WORK-LIFE BALANCE AND PERCEIVED ORGANIZATIONAL SUPPORT AMONG IT EMPLOYEES

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Abstract

Work and family are considered the primary domains in a person's life. A good work-life balance is very important to manage between both. In today's intensely competitive global environment, companies that support work-life balance practices, encourage their employees to manage their personal energy effectively. Focusing on this point the current research was done to study perceived organisational support and work-life balance among IT employees. The study followed descriptive research design. The study was conducted among IT employees working in different IT companies from different parts of South India. The data was collected via online forms using snowball sampling method. The tools used for the study were Survey of Perceived Organizational Support SPOS, 17-item scale by Eisenberger (1986), Work Life Balance Scale by Hayman (2005) which has three dimensions namely- Work Interference with Personal Life WIPL, Personal Life Interference with Work Life PLIW, Work/Personal Life Enhancement WPLE. Product moment correlation, t test and measures of the central tendency were used for data analysis. The results indicate that there is a positive, direct relationship between perceived organisational support and work-life balance, which reveals that if perceived organisational support increases employee’s work-life balance also increases. The findings also state that there is no significant difference between the groups based on gender, type of job. The results reveal that male and female employees have average perceived organisational support.

Keywords: Perceived Organisational Support, Work-Life Balance, IT employees, Work Interference with Personal Life WIPL, Personal Life Interference with Work Life PLIW, Work/Personal Life Enhancement WPLE.

Introduction

Work and family are considered the primary domains in a person’s life. Industrial/organizational (I/O) psychologists are interested primarily in how interactions between work life and family life, or more broadly the non-work aspects of one’s life, influence important individual and organizational outcomes. An employee perception of support at work has become increasingly important for Human Resource Management.
research along with examining the Human Resource policies and acts. Organizational support theory holds that individuals represent organizations by attributing human-like characteristics to them and that they develop positive social exchanges with organizations that are supportive. Balancing successful career with a personal or family life can be beneficial for job satisfaction. Work-life balance will have a significant impact for companies which oriented to ‘Human Capital’. According to Wayne, Shore and Liden (1997) employees’ perception towards organizational support in providing work-life balance for them influence the desire to step out of the organization and also to their performance. An employee who feels supported believes that the organization is treating him with respect, recognizes his individual needs and limitations, appreciates the effort he puts into his work and the life of the organization, and forgives mistakes for decreased productivity caused by sickness or other factors.

Muthia Roza Linda, Yuki Fitria (2016) The research is aimed to figure out; 1) the influence of perceived organizational support on work-life balance of women employees in banking sector in Padang city, 2) The influence of perceived organizational support on balance of women employees work-life which moderated using transformational leadership. Sample is chosen by using purposive technique with some criteria namely married woman employees and have been employed for 5 or more years. Data which used are primary data obtained by the questioners. The resulting data will be analyzed using moderated regression analysis. The research shows that; 1) Perceived Organizational Support (POS) has positive and significant influence on female employee life-work balance in banking sector in Padang City. 2) Transformational leadership has positive and significant influence on work-life balance of women employees in banking sector in Padang City. The interaction between Perceived Organizational Support and transformational leadership has negative and significant influence on work-life balance, it shows that the transformational leadership is a moderating variable between POS and work-life balance, with weaken influence.

Need of the study

Some of the problems faced by IT employees include work - family conflict, job insecurity, stress, work pressure, differences and dominance between the teammates. According to a study on millennial’s everywhere, the Manpowergroup has gathered data showing the number of hours worked by every country. The report shows that Indian millennial put in the longest number of working hours per week. i.e., 52 hours to be exact and most of the IT sector people fall under this category which leads to work related problems. Across the country, work-life balance remains elusive with many spending hours at the office, often at the expense of their personal lives. Indeed, five of India’s biggest cities – Bengaluru, Chennai, Kolkata, Mumbai, and New Delhi – rank extremely low when it comes to work-life balance, according to a recent study of 100 cities around the world by the Amsterdam-based consultancy Arcadis. While Bengaluru, Chennai, and Kolkata ranked in the 70s, Mumbai was at number 86 and New Delhi at 87. Indians work around 2,195 hours on an average every year, far above the 1,473 hours a year in Hamburg, the city that ranked among the top three for work-life balance. That adds to the results of a 2015 study by EY that
surveyed 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. So the important role of the support system in these instances and its basic need in every organizational setting is the main focus of this research. The need of this study is to find whether organizational support influences the employees work life balance. And to know about the employees perception towards the organizational or supervisors support. One of the common factors that contribute to the employee’s satisfaction and work life balance is the organizations support. It also promotes employees well being and increases productivity and helps to manage work-life conflicts. When there is a proper guidance from the professional who is non-judgmental, empathetic and a good listener while making decisions and in solving problems, it will be really helpful to find the problem and to overcome it. Organizational psychology states that when the employees are provided with an opportunity to interact and open up themselves to a professional counsellor they are able to sort out their problems and move forward with their life.

So to provide the substantial evidence that organizational support by means of counselling, providing proper training and basic resources and a support system will help in the management of work-life balance is the major assumption of this study.

**Methodology**

**Statement of the problem**

To study the “Work-Life Balance and Perceived Organizational Support among IT employees”.

**Objectives**

- To study the work-life balance and perceived organizational support among IT field employees.
- To explore the relationship between work-life balance and perceived organizational support.
- To compare work-life balance between gender and technical and non-technical field employees.
- To compare the level of perceived organizational support between gender and technical and non-technical field employees.

**Hypotheses**

1. There will be significant relationship between the dimensions of Work-life balance and Perceived organisational support.
2. There will be significant difference in the dimensions of Work-life balance and Perceived organisational support among male and female employees and technical and non-technical.
Sample

The present study consists of 101 IT employees from Chennai and Hyderabad. The employees working in technical jobs namely software engineers, web designers and non-technical jobs such as HR managers, executive officers were the respondents for the study. The data was collected using snowball sampling method. The research tools were circulated via online forms and the data has been drawn from employees working in different IT companies. The data was analysed using parametric tests, because the variables has been tested with normality test and the result shows that the variables were significant.

Tool used

a) Work Life Balance Scale (Hayman, 2005)

Hayman (2005) adapted work life balance scale originally developed by Fisher (2001). The more inclusive wording of personal life compared to family provides the opportunity to measure the interface between work and non-work regardless of employee marital or family status. This broader approach is useful for organizations to assess the non-work domain of employees, a family may not be relevant to all employees. Moreover this scale also measures positive spill over or enhancement (Hayman, 2005). The scale consisted of 15 items, designed to assess three dimensions of work life balance, i.e., work interference with personal life (WIPL-7 items), personal life interference with work (PLIW-4 items), and work/personal life enhancement (WPLE-4 items). The first dimension, work interference with personal life (WIPL) included the items e.g. “Personal life suffers because of work” and “Put personal life on hold for work”. The content of these items reflect the extent to which work interferes with personal life. The second dimension is work interference with personal life (WIPL). The items included in this component indicate the opposite direction of work personal life interference. Examples of the items include “Personal life drains me of energy for work” and “Hard to work because of personal matters”. They depict the extent to which ones’ personal life interferes with work. The items of the third dimension work/personal life enhancement (WPLE) involved positive effects of one’s work on personal life or vice versa, the extent to which ones’ personal life enhances work. Examples of the items included were, “Personal life gives me energy for my job” and “Better mood because of my job”.

b) Survey of Perceived Organizational Support (SPOS) (17-item scale), (Eisenberger -1986)

It is a one-dimensional measure of the general belief held by an employee that the organization is committed to him or her, values their continued membership, and is generally concerned about their well-being. The SPOS refers to the employer’s perception of how valuable their employee is. While several shorter versions of this questionnaire exist, the current study used the 17-item survey. These items were the 17 highest-loading items on the original 36-item Survey of Perceived Organisational Support (Eisenberger et al., 1986). Eight questions measure the degree to which employees believe the organisation values their contribution and nine questions measure the degree to which employees believe the organisation cares for their well-being.
RESULTS AND DISCUSSION

Table –1The correlation values for the dimensions of Work-life balance and Perceived organisational support.

<table>
<thead>
<tr>
<th>Variable</th>
<th>N</th>
<th>( r ) value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Perceived organizational support</td>
<td>101</td>
<td>0.876**</td>
</tr>
<tr>
<td>WIPL</td>
<td>101</td>
<td></td>
</tr>
<tr>
<td>Perceived organizational support</td>
<td>101</td>
<td>0.553**</td>
</tr>
<tr>
<td>PLIW</td>
<td>101</td>
<td></td>
</tr>
<tr>
<td>Perceived organizational support</td>
<td>101</td>
<td>0.655**</td>
</tr>
<tr>
<td>WPLE</td>
<td>101</td>
<td></td>
</tr>
</tbody>
</table>

**Significant at 0.01 level

The Hypotheses framed by the investigators, was to study the association between the dimensions of Work-life balance and Perceived organisational support among IT employees. It was calculated and was found that there is a significant relationship between the Work-life balance and Perceived organisational support. The \( r \) value of Perceived organisational support and WIPL was found to be 0.876** which is significant at 0.01 level and hence it may be inferred that there is high positive correlation between Perceived organisational support and WIPL. Hence the hypotheses \( H_1 \) which states that there will be a significant relationship between Work-life balance and Perceived organisational support is accepted.

From the table, the \( r \) value of Perceived organisational support and PLIW was found to be 0.553** which is significant at 0.01 level and hence it may be inferred that there is high correlation between Perceived organisational support and PLIW. Hence the hypotheses \( H_1 \) which states that there will be a significant relationship between Work-life balance and Perceived organisational support is accepted.

In the above table, the calculated \( r \) value for Perceived organisational support and WPLE are found to be 0.655** which is significant at 0.01 level and hence it may be inferred that there is high correlation between Perceived organisational support and WPLE. Hence the hypotheses \( H_1 \) which states that there will be a significant relationship between Work-life balance and Perceived organisational support is accepted. On the whole, from the table it may be inferred that Work-life balance increases as the Perceived organisational support increases.
A study on “The Effect of Perceived Organizational Support, Role Related Aspects and Work Involvement on Work-Life Balance: Self Efficacy as a Moderator” by Thakur, Kumar (2015) supports the results of the present study.

Table -2The Mean, S.D. value and ‘t’ value of Perceived organisational support based on Gender, Type of job.

<table>
<thead>
<tr>
<th>Variable</th>
<th>Demographic variable</th>
<th>N</th>
<th>Mean</th>
<th>S.D.</th>
<th>t value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Perceived organizational support</td>
<td>Gender</td>
<td>Male</td>
<td>80</td>
<td>62.78</td>
<td>13.599</td>
</tr>
<tr>
<td></td>
<td>Female</td>
<td>21</td>
<td>61.76</td>
<td>16.180</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Type of job</td>
<td>Technical job</td>
<td>78</td>
<td>62.01</td>
<td>14.556</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Non-technical job</td>
<td>23</td>
<td>64.43</td>
<td>12.511</td>
</tr>
</tbody>
</table>

NS - Not Significant

The table shows the Mean, S.D., ‘t’ values of Perceived organisational support based on the demographic variables. The calculated mean value for the Perceived organisational support is found to be 62.78 and 61.76 for males and females respectively. It indicates that male and female employees perceive the support from their organisation as average. The calculated S. D. values for the Perceived organisational support are found to be 13.599 and 16.180 for male and female employees respectively. The ‘t’ value is found to be 0.292 which indicates that there is no significant difference between male and female employees in Perceived organisational support. Thus it may be inferred that the view towards Perceived organisational support between male and female employees is neither positive nor negative and there is not much difference. Hence, the hypotheses H2 which states that there will be significant difference in Perceived organisational support based on gender is not accepted.

Again from the table the mean values for Perceived organisational support of technical and non-technical job are found to be 62.01 and 64.43, which indicates that the employees degree of perception towards the Organisational Support does not differ based on their type of job and the S.D. values are found to be 14.556 and 12.511 respectively. The calculated, ‘t’ value is found to be 0.723, which is not significant. Hence it is inferred that there is no significant difference between employees working in technical and non-technical job with respect to the Perceived organisational support. Hence, the hypotheses H3 which states that there will be significant difference in Perceived organisational support based on the type of job is not accepted.

Table :3The Mean, S.D. value and ‘t’ value of the dimension work life balance based on Gender, Type of job.

<table>
<thead>
<tr>
<th>Variable</th>
<th>Demographic variable</th>
<th>N</th>
<th>Mean</th>
<th>S.D.</th>
<th>t value</th>
</tr>
</thead>
<tbody>
<tr>
<td>WIPL</td>
<td>Gender</td>
<td>Male</td>
<td>80</td>
<td>27.51</td>
<td>8.934</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Female</td>
<td>21</td>
<td>26.67</td>
<td>8.924</td>
</tr>
<tr>
<td></td>
<td>Type of job</td>
<td>Technical job</td>
<td>78</td>
<td>26.86</td>
<td>9.019</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Non-technical job</td>
<td>23</td>
<td>28.96</td>
<td>8.445</td>
</tr>
</tbody>
</table>
The table shows the Mean, S.D., ‘t’ values of Work Interference with Personal Life (WIPL) based on the demographic variables. The calculated mean value for the dimension, Work Interference with Personal Life (WIPL) is found to be 27.51 and 26.67 for males and females respectively. It indicates that male and female employees have average level of interference in the WIPL dimension, which shows that they can manage their work life from interfering with their personal life. The calculated S. D. value for the WIPL dimension is found to be 8.934 and 8.924 for male and female employees respectively. The ‘t’ value is found to be 0.386 which indicates that there is no significant difference between male and female employees in the dimension of Work Interference with Personal Life. Hence, the hypotheses H2 which states that there will be significant difference in the dimensions of Work Life Balance (WIPL) based on gender is not accepted.

The calculated mean value for the dimension, Work Interference with Personal Life (WIPL) of technical and non-technical job is found to be 26.86 and 28.96 respectively. It indicates that the employees working in technical and non-technical job fall under the category of average level of interference, i.e., the extent to which work interferes with personal life is neither balanced nor unbalanced. The calculated S. D. value for the WIPL dimension is found to be 9.019 and 8.445 for technical and non-technical jobs respectively. The ‘t’ value is found to be 0.994 which indicates that there is no significant difference between employees working in technical and non-technical job, in the dimension of Work Interference with Personal Life. Hence, the hypotheses H3 which states that there will be significant difference in the dimensions of Work Life Balance (WIPL) based on the type of job is not accepted.

The calculated mean value for the dimension, Personal Life Interference with Work (PLIW) is found to be 18.59 and 18.29 for males and females respectively. It shows the extent to which ones’ personal life interferes with work and the mean scores indicates that male and female employees have average level of interference. The calculated S. D. value for the PLIW dimension is found to be 5.056 and 6.222 for male and female employees respectively. The ‘t’ value is found to be 0.232 which indicates that there is no significant difference between male and female employees in the dimension of Personal Life Interference with Work. Hence, the hypotheses H2 which states that there will be significant difference in the dimensions of Work Life Balance (PLIW) based on gender is not accepted.
The calculated mean value for the dimension, Personal Life Interference with Work (PLIW) of technical and non-technical job is found to be 18.94 and 17.13 respectively. It indicates that the employees working in technical and non-technical job fall under the category of average level of interference, i.e., the extent to which personal life interferes with work life is neither balanced nor unbalanced. The calculated S. D. value for the dimension PLIW is found to be 5.346 and 4.939 for technical and non-technical jobs respectively. The ‘t’ value is found to be 1.447 which indicates that there is no significant difference between employees working in technical and non-technical job, in the dimension of Personal Life Interference with Work. Hence, the hypotheses H3 which states that there will be significant difference in the dimensions of Work Life Balance (PLIW) based on the type of job is not accepted.

The calculated mean value for the dimension, Work/Personal Life Enhancement (WPLE) is found to be 16.68 and 16.81 for males and females respectively. It indicates that male and female employees have average level in the WPLE dimension, which shows that their personal life enhances their work life and vice versa. The calculated S. D. value for the WPLE dimension is found to be 5.185 and 5.173 for male and female employees respectively. The ‘t’ value is found to be 0.106 which indicates that there is no significant difference between male and female employees in the dimension of Work/Personal Life Enhancement. Hence the hypotheses H2 which states that there will be significance difference in the dimensions of Work-life balance (WPLE) based on gender is not accepted.

The calculated mean value for the dimension, Work/Personal Life Enhancement (WPLE) of technical and non-technical job is found to be 16.22 and 18.35 respectively. It indicates that the employees working in technical and non-technical job fall under the category of average level, i.e., the extent to which work life helps to manage personal life and personal life leads to work life enhancement. The calculated S. D. value for the WPLE dimension is found to be 5.488 and 3.433 for technical and non-technical jobs respectively. The ‘t’ value is found to be 1.759 which indicates that there is no significant difference between employees working in technical and non-technical job, in the dimension of Work/Personal Life Enhancement. Hence the hypotheses H3 which states that there will be significance difference in the dimensions of Work-life balance (WPLE) based on the type of job is not accepted.

**Conclusion**

- Most of the employees have average level of work-life balance.
- Both male and female employees perceive that their organisational support is average.
- The employees are capable of managing and maintaining a balance between work and family life.
- There are no gender differences among the variables namely perceived organisational support and in the dimensions of work-life balance.
- There is a positive, direct relation between work-life balance and perceived organisational support, which shows that if one variable increases there is an increase in the other variable.
• The study can be used in various organisations and the results can be implemented in such a way that employee’s satisfaction and the organisation’s productivity can be increased.

**Suggestions for Further Research**

• The study may be extended by increasing the number of sample covering many IT companies.
• Experimental study can be done in this topic.
• A workshop or orientation on the importance of perceived organisational support and its relation to work-life balance can be conducted in the IT companies.

**References**


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