

A Study on Work Life Balance of it Enabled Bpo Workers in Bangalore City (Karnataka)

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Abstract

Human beings in this earth have to work for inevitable reasons. For the purpose of employment people even migrate to their nearest cities or even they may relocate themselves too far off places, due to swiftly growing population across the country and also numbers of people getting qualified degrees have increased a lot. On the other hand scope for employment is considerably reducing day by day. This has made job markets completely employee driven. When job markets become employee driven, by all means employees will extract much work from employees. This will make them spend more and more time at the workplace and less time with their families. The result of this will lead to imbalance between work and family life. This study tries to cover many insights on work life balance especially covering major BPO employees working at Bangalore.

Keywords: *Inevitable, employment, relocate, swiftly and considerably.*

1. Introduction

In the present day situations after completing degree it is very difficult to find jobs suiting to the individual profiles. On the other hand age and commitments of persons never stop, so it make them to get satisfied with whatever jobs he find and has to remain faithful to his employee. To some extent this is acceptable, but in the later stages when individual's family develops, commitments increase, responsibilities increase, one has to make sure that he takes out some time as leisure and invest the same with the family too. This can help in building better family attachments, smoothen family relationships, and strengthen family bonds. Over a period of time perhaps a better understanding is possible.

Today people find that they are missing a lot in their family life and the prime reasons for this is long working hours, stress and anxiety at work place, employees never ending targets and high expectations. Stringent terms and conditions, unfavorable and unsupportive work atmosphere, employee's discrimination on employee's unfavorable and unequal treatments etc, will lead to lot of stress and strain on individual and result in lack of morale and motivation, drop in work efficiency and productivity. So that an Individual employee may go home with complete demoralized environment. This will spread negative cascading effect in family lives too, and there may chance for quarrels in the family which will turn up into fights, separations and even forth coming generations may suffer. Hence it is always advisable to maintain proper diversity or balance between work life and family life and family lives. Work life imbalance can bring out more scope for increasing employee turnover, loosing fairly profitable and result delivering employee to other organizations.

Normal Steps Recommended to Reduce Work Life Balance Problems

As per study, if the suggestive measures are implemented properly the organizations can reduce the problems of work life balance and can help the employees to feel comfortable at their workplace.

1. Fixation of minimum working hours and communication of same.
2. Flexible working hours and working shifts as per the comfort of employees.
3. Overtime works should be avoided and in extreme circumstances if made should be paid with overtime allowances.
4. Training employees from time to time from professional networks.
5. Proper recruitment policies with total transparency (absence of politics)
6. Coming across with policies like work from home.

2. Review of Literature

Alam (2009) has worked on the co-relation between working hours and family life. He finds that both family and work life balance get affected very much on an average with those employees working for above ten hours every day for their enterprises. Sometimes there is no time to move out due totight schedules and also due to the deadlines to meet up with the targets assigned at workplace. Corporate expectations clashes with individual interests when tasks are carried out for more number of hours than they should. **Sandhu** (2006) says that especially women working in the services sector for longer hours find difficult to balance family and work. Stress factor have a direct impact on work productivity. One more problem noticed among these employees is that they quit their jobs after their marriages. Indirectly an organization loses one deserving candidate who is eagerly waiting to take up the given task. **Bhargava S and Baral, R** (2009) is of opinion that, even if people work from home options are given out, it is only for those manage in working at

urban locations and has been working at premier posts with higher (senior) designations. Hence this approach of the organizations may not bring many changes in work life balances, because their spouses may not have same working shifts and may miss out every now and then.

Smitha S (2004) says that organizations approach today is only towards building top line and bottom line growth and not in stream lining its H.R policies affecting work life balance of their employee's families. Presently a time has closely approached where they have to work out a proper schedules to be prepared and fixed for its employees, after obtaining their due consent and willingness. **Bagozzi** says that an organization H.R module requires proper analysis in terms of its policy mechanisms on work schedules. Relaxed and flexible schedules can definitely be able to bring employees back to track at work place and also equally enjoy with their families. Proper attachment at both places can only make employee a true asset everywhere. **Chitra D** (2012) finds in her study that there is a direct connection between job satisfaction and work life balance. In the initial stages of job it is very much necessary to know, how jobs make employees feel comfortable, but in the later stages, in case if it is found that employees get fed up in their monotonous works and look out for a strong change in work schedule, it is clear that they need a change. If changes are made in their work, then work will be carried out at the same spirit. It is better to respond authentically to earlier warning signals of employees.

Statement of Problem

Improper work life balance can reduce the morale of the employee. This will build a gap in employer employee relations; this will more over reduce confidence, increase dependency on others, and reduce employee attachment with the organization. Loosing fairly profitable employee is easier, but finding the right substitute for him is quit challenging for the employers today. Though there are enough employees available, these fresh bloods need to be trained up and instilled with confidence and so that they get trained and move on with the process, they will become experienced hands. These experienced hands receive better offers from other employers and sooner they quit their jobs. This will very well increase the labor turnover rate of the firm. This has to be reduced drastically, as it strongly stands as a question of reputation for the esteemed organizations that are the stronger parts of emerging enterprises.

Scope of the Study

One of the most important and broad based challenges currently faced by the premier organizations are getting acclimatized with people who are difficult and who take time to get abided with working norms of the organization. It norms are made easier so that employees can understand them faster and get picked up with the same sooner. Showing more concerns towards employees making them totally attached with the organization, feeling total comfort with them. Putting in charge of what they (empowering the employees) can make them motivated better as they will be less tensed, depressed and can come out with focused minds. On the other side if the options like work from home, holidays on weekends (Saturday and Sunday), compulsory holidays in a year, eligibility to take all kinds of leave as per H.R standards can even make them spend time with their family members. Today few organizations have made an attempt to bring up these types of policies. In the years to come most of the enterprises are expected to put these practices in their implementation. It can work better as technologies have developed faster and advanced much. Employees can be reached easier when required.

Research Gap

It is observed that BPO employees feel highly in secured in their jobs, as their work depends on a particular type of process handled by the company. Company works for the satisfaction of the clients. Employees find hard time in certain process and may have to sacrifice more time at their work places.

This will have impact on their family lives too. Earlier studies have been made on work life balance of employees of various organized sectors, but it is certainly important to know how a proper work life balance of an employee makes him comfortable at work place and reduce employee turnover and also helps to give hundred percent at workplace.

Objectives of the Study

The following objectives are included in this study. These are as follows

- 1) To understand the expectations of BPO employees.
- 2) To analyze the impact of work life balance on work productivity.
- 3) To study the steps taken by employee to reduce work life balance problems.
- 4) To study the perception and satisfaction level of employees.

Methodology used

In this study both primary and secondary data are used. Primary data are collected using questionnaires given to the respondents and the secondary data are collected from books, related H.R sites, newspapers and other secondary published sources. Primary data collected are later taken up for tabulation the data are further analyzed using applicable statistical tool for this study.

Type of sampling used in this study is convenient sampling, area chosen for the study is city of Bangalore and size of the sample is restricted to 100 respondents working for BPO sectors.

A senior and married employee who has good strength of experience and work in various shifts is given top priority as they are equally responsible in their workplace as well as in their family lives.

Limitations of the study

- 1) Geographical location chosen to undertake this study is within the city limits of Bangalore.
- 2) Size of the sample (respondents) taken in this study is restricted to 100 respondents.
- 3) There is a strong challenge to meet the employees due to their tight schedules and some of them are reluctant to answer as they took it more personal.

3. Data Analysis

Data are analyzed from the responses given by the respondents. The summarized responses are tabulated as follows:

Table 1: Age of respondents

Age (in years)	Number of respondents	Percentage (%)
31 – 40	44	44
41 – 50	38	38
Above 50	18	18
Total	100	100

Source: Primary data

Interpretation: It is clear from the above table that 44% of the respondents (Employees) are in the age group of 31-40 years, 38% are in the age group of 41-50 years and the rest 18% are in the age group of above 50 years.

Table 2: Gender of respondents

Gender	Number of respondents	Percentage (%)
Male	60	60
Female	40	40
Total	100	100

Source: Primary data

Interpretation: 60% of the respondents are Males and the rest 40% are females.

Table 3: Designation of respondents

Designation	Number of respondents	Percentage (%)
Customer care officer	39	39
Team leader	32	32
Team manager	29	29
Total	100	100

Source: Primary data

Interpretation: 39% of the respondents (Employees) are customer care officers, 32% are team leaders and the rest 29% of the employees in the process are team managers.

Table 4: Job Experience of Respondents

Experience (in years)	Number of respondents	Percentage (%)
Up to 10	42	42
11 – 20	40	40
Above 20	18	18
Total	100	100

Source: Primary data

Interpretation: 42% of the respondents (Employees) have experience in their job up to 10 years, 40% have their experience from 11 to 20 years and the rest 18% have above 20 years of experience in their jobs.

Table 5: Type of Shift Worked by Respondents

Type	Number of respondents	Percentage (%)
Day	30	30
Night	70	70
Total	100	100

Source: Primary data Interpretation: 70% of the employees work in the night shifts and the rest 30 % work in day shifts. Hence more employees work at night shifts.

Table 6: Average hours of Work Per Day

Average hours (per day)	Number of respondents	Percentage (%)
Up to 10	60	60
11 – 15	40	40
Total	100	100

Source: Primary data

Interpretation: 60% of the respondents (Employees) work up to 10 hours per day and the rest do 40% work

Table 7: Respondents Opinion on Overtime Work in their Personal Lives

Opinion	Number of respondents	Percentage (%)
Affects work productivity	34	34
Reduces confidence	36	36
Spoils relationship	30	30
Total	100	100

Source: Primary data

34% of the respondents (Employees) are in the opinion that overtime work affects their productivity, 36% say that it reduces their confidence levels and the rest 30% are in the opinion that it can spoil their social relationships or it can reduce family attachments.

Table 8: Respondents Opinion on Factors Affecting Work Life Balances

Factors	Number of respondents	Percentage (%)
Long working hours	20	20
Repetitive work	24	24
Employers pressure	40	40
Never ending expectations of employer	16	16
Total	100	100

Source: Primary data

Interpretation: 20% of the respondents (Employees) say that long working hours affect work life balance, 24% of the respondents are of the opinion that repetitive or monotonous work can reduce work life balance, 40% say that it is never ending expectations of employers (Company) and the rest 16% say that it is the never ending expectations of employer that affects work life balance.

Table 9: Your Expectations from Your Job and Employer

Expectations	Number of respondents	Percentage (%)
Flexible working hours	28	28
Fixed holidays	20	20
Job rotation	22	22
Employees positive feedback	30	30
Total	100	100

Source: Primary data

Interpretation : 28% of the respondents(Employees) expect flexible working hours, 20% expect fixed holidays, 22% expect rotation in their jobs and the rest 30% expect positive feedback after the completion of given task from their respective employers.

Table 10: Respondents responses on Employer's Measure to Maintain Employees Work Life Balance

Measures	Number of respondents	Percentage (%)
Get together	22	22
Visiting places	18	18
Casual programs	36	36
Flexible job shifts	24	24
Total	100	100

Source: Primary data

Interpretation : 22% of the respondents expect get together to be organized by employers, 18% are of the opinion that visiting other places can bring about a change, 36% say that there must be a kind of casual programs and the rest 24% expect flexible job shifts at their work place that should be provided to them by their employers.

Table 11: Respondents Perception Rating on their Work Life Balance

Perception rating	Number of respondents	Percentage (%)
Excellent	16	16
Good	28	28
Average	30	30
Satisfactory	26	26
Total	100	100

Source: Primary data

Interpretation: 16% of the respondents have rated their perception on their work life balance as excellent, 28% as good, 30% as average and the rest 26% of them have rated satisfactory.

Table 12: Respondents Satisfaction Level at their Work Life Balance

Perception rating	Number of respondents	Percentage (%)
Highly satisfied	20	20
Satisfied	32	32
Not satisfied	48	48
Total	100	100

Source: Primary data Interpretation: 20% of the respondents (Employees) are highly satisfied, 32% are satisfied and the rest 48% are not satisfied with their work life balance.

Chi Square Test

Chi square test is a non-parametric test which is used in this study to determine the independence of two attributes. Calculated value is given by

$$\sum \frac{(fo - fe)^2}{fe}$$

Where 'fo' is observed frequency and 'fe' is expected frequency

Expected frequency is given by

(Row total X Column total)/ Gross total

After expected frequency is calculated the difference between observed and expected frequencies are made which is then squared and then divided by expected frequency. This will give the value of calculated chi square.

Tabulated value of chi square is taken from chi square table. This is done by taking selected confidence interval limit and calculating degrees of freedom using $(r-1)(c-1)$ where 'r' is the number of rows and 'c' is for number of columns. If chi square calculated is greater than chi square tabulated null hypothesis is rejected and vice versa.

1) **H₀: There is a close degree of association between respondents average number of hours of work and factors influencing work life balance**

Factors influencing work life balance	Average hours of work per day		Total
	Up to 10	11 - 15	
Flexible working hours	15	13	28
Fixed holidays	12	08	20
Job rotation	12	10	22
Employees positive feedback	21	9.	30
Total	60	40	100

Calculated value of chi square is 0.3355 and table value at degree of freedom $(r-1)(c-1)$ i.e. $(4-1)(2-1) = 3$ is 7.841. Table value is higher than calculated value. Hence null hypothesis is accepted.

2) **H₀: There is a close degree of association between type of shift worked by respondents and opinion on overtime work on in their personal lives**

respondents opinion on overtime work	Type of shift worked		Total
	Day	night	
Affects work productivity	16	18	34
Reduces confidence	8	28	36
Spoils relationship	6	24	30
Total	60	40	100

Calculated value of chi square is 7.175 and table value at degree of freedom $(r-1)(c-1)$ i.e. $(2-1)(3-1) = 2$ is 5.991. Table value is lesser than calculated value. Hence null hypothesis is rejected.

3) **H₀: Employees expectations from their job and their satisfaction level on their work life balance are independent to each other.**

Expectation from job	Average hours of work per day			Total
	Highly satisfied	Satisfied	Not satisfied	
Flexible working hours	05	08	15	28
Fixed holidays	05	06	09	20
Job rotation	05	07	10	22
Employees positive feedback	05	11	14	30
Total	20	32	48	100

Calculated value of chi square is 1.1532 and table value at degree of freedom $(r-1)(c-1)$ i.e. $(3-1)(4-1) = 6$ is 12.592. Table value is higher than calculated value. Hence null hypothesis is accepted.

4. Findings of the Study

The following are the findings obtained from the analysis carried out in this study and these are as follows

- 1) Majority of the respondents are in the age group of 31 to 40 years (Table 1).
- 2) It is found from the study that 60% of the respondents are males and the rest 40% are females (Table 2).
- 3) Majority of the respondents carry their designation as customer care officers (Table 3).
- 4) It is found from the study that 42% of the respondents carry their rich experience of working up to 10 years (Table 4).
- 5) 70% of the employees are forced to work in the night shifts (Table 5)

- 6) About 60% of the respondents work up to ten hours per day and the rest 40% work in the range of eleven to fifteen hours (Table 6).
- 7) Majority of the respondents are of the opinion that over time work can reduce their confidence in their work as well as with their families (Table 7)
- 8) 40% of the respondents say that one of the major factors influencing their work life balance is employer's pressure at work place (Table 8).
- 9) One of the major expectations of employees from their job is that their respective employer should give proper positive feedback after the completion of the given task without showing any kind of discrimination (Table 9).
- 10) 36% of the respondents say that one of the important measures taken up by the employers to maintain proper work life balance of their employees is by conducting casual programs which recharges the mind and make them feel fresh and comfortable at work place (Table 10).
- 11) It is found from this study that 30% of the respondents have rated their perception on their work life balance as average (Table 11).
- 12) Majority of the respondents are not satisfied with their present work life balance problem (Table 12).

5. Major Suggestions

Following are the suggestions worth implementing in the organizations to reduce employee's problems of work life balance

- 1) Having proper communication with the employees without any kind of hidden information.
- 2) Proper working hours should be communicated in advance and the same has to be followed throughout without any room for ambiguity.
- 3) Prior advance information has to be given in case of extreme emergencies justifying the reasons for additional works there must be additional payments made for this.
- 4) Strictly unofficial hours should not be used as official hours; this will be then utilized by employees for spending time with their families.

6. Conclusion

Employees are the real assets of the organization and they need to be seen with extreme care because they work for the organization with their whole hearted efforts. Employees are the prime people who will be there with the organization for longer periods, if they receive humanistic treatments. If they are utilized as professional resources they themselves will remain loyal, dedicated and committed to the organization. If they are expected like cost-effective resources they will very soon slip out of organization and will remain as a particular case for increasing employee turnover rate, by this credibility of the organizations remain affected.

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