Work Life Balance of IT Professional

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Abstract: Automation and computerization has made everything very easy and ample opportunity has been opened up in IT sector where salary is attractive, but the work is not exciting. Work life balance has become a challenging issue in IT sector. It has gained lots of attention from employees and employers. A study on work-life balance has been taken into consideration, to balances corporate and private interests. It was done to find out the causes of disproportionate work life balance and policies adopted by IT industry to maintain harmony. This research paper also highlights 3 IT firms who brought changes to promote Work Life Balance through initiatives such as flex times, part time work, provision of child care facilities etc.

Introduction

The conventional wisdom indicates that a happy worker is a better worker. But it seems that the employers find it difficult to understand this fact. We need it to motivate us and enable us to perform at our best otherwise excessive pressure leads to stress. Stressful life events at the workplace such as lack of job security, changes in working hours and working conditions, layoffs, downsizing, organizational readjustments, etc. IT industry in India has long been exempted from labour regulations in or-der to facilitate its rapid growth and competency in the glob-al market. On the large-scale part of the IT sector is moving from a standardised eight-hour a day to operate twenty four hours a day for seven days of the week. Most of the employee work on Saturdays and Sundays too so there is a changing pattern in the working hours which is quite different from the standard one, which normally operates from 9 am to 5 pm. Employees who perform under pressure are likely to go under depression. The constant requirement to work at optimum performance leads to job dis-satisfaction, employee turnover, reduced efficiency, Absenteeism, alcoholism lack of motivation or creativity are all by-products of an over stressed workplace. So, the distinctions between work-life and family-life have vanished. In the world filled with conflicting responsibilities and commitments, work/life balance has become a predominant issue in the workplace. Three major factors contribute to work/life balance:
  o Global competition;
  o Renewed interest in personal lives/ family values; and
  o An aging workforce.

Research proposes that forward-thinking human resource professionals in search of innovative ways to augment their organization's competitive advantage in the marketplace may find that
Work/life balance challenges offer a win-win solution.

Women have now become a visible part of workplace. There is a paradigm shift from men being treated as bread winner and women as house keeper or child bearer into women as both bread winner and capable of handling household roles too. But at the same time, employee is becoming more and more ambitious, career oriented, neglecting other aspects of life outside work; like spending quality time with child and family, leisure time and time for own interest. This is accompanied with high job stress, stretchable working hours and target-based operation. The changing social structures arising out of dual career couples (or single parent families) lead to concept of outsourcing the services like childcare and care of ageing parents. There is a felt need to balance and integrate family needs and career requirements. In a transitioning society like India, where the traditional role of women as homemakers and caretakers are deeply entrenched, the work family balance become a challenge for women. Working woman is an institution in herself and aiming at successful career with financial independence, she must also nurture her growing child to accomplish motherhood. Both these are extremely demanding and doing justice to one without neglecting the other is a formidable task. Over the last decade Indian society has witnessed a surge in participation of women in labour force, especially in IT industry

which is a direct fall out of globalization and brought a lot of opportunity for educated women. In the light of the increasing number of women in IT industry, there is a need to examine the phenomenon of the work-life balance of Indian women IT professional in greater depth.

Literature Review

Jenkins (2000) observes that issues like child rearing, the need to balance multiple roles etc. have consequences on health and family relationships. Securely attached individuals experienced positive spill-over in both work and family. According to **Barden (2001)**, negative stress is becoming a major illness in the work environment, and it can debilitate employees and be costly to employers. **Lucy Barnes Foster (2002)**, a professional speaker on stress-management, surveyed and found out that stress hampers productivity and Work-life balance is a combination of interactions among different areas of one's life, the positive and negative effects are associated with that balance/imbalance can affect multiple levels of society. The issue of work-life balance has affected community or society **(Carruthers, 2005; Spinks, 2004; Parsons, 2002)**, and companies have responded with work-life programs to address the issues raised by their employees **(Roberts, 2005)**. According to a study by the **Families and Work Institute (1991)**, the strongest predictor of corporate family friendliness is change, such as downsizing, because the company sees work life balance initiatives as a way to retain workers. Another explanation, however, might be that during times of organizational change, corporate culture becomes more malleable. According to the study of **Spherion (2003)**, there were 96 percent said that an employer is more attractive when it helps employees meet family obligations through options such as flexitime, job sharing, or telecommuting. It is also found that workers who take advantage of the work-life balance then they have offer of 20% to stay with that employer for next 5 years. Work-life balance is a concern not just for women, but also for men who are tired of missing out on the rest of life. Awareness of these trends will place the human resource professional in a position to better educate management and work closely with employees.

Many changes in the workplace and in employee demographics in the past few decades have led to an increased concern for understanding the boundary and the interaction between employee, work and non–work lives **(Hochschild 1997; and Hayman 2005).** As more and more women are joining the workforce and dual career couple are becoming increasingly common **(Moorhead et.al, 1997).** One of the major causes for the degree of concern towards work life balance is due to technological upgradation. **Family Friendly Working Hours Taskforce (2009)** in their report "**Flexible Working: working for families, working for business**" identified that Women are still the primary careers in our society and, as a result, face the greatest difficulties in reconciling their caring responsibilities with the demands and expectations of full time work. **Vanitha (2011)** in her article titled **"A study on Work Life Balance of IT employees through Emotional Intelligence with special reference to Indian context"** states that the degree to which work and personal life activities are prioritized as neither is neglected. High ratings on these behaviors are associated with the emotional intelligence measures of social responsibility, impulse control, and empathy. **Vanitha & Meenakumari (2011)** in their study entitled **"Family Vs Work Conflict among Working Women in India with Special Reference to IT, Education and Banking Sector"** state that the participation of women employees in trending organizations varies from priority to service which is augmented every year in Indian tradition. In addition to that women have to play multifaceted roles at family, society and at work places with unprecedented pressures at different climate. The unbalanced co-ordination and support belatedly indulge both family and work conflicts and it also mutually influences each other. The impact of these influences impetus with work and family problems and sometimes leads to undesirable consequences. **Ramanathan & Vanitha, (2011)** in their research article titled **"Work- Life Balance-A primitive Channel Source for work culture at workplace with special reference to IT employees in India"** state the work pattern of IT sector. The professional employed at various levels in IT sector undergo various changing issues in terms of organizational policy and individual commitment. **Panisoara and Serban (2013)** - Study was conducted to examine the impact of marital status on work-life balance to enable the organizations to conceive and implement motivational strategies and policies. They found that there is no significant level of work- balance which is existing in the four categories of employees stated as unmarried, married without kids, married with children under 18, married with children over 18. **Wheatley (2012)** found that the barrier to women employees achieving work-life balance is the existence of work-group cultures. The over-lap between work and non-work activities created challenges of allocating time. Amongst others travel-to-work, issues in getting space to park their car were found to be creating conflict leading to stress in balancing work. **Desai et al (2011)** found that home-based working women had less stress, able to adjust better and were more satisfied with their careers. **Doherty (2004)** in the study on working life balance initiatives for women in the hospitality industry explored the main barriers to advancement into managerial roles. It was found that managerial roles called for long working hours. **Rehman, and Roomi (2012)** found that achieving work-life balance is one of the key drivers of motivation for women entrepreneurs. The challenges identified were insufficient time, gender bias, social and cultural norms of a patriarchal Islamic society. **P.S.**

Swaminathan,& Rajkumar S. (2013)- Study was conducted to focus on the levels of stress among the age group, profession, different types of jobs, working hours and the influence of work environment on the degree of stress faced by employees . Stress in an employee is very individual in nature. His study indicates about an optimum level in which every individual can perform with his full capacity. He has identified three conditions responsible for work stress they are a) Role overload b) Role self-distance c) Role stagnation.9 **Satija S. & Khan W. (2013)-** According to his findings Occupational Stress is as same as Job Stress which needs to be controlled at the workplace within the time otherwise it will affect very negatively employee's attitudes and behaviour. He conducted a study to investigate the relationship between Emotional Intelligence and Occupational Stress. The findings of his study revealed that Emotional Intelligence as a significant predictor of Occupational Stress. **Karthik R. (2013)-** Employee's performance at work is influenced by stress that can be either positive or negative. The employee's performs better if they face low to moderate amount of stress. Hence, it aims at reducing the level of stress rather than eliminating stress completely. **Vijaya Mani (2013)** has revealed the major factors influencing the Work Life Balance of Women professionals in India such as role conflict, lack of recognition, organizational politics, gender discrimination, and elderly and children care issues, quality of health, problems in time management and lack of proper social support. **K.Santhana Lakshmi et al, (March 2013)** have examined that the industries should take initiative of addressing about the Work Life Balance issues among their staff both male and female to have holistic approach to design and implement the policies to support their corporate and personal life. **KumariK.Thriveni et al, (2012) - S**tudied and analysed the significant relationship between the demographic variables and WLB with respect to various factors which directly or indirectly affects WLB. **Shalini and Bhawna 2012** reported in their study, Quality of work life is being used by the organizations as a strategic tool to attract and retain the employee and to help them to maintaining work life balance with equal attention on performance and commitment at work. **Heather S.McMillan et al, (2011)** suggested that the individual harmony and its effects have developed a new Harmony based on conflict and enrichment.

Objective

- To study the existing system of Work-Life Balance of Employees in Information Technology Sector.
- To find out the factors influencing Work life balance of Employees.
- To understand the challenges they face and the type of coping strategy they use to achieve work family balance.
- To suggest certain policies to improve the level of Work life balances.

Research Methodology

Research Design :- Data is collected from various research paper, Articles using   google search.
Sources of Data Collection - Secondary Data
Type of Study - Discriptive Research
Respondents are taken from **Primary Data** which is collected from various researches condected in Delhi, Chennai and Mumbai with the age group of 20 years to 40 years approx.
Time Period is 20th December 2017 – 17th January 2018

Statement of Problem
- Diversity and work/life initiatives can be found at the core of the new social contract being negotiated between employers and employees. (E.g. the degree of commitment and energy expected by employers versus the flexibility required by employees).
- The expertise of both diversity management and work/life professionals will be critical to find win-win solutions.

Need for Study
- Work-life balance defines differently for people at different stages of life. The commitment of employees can differentiate companies of compete market place.
- Employees may have their own reasons for preferring one pattern of working time to another. For example people with responsibility for the care of children, the sick or the elderly may not be able to work certain shifts, weekends or during school holidays. While most people would agree that these issues should be addressed, they may not know where they can be resolved. So this research is the need of the hour and it will be more helpful for the organizational excellence in Information Technology Industries.

Database

Demographic profile of the respondent – Table 1

| Variable	Number	Percentage
Age		
Less Than 25 Years	45	30
26-35	77	51
Above 36 Years	28	19
Total	150	100
Gender		
Male	98	65
Female	52	35
Total	150	100
Marital Status		
Married	87	58
Unmarried	63	42
Total	150	100
Parent		
Yes	66	44
No	84	56
Total	150	100

Demographic profile of the female respondent – Table 2

The data was collected to understand their working hours, commuting time, household commitments and the challenges to fulfil expectations of spouse and kids.

Type of Respondents	No. of Respondents
Married	32
Unmarried	15
Divorcee	03
Women having kids	17
Women not having kid	15
Average Age	38
Graduate	18
Post Graduate	32
Junior Executives	19
Middle level executives	22
Senior level executives	09
Average Income(INR) Not CTC	4.2 Lakh p.a

Working days/working hours/commuting time - In this study it was found that IT companies work in five days schedule. The general prescribed working hour is 9 hours per day. But in reality in an average the IT executives work 11 hours per day. This happens because at times, in order to meet deadline of completing project these executives have to stretch the working hours beyond the normal schedule. Further information revealed that one way commuting takes around 2 hours for an IT executive. But the high standard deviation shows high variation of commuting time from 4 hrs maximum to 0.5 hrs minimum as observed depending upon the distance between workplace and residence. Therefore it can be inferred from aforementioned observation that a women working in IT sector in Mumbai is expected to spend minimum 12 hours per day in matter related to professional life in a normal working condition. This affects the normal family life, lead to both physical and mental exhaustion resulting in stress

Effects of Work-place Stress – Table 3
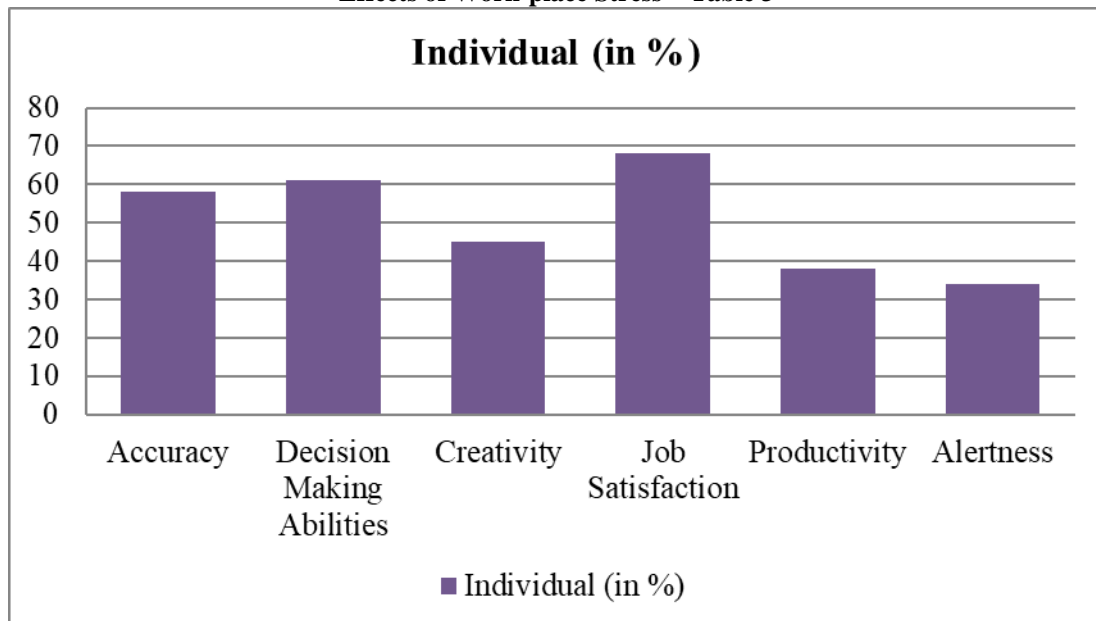
Perceived Adverse Impact of Work – Table 4

VARIABLE	MEN		WOMEN
Health	Yes	53	23
	No	45	29
Sleep	Yes	32	23
	No	66	29
Exhaustion	Yes	51	17
	No	47	35

Interpretation - About 54% of men and 43% of women felt that the work affected their health. About 32% of men and 43% of women felt that the work affected their sleep. About 52% of men and 34% of women reported exhaustion due to work.

Perceived Improvement in Work Life Balance – Table 5

VARIABLE	MEN		WOMEN
Flexible time	Yes	96	48
	No	2	4
Opinion to work part time	Yes	81	49
	No	17	3
Opinion to work from home	Yes	85	44
	No	13	8
Availability of child care facility	Yes	74	48
	No	24	4
Flexibility to meet emergency at home	Yes	73	46
	No	25	6

Interpretation - **Factors contributing to WLB**: About 83% of men and 95% of women perceived that WLB would improve if they were able to work part time. Similar views were expressed in the case of freedom to work from home, namely 87% of men and 84% of women favoured it. More women (89%) felt more strongly than men (75%) that there should be an option to take care of emergencies at home, while 76% men and 92% women felt that child care facilities must be available as they believed that these will improve the WLB.

Spill - Over of Work into Family Life – Table 6

VARIABLE	MEN		WOMEN
Reduced time with family	Yes	72	28
	No	26	24
No clear leisure time	Yes	53	24
	No	45	28
Recurring thoughts of work	Yes	37	26
	No	61	26
Decreased quality of Family life	Yes	54	26
	No	44	26

Interpretation - It can be concluded that both genders perceived that their health and their physical well-being is affected because of their work.

Major Causes of Stress in It Sector

Stress is something which affecting industry directly and indirectly because a stressful employee cannot be productive as his personal and professional life will be disturbed which will force him to leave the organization. Organization will be affected as they have spent a huge amount to train the workforce. Hence it is important to highlight the major causes of stress:-

- **Atmosphere -** The change in the tangible environment or atmosphere again and again over a period of time is a reason of stress.
- **Societal -** We experience a variety of stress because of the demands of the various roles we play in the society like neighbours, family relations, caretaker and employee to an organization.
- **Long Working Hours -** it is being observed that they are working for 12 – 14 hours at a stretch with little breaks or no breaks at all. The odd working hours due to 24 x 7 working conditions also cause a huge amount of stress
- **New Age Demand for Innovation -** As the world is changing, the demands for new facilities are also keeps on changing.
- **Fear of Losing the Job -** Due to work pressure and high profit it is quite visible that the sector is paying a handsome remuneration to its employees. This helps the employees to the change the life style.
- **Physical & Mental Harassment -** Harassment in the workforce is not new, but among the most common victim of harassment of workforce are the women employees.
- **Cognitive Issues -** It is our opinion or belief or the mind that perceives a particular situation is stressful or not.
- **Role Conflict -** It is a situation that arises when employees have more than one boss or supervisors with different sets of expectations which is difficult to fulfil.
- **Change in Work Schedule -** If an employee is habituated in specific working environment or specific duration of a day then sudden change of timings or different working hours may hamper the overall productivity
- **Role Overload -** It refers to a situation when an individual is not having adequate ability and skill to perform the tasks that the job demands. This also creates a stressful situation for an employee.
- **Job Appreciation -** Work related stress can arise when one is not praised or appreciated for his good performance or satisfied outcomes.

It can be viewed from two directions:
From Individual point of view- It can cause various physical and psychological imbalances leading to various diseases.
From Organizational point of view-It can lead to ineffectiveness of organization, poor productivity, increase in employee turnover and absenteeism.

Policies Adopted By It Companies for Balancing Work/Life through Stress Management

The method of stress management is a new domain that have been added to HR and OB issues that the organizations are facing and even becoming challenging in today's very competitive environment. Various literatures have already dealt with the issue and identified some of the key areas of stress management which may benefit the employees as well as the employers both.

Primary Technique: Under this technique the focus is on upgradation of jobs associated with the employees. This is related to changes in the organizational policies related job and organizational aspects.

Secondary Technique: The main objective is to provide training to workers so as to cope with various stress related matters and focus is also given on both physical and mental health of the employees

Tertiary Technique: The technique is mainly depends on employee assistance in the form of counselling that the organizations are providing due various personal and professional issues faces by the employees.

Thus the broad areas of stress management techniques as adopted by most of the IT organizations can be discussed below:

- **Value addition and training for upgradation -** Since the working environment is competitive in nature, continuous upgradation of skills and techniques are very much essential. If an employee failed to perform because lack of skills then it will surely create a pear pressure in the mind of that employee. So, periodic value addition should be incorporated so that the same should not become an obstacle for the employees.

- **Social relevance of work -** Every human being is a part of the society and whatever the industry is producing that is coming from the society. Thus, various organizations have started the CSR activities to return it back towards the society in a health way. This approach should be integrated with the workers of the organizations and make them realize that they are also part of the society. The societal development may help the employees to bring the positiveness in the job that they are doing.

- **Safe and healthy working conditions -** Safety in the work place should be a critical issue while dealing with employee's stress and chances of attrition will be high. It will create a burden in the mind of the employees and thus dissatisfaction. Providing proper working condition may able to reduce the level of stress.

- **Opportunities for growth with the help of clear growth path -** Every employee working in an organization for better earnings and better growth which they try to achieve during the time and if they failed to do, then surely it will create a pressure in their mind. So, it is important to mention the growth prospects of the employees from the beginning so that employees can get a clear picture about organizational growths that they may achieve within a specific time frame subject to fulfilment of organizational commitments.

- **No discrimination in terms of payment of compensations among the employees working in a specific group -** Gender wise discrimination may be found in various organizations and this need to be abolished to create a working environment where all the employees can work as a team rather than as individual human beings. In IT sector, this is more important as most of the job is being implemented with the help of group activities. So, any sorts of discrimination may demoralize employees .

- **Job Redesigning –** Right Job with right person at Right place makes Right fit for the Job role where HRP (Human Research Planning comes into the picture). In this case a window of opportunity must be there so as to redesign the existing job which may fit the criteria of the organization along with the matching expertise of the employee which will reduce the level of stress as the said employee is able to perform in more effective manner.

- **Organizational Change -** Organizational change is a policy which aims to achieve the desired goal if certain factors hampering the growth of the organizations. Thus, it entirely depends on the specific requirement of the organization where they feels that by introducing any change it will actually benefit the employees. So, for doing so the various stakeholders need to be taken into considerations regarding these changes.

- **Stress Management Training (stress control workshop, job burnout seminars etc.) -** Only identification of stress will not be sufficient unless and until the same can't be handled properly an hence they should develop certain strategies so that the employees will be able to handle the stress in an effective manner. Among the most prominent stress management training that is being adopted by various IT firms in India are stress control workshop and job burnout seminars. In both the cases the objective is to get a clear idea about the job and the nature of problems. The emotional stress that may

come across that also can be discussed. The relationship with the group members also need to be discussed if it causes any kind of mental blockages.

- **Intervention to Modify the Job Role -** Sometimes the application of intervention tools may enrich the performance of the employees which may give a clear picture about the job role. Frequent meetings with the various stakeholders and greater responsibility related to a job will lead to reduction in job conflict and job ambiguity.

- **Leisure Holiday with Colleagues/ Family -** Spending leisure time is always inevitable and when the job is deals with high amount of stress. Some amount of relaxation is always inevitable and if the employees able to spend a quality time along with the friends or family members in a good place without thinking about the job then surely it will motivate them to work more and in an effective way to so as to get a desired outcome.

- **Supportive Organizational Climate -** Supportive organizational climate is another key area which can reduce the level of stress without incurring much cost. For this a change in attitude is desired and the working environment should be informal and friendly. Today, most of the organizations are following this trend and trying to bridge the gap between the top level and the lower level management. Interactions through blog or a simple internal mail can create drastic change in the mind-set of the employees and if a message comes directly from the top boss of the organizations then surely it will motivate the employees.

- **Job Enrichment -** It is often found most of the employees are not able to find the job interesting due to monotonous nature of the job. So, the organizations should take care of this and must add innovations that the employees may be able to implement in their existing jobs. They must be given the freedom to do the job in a more innovative manner and along with that the job enrichment should be merged with some sort of achievement or career advancement of the employees.

- **Organizational Role Clarity -** Organizational role clarity is a technique which gives a direction about the job that the employees are supposed to do. If any ambiguity arises because of job role then this will increase the conflict and ultimately it will bound to affect the productivity of the employees as well as the organizations.

- **Celebration of Festival or Event -** This particular activity is also part of stress management process adopted by most of the companies. Although, it has no direct connection with the core jobs that the employees are doing but still it gives some sort of accomplishments and employees think positively towards the organizations.

- Celebrations of festivals may influence the working behaviour of the individuals in an organization. The organizations may celebrate the overall achievement or success of the tasks assigned to a specific group by inviting them in a party or the organizations may celebrate the individual events like marriage anniversary, birthdays etc.

- **Participation in Social Activities -** Along with the integrating employees in societal development of the organizations through CSR activities, the company may involve the employees in various social activities where the employees will work actively for the betterment of the society and for the people living in the society. Participating in blood donation camps, AIDS awareness programmes, tree plantations, environmental related issues are some of them where the members participates actively.

- **Flexible working hours -** In IT sector since the jobs are 24 x 7 in nature a flexible working hours may be inevitable so that the employees can spend a quality time with the family members.

- **Yoga & Meditations -** It is a traditional activity which often helps the employees to concentrate on their work. Since the effectiveness is huge most of the IT companies have developed their own workshops for yoga and meditations and active participation becomes essential.

Thus as discussed, it can be seen that stress management becomes one of the important parameter to judge the quality of work life balance and to attract good talent and retain good talent.

Work Life Balance of CAPGEMINI

At Capgemini India, they always pay attention to the right balance between corporate and private life. Their approach to maintain work-life balance also focuses on **Synergy cooperation and light hearted pleasure.** Capgemini is rated as 67/100 in Work life balance Below listed people **have to say about their Life at Capgemini and how they strike the correct Work Life balance.**

Sagar Kamuni – The Ace Marathon Runner - "Some people want it to happen, some wish it would happen, others make it happen." These words of world famous American basketball player Michael Jordan prove to be the most apt for Sagar Kamuni, a self-motivated marathon runner. Sagar joined Capgemini in

2011 and presently works as a SharePoint Admin at Capgemini India. He is obsessed about running and recently completed the Standard Chartered Mumbai Marathon (SCMM) 2015.

Manish Kumar - Manish Kumar made two entries in one of the renowned world record books, *Limca Book of Records*. He biked through the country, east to west and north to south in record time. It is a distinctive achievement as no other Indian has made both the records by biking across the country.

Manish Kumar made records in two categories:
- Fastest East to West India Two Wheeler Expedition (115 Hours)
- Fastest North to South India Two Wheeler Expedition (97.5 Hours).

Ashley Brown, Graduate Bid Manager, Capgemini UK plc

Life is all about give and take, this also applies to work and especially at Capgemini. You will continually hear companies shouting about their work / life balance policies and how they want their employees to have a good mix and enjoy time out of work, in reality this is often just boilerplate marketing spiel. And the right work/life balance is engraved in Capgemini's culture.
- Flexibility , new learning and better work-life balance, 29 Dec 2017, Current Employee - Manager in Chennai
- Good Work Life Balance compared to competitors, 28 Dec 2017, Current Employee - Java Developer in Chennai
- While lot of Organizations do talk about Work-Life balance i have experienced work-life balance only in Capgemini, 27 Dec 2017, Current Employee - Anonymous Employee
- Good company, free, open, work life balance, overall good, 25 Dec 2017, Current Employee - Anonymous Employee

Work Life Balance of INFOSYS

Initiative taken – They have allowed employees to 'work from home' for 9 days in a monthInfosys has made another set of changes to its HR policy, in an effort to remain attractive to its employees, arrest attrition and drive productivity. The country's second largest software exporter has allowed its employees can work 9 days in a month from their home, compared to 4 in the past. Infosys HR sent an internal email to all employees a few days ago. Recent input from the Owler community has increased Infosys' Work Life Balance Score. The Work Life Balance Score is now 62 on a 100 point scale. The Bangalore-based company now has a higher Work Life Balance Score than TCS, which has a score of 61. The network is designed to provide parenting counselling, demystify work life balance policies and give employees a platform to ask questions and discuss their views with others about their experiences as working parents. The portal also provides useful information about schools, day care facilities and doctors – to those who relocate.

According to Mr. Narayana Murthy, Chief Mentor of Infosys" The initiative is to ensure that parents amongst Infoscians are in a position to contribute effectively to the growth of Infosys by helping them strike the best balance between work and life". The network has just been launched in India and will soon be expanded to the US, UK and Australia. **Infosys is recognized as company to work in India, according to a survey done by employees by Business Today magazine in 2010.**

Reviews

Technology Analyst (Current Employee) – San Francisco, CA – December 27, 2017 - Other than less salary, everything else is perfect. Management, opportunity, and facilities are great. Work culture is relaxed. Lot of training is provided if you are willing to do.

Business Analyst (Current Employee) – Philadelphia, PA – December 13, 2017 - Good company to work in. Good work culture. Job security is there in Infosys. It is a process oriented company. They have maintained dignity and professionalism in the company.

Senior Ariba Consultant (Current Employee) – Jersey City, NJ – December 13, 2017 - Good Company to work for with ample opportunities for career advancement if you are aligned to the right practice. Really nice campuses with lots of facilities.

Technology Analyst (Current Employee) – Chicago, IL – December 11, 2017 - Working culture and environment in Infosys is very good. Learning scope is very good and work is challenging. Training provided by company is world standard

Senior Practice Lead Compensation and Benefits (Current Employee) – Plano, TX – December 7, 2017 - Collaborative, team work, work life balance, efficient work culture and employee care. Benefits Strategy, Talent Strategy, Benefit administration and management

Work Life Balance of TATA Consultancy Services

Reaching for the sky has become a habit with Aarthi Subramanian, The first woman to be appointed to the board of Tata Consultancy Services (TCS), Ms Subramanian has banked on talent, diligence and resolve to find and fulfill her life's calling. And a sumptuous calling it has been. Appointed as executive director to the TCS board in March 2015. Ms Subramanian has operated in a variety of crucial positions at TCS and has worked in, besides India, Sweden, the United States and Canada. She opens up in this interview with Christabelle Noronha on the road that has brought her this far and the experiences that have enriched the journey. I like to call it work-life prioritisation because I don't know if there is a balance. Besides, a company like TCS gives you the opportunities and flexibility to manage your constraints.

TCS is a huge company and professional atmosphere is what we liked the most. Lot of activities related to social causes take place every now and then. Employee engagement activities is really amazing, such as work life balance. My job is quite challenging and interesting, good team work and job culture is another major factor that distinguishes TCS from other companies employees have worked with.

Findings

As per the current data we have found out that **five of India's biggest cities —Bengaluru, Chennai, Kolkata, Mumbai, and New Delhi** are ranked very low when it comes to work-life balance and according to the recent study of 100 cities around the world by **the Amsterdam-based consultancy Arcadis**. **While Bengaluru, Chennai, and Kolkata ranked in the 70s, Mumbai at number 86 and New Delhi at 87.** To measure work-life balance, Arcadis' Sustainable Cities Reported and considered the average annual working hours in each city and the results were declared as **Indians work around 2,195 hours** on an average every year where as **far above the 1,473 hours** a year in Hamburg, the city that ranked among the top three for work-life balance. Addition to the report of 2015 study by EY that examined on work-life balance in eight countries, including India. **Over 30% of the Indian** respondents in that study said that managing work, family, and personal responsibilities had become harder in the past five years.

Policies on Paper

In recent trend work-life balance has increasingly been acknowledged by almost all companies across IT sector in India. A 2012 study published in the **South Asian Journal of Global Business Research** showed that among private and multinational firms like Hindustan Unilever, Infosys, and GE, "work-life interventions" ranging from flexible hours and work-from-home options to childcare facilities at the workplace were established for employees. "It's certainly very much more in the consciousness of HR departments than it was even 20 years ago [or] 15 years ago," Ujvala Rajadhyaksha, the author of the study and an assistant professor at Governors State University in Illinois, said. That could explain why India is surprisingly ahead of the curve when it comes to paternity leave, for instance. Around 75% of Indian firms now offer **days off for new dads, according to data from Mercer.** That puts India among the **five countries with the most companies offering paternity leave above the statutory requirement. And with maternity leave being extended to around six months**, India Inc. has definitely taken some big steps forward toward making life easier for new parents.

But on paper which sounds like great initiative, it's not necessarily great in reality, notably for Indian women because most Indian working women's struggling with a double burden of taking good care of their kids and households and at the same time thrive in the workplace. While companies are investing in programs to improve gender diversity in the office, with mentorship schemes and professional workshops targeting women, these policies don't have an effect on women's conventional social roles as good wives and mothers. "Gender roles have not changed rapidly So it is observed that particularly working women in India getting buffeted by the stresses and strains of trying to deal with longer work hours and elder care roles," Rajadhyaksha said. And that's a problem for work-life balance.

Suggestions:

Which are the Practical Implications of the Study, are as below -
- The differing age groups have different career orientation policy requirement as understood from the study. The companies can design their WLBPs according to the age profile of their employees, as there tends to be varying priority for the different age groups in the study.
- The number of dependants for an employee influences the women employee to opt for certain practices like Child Care or Elder Care Practices. The provision of the same in the company would help women with dependants.

- As annual earning attracts Flexible Work Practices (FWPs), hence it is advised that the type of policies used by differentiating income group be offered accordingly to the need of the employees.
- The accessibility of the Work-Life Balance policies to all the employees is essential as there is difference in usage of policies at different levels of management. Since Managerial level is an influential factor where organisations can create dynamic atmosphere for WLB for all.
- As evident from the study, level of management influences both Career Development Practices (CDPs) and Flexible Work Practices (FWPs).

Conclusion

Work-Life Balance Practices are very much essential in Organization to retain talent employees to be effective and productive in personal as well as in professional goal. The policies suggested in this research paper, if made mandatory would benefit the employees at larger extent. Many IT companies have pioneered innovative policies with the recent being Infosys as coated in this paper and Accenture's Leave pooling policy. The other companies should work out on the model feasible for them and drive their company towards engaging workforce, which, in turn would create a successful organisation.

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