

WORK-LIFE BALANCE INITIATIVES AND TURNOVER INTENTION– A STUDY WITH SPECIAL REFERENCE TO IT PROFESSIONALS IN CHENNAI CITY

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Abstract

The study was conducted to establish the effect of perceived work- life balance initiatives on turnover intention among information technology employees of Chennai city. The study adopted descriptive research design. The target population of the study is 122 employees of Chennai based Information technology companies. The sample was collected through convenience sampling method. The primary data was collected through self-administered questionnaire. The data collected were analysed using SPSS version 21. The tools used for the analysis were one sample t test, independent t test, one way ANOVA and regression analysis. The researcher aims to find out the satisfaction level of the employees towards WLB initiatives and turnover intention of the employees. The study found that there is positive relationship between WLB initiatives of the management and turnover intention of the employees.

Keywords: *Work-Life Balance Initiatives, Work-Life Balance and turnover intention.*

INTRODUCTION

Work life balance is almost building and upholding compassionate and strong work environments, which will enable employees to have balance between work and family commitments and thus strengthen employee's trustworthiness and efficiency. Work-life balance has become a significant idea for both employers and employees of most organizations all over the world. The employees are not willing to work in such organization where the predominant culture is not supportive and many even quit the job, retention of employees becomes critical then. Work-life balance mainly deals with employees' ability to appropriately prioritize between their work and family life. Where there is appropriate balance between work and personal life, employees give their best blasts at work, because their families are satisfied. Finding a suitable balance between work and family life is a big challenge. Where there are contented homes and Satisfying work places, there is struggle free work environment, employees work with enthusiasm .Thus demand for work-life balance practices have made it obligatory for organizations to look outside human resource involvements.

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

REVIEW OF LITERATURE

PreetiGarg&Neha(2016) Their 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 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.

Khairunneezam Mohd Noor(2011) found that perceived work-life balance satisfaction was correlated negatively with intention to leave the organisation among academics.

M. Sakthivel 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.

According to Deery (2008) it is worth to ponder that at the organisational level, there are a number of actions that can be adopted by the university management to increase and maintain the satisfaction towards work-life balance practice and policies and in the same time minimise the level of turnover among academic staff.

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 STUDY

- ✓ To determine whether the employees are satisfied towards the WLB initiatives of the management.
- ✓ To identify the turnover intention of the employees working in information technology industries.
- ✓ To examine the relationship between WLB initiatives and turnover intention of the employees.

METHODOLOGY

STUDY FRAMEWORK

The conceptual framework was developed from the literature review which draws the relationship between perceived work-life balance initiatives satisfaction and intention to leave among the information technology employees.

POPULATION AND SAMPLE

The population for the study comprised Information Technology employees in Chennai city. Using a convenience sampling technique, the researchers drew a sample of 122 from the estimated 150 IT professionals.

DATA COLLECTION

Primary data is collected through self-administered questionnaire and secondary data is collected through magazines, books and internet.

SURVEY INSTRUMENTS

Some items in these scales were negatively worded in order to maintain reliable answers from respondents. These negatively worded questions were then reverse-coded before doing the reliability checking. All instruments except for demographic questionnaire were answered using a 5-point Likert scale of strongly disagree (coded as 1), disagree (2), Neutral (3), agree (4), and Strongly agree (5).

ANALYSIS AND INTERPRETATIONS

Table 1
Demographic profile of the Respondents

Demographic variables		Frequency	Percent
Age	Below 25 Years	66	29.7
	26 -30 Years	39	17.6
	31 - 35 Years	41	18.5
	36 – 40 Years	53	23.9
	Above 40 Years	23	10.4
	Total	222	100.0
Marital Status	Married	120	54.1
	Unmarried	102	45.9
	Total	222	100.0
Experience	less than 5 years	181	81.5
	6-10 years	14	6.3
	11-15 years	15	6.8
	Above 15 years	12	5.4
	Total	222	100.0
Monthly Income	Below 20,000	85	38.3
	20,001-30,000	55	24.8
	30,001- 40,000	37	16.7
	Above 40000	45	20.3
	Total	222	100.0

Table 1 shows the demographic profile of the respondents that out of 222 IT employees surveyed in Chennai city, majority (29.7%) are in the age group of below 25 years, majority (54.1%) of the respondents are married, majority

(81.5%) of them have less than 5 years of experience and majority (38.3%) earn less than 20000 as their monthly income.

Null Hypothesis: There is no satisfaction towards WLB initiatives among the IT employees

Table 2
One sample t test shows the Satisfaction level towards WLB initiatives

	N	Mean	Std. Deviation	t	Sig.
Satisfaction level towards WLB initiatives	220	3.6848	.71206	76.757	.000

It is observed from the above table that p value is less than 0.01 hence the null hypothesis is rejected at 1% level of significance. It is concluded that the IT employees are satisfied with the level of work life balance initiatives taken by their management.

Null Hypothesis: There is no turnover intention among the IT employees

Table 3
One sample t test shows the Turnover intention among the IT employees

	N	Mean	Std. Deviation	t	Sig.
Turnoverintention	220	3.6848	.71206	76.757	.000

It is observed from the above table that p value is less than 0.01 hence the null hypothesis is rejected at 1% level of significance. It is concluded that the IT employees have intention to leave the organisation where they employed.

Null Hypothesis: There is no significant difference between married and unmarried employees towards WLB initiatives

Table 4
Independent sample t test to show the difference between married and unmarried respondents towards WLB initiatives

	Marital Status	N	Mean	Std. Deviation	t	Sig
Flexi-Schedules	Married	120	3.75	1.259	.667	.505
	Unmarried	102	3.86	1.251		
Work Overload	Married	120	3.86	1.245	1.366	.173
	Unmarried	102	3.63	1.266		
Working Conditions	Married	120	3.28	1.342	1.204	.230
	Unmarried	102	3.49	1.192		
Technological Support	Married	120	3.75	1.259	.544	.587
	Unmarried	102	3.84	1.288		
Remuneration	Married	120	3.75	1.259	.544	.587
	Unmarried	102	3.84	1.288		
Role Clarity	Married	118	3.72	1.253	.911	.363
	Unmarried	102	3.87	1.216		
Training & Development	Married	120	3.28	1.342	1.204	.203
	Unmarried	102	3.49	1.192		
Professional Counselling	Married	120	3.86	1.245	1.366	.173
	Unmarried	102	3.63	1.266		
Medical Facilities	Married	120	3.75	1.259	.667	.113
	Unmarried	102	3.86	1.251		

From the above table it is clearly identified that p value is more than 0.05 and hence the null hypothesis is accepted. It is concluded that there is no significant difference between married and unmarried employees towards WLB initiatives.

Null Hypothesis: There is no significant difference between married and unmarried employees towards turnover intention.

Table 5
Independent sample t test to show the difference between married and unmarried respondents towards turnover intention

	Marital Status	N	Mean	Std. Deviation	P value	Sig
I think a lot about leaving the Organization I work at	Married	120	3.86	1.245	1.366	.173
	Unmarried	102	3.63	1.266		
I am actively searching for alternatives to the Organization I work at.	Married	118	3.25	1.335	1.374	.171
	Unmarried	102	3.49	1.192		
I intend to leave this organization within a short period of time.	Married	120	3.86	1.245	1.366	.173
	Unmarried	102	3.63	1.266		
I do not think I will spend my entire career with this organization	Married	120	3.75	1.259	.667	.505
	Unmarried	102	3.86	1.251		

From the above table it is clearly identified that p value is more than 0.05 and hence the null hypothesis is accepted. It is concluded that there is no significant difference between married and unmarried employees towards turnover intention.

Null hypothesis: There is no difference between demographic variables towards Turnover intention

Table 6
ANOVA to test the difference between demographic variables towards Turnover intention

Demographic variables	F	Sig.	T value	Hypothesis
Age	1.889	.113	0.05	Accepted
Experience	2.973	.053	0.05	Accepted
Income	.841	.473	0.05	Accepted

It is identified from the above table that there is no difference between the respondents of different age group, experience and income level towards the turnover intention. Hence the null hypothesis is accepted.

Null hypothesis: There is no difference between demographic variables towards WLB initiatives satisfaction.

Table 7
ANOVA to test the difference between demographic variables towards WLB initiatives satisfaction

Demographic variables	F	Sig.	T value	Hypothesis
Age	.841	.473	0.05	Accepted
Experience	2.973	.163	0.05	Accepted
Income	1.889	.113	0.05	Accepted

It is identified from the above table that there is no difference between the respondents of different age group, experience and income level towards the WLB initiatives. Hence the null hypothesis is accepted.

Null Hypothesis: There is no relationship between WLB initiatives and Turnover intention among the employees of Information Technology Industry.

Regression analysis to measure the contribution of WLB initiatives towards turnover intention

Table 8
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.824 ^a	.680	.678	.44539

a. Predictors: (Constant), WLBsatisfaction

Table 9
ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	91.740	1	91.740	462.469	.000 ^b
	Residual	43.244	218	.198		
	Total	134.984	219			

a. Dependent Variable: turnover intention

b. Predictors: (Constant), WLB satisfaction

Table 10
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.314	.159		1.981	.049
	Job satisfaction	.909	.042	.824	21.505	.000

a. Dependent Variable: turnoverintention

Multiple regression analysis was conducted to measure the contribution of WLB initiatives satisfaction towards turnover intention of the employees. From the results shown in the above tables it can be identified WLB initiatives satisfaction (Beta=0.824) influence the dependent variable turnover intention among the IT employees. It can be observed from the table WLB initiatives positively and significantly related with turnover intention at 1% level. Since the p value is less than 0.01 the null hypothesis is rejected at 1% level of significance.

The F value (155.287) shows that there is significant relationship between the WLB initiatives and turnover intention. The value of R square was found to be 0.68, which shows that WLB initiatives cause variation in the turnover intention around 68%, while the rest of 32% of variation in the turnover intention can be assigned to other factors.

FINDINGS

- ✓ The study found that the IT employees are satisfied with the level of work life balance initiatives taken by their management.
- ✓ It is identified that even though the respondents are satisfied with the WLB initiatives of the management the IT employees have intention to leave the organisation where they employed.
- ✓ It is found that there is no significant difference between the respondents of various demographic variables namely age, marital status, experience and income group of the respondents towards the perception of WLB initiatives.
- ✓ It is found that there is no significant difference between the respondents of various demographic variables namely age, marital status, experience and income group of the respondents towards the perception of Turnover intention.
- ✓ The Multiple Regression Analysis shows that, the WLB initiatives of the management in Information Technology industry are positively associated with the turnover intention of the employees.

SUGGESTIONS AND CONCLUSION

An effective balance between work and family life is like a win-win situation for employees and employers. Work-Life Balance has two-edged gains where right balance is important to be sustained. Availability and use of Work-Life Balance Practices, when provided in the situation of employees and employer's support can reduce work-life conflict and increase positive evaluations of organization. Rewarding staff for completing their tasks, staff functions that involve families, if possible health and well-being opportunities such as access to gyms or at least time to exercise; and encouraging sound management practices. Also there should be specific counselling program on Work-Life Balance. Organizations should have proper counselling departments to appreciate employee work life balance problems. Again, regular exercises, mediation and other soft skill practices can be introduced to advance the emotional balance of the employees. The study gives new understandings 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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