient was measured by Sample mean (M). Stability across bootstrapped samples was indicated by the close proximity between values 0.731-0.736. The SD 0.024 relatively low whereas highly significant relation between JS & WLB was shown by T statistics higher value 30.787. Usually, the calculated P value less than 0.05 is deliberated a statically substantial relationship.

6.5 VIF INNER MODEL MATRIX

Table 8: VIF Inner Model Matrix

	VIF
WLB -> JS	1.0

Multicollinearity was measured by VIF. No multicollinearity represented by VIF value 1. Value ranging 1-5 generally considered acceptable and value more than 5 problematic (Hair et al., 2018).

6.6 F SQUARE

Table 9: F-Square

	F-square
WLB -> JS	1.150

The table represents how much an independent variable contributed to the explanatory power of a dependent variable, usually accessed by F square? 1.150 indicates WLB has an extremely large effect on JS.

7. CONCLUSION

WLB was the most critical factor which influence employee's satisfaction level in IT sector. Due to globalization the work culture has been changed, the demand of work force also changed. Organization must implement the policies that can promote healthy work life balance so that employees feel more satisfaction. Further, after the evaluation of the data on PLS SEM the hypothesis was accepted. WLB has a considerable impact on satisfaction related to their job. The impact of WLB has crucial for IT sector employees or we can say WLB contributed to overall job satisfaction with a focus on its role towards increment of employee retention, better health and wellbeing and of course creating a positive work environment. In short we can say that WLB shapes the overall satisfaction of one's life. The one who can effectively maintain a fit between home and office attain satisfaction. IT companies can improve WLB by providing flexible work arrangements, remote working hours etc.

8. RESEARCH IMPLICATIONS

Research implications advised for both academic researchers and organizations too. The findings from research can guide policy makers, employees, management, future studies, HR Department etc. Organizations that support employees in achieving a positive work life balance reported advanced levels of happiness, high retention ratio, reduced absenteeism and better health and wellbeing (Kossek & Ozeki, 1998).

Future research could focus on longitudinal study to track long term effect of WLB on Job gratification, job performance, turnover intention etc.

Research in the field can check direct and indirect impact on mental wellbeing.

Global nature allows the researcher to conduct comparative studies across different cultures, religion, work style etc.

9. RECOMMENDATIONS FOR FUTURE RESEARCH

As companies started recognizing the value of employees wellbeing, family time or personal space then it became easy to motivate the employees, improvement the productivity. By implementing flexible working hours, promoting remote and hybrid work culture, organizing mental health and wellness programmes, regularly accessing

employee satisfaction & mental health and fostering an understanding work space philosophy may improve their overall contentment for the long term.

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QUESTIONNAIRE

Sr. no	Constructs	Statements
1.	Work Life Balance (Independent Variable)	1. My personal life suffers because of work. 2. My job makes my personal life difficult. 3. I neglect personal needs because of work. 4. I miss personal activities because of work. 5. I struggle to juggle between work and non-work. 6. I am unhappy with the amount of time for non-work activities. 7. My personal life drains me of my energy for work. 8. I am too tired to be effective at work. 9. My work suffers because of my personal matters. 10. It is hard to work because of personal matters. 11. My personal life gives me energy for my job. 12. My job gives me energy to pursue personal activities. 13. I have a better mood at work because of my personal life. 14. I am in a better mood because of my job.
2.	Job Satisfaction (Dependent Variable)	1. I am satisfied with my current job. 2. I am satisfied with my current co-worker. 3. I am satisfied and feel happy with my current boss. 4. I am satisfied with my current salary. 5. Overall, I am satisfied with my current job.