

# **WORK LIFE BALANCE: A MAJOR CAUSING FACTOR FOR WOMEN EMPLOYEE ATTRITION IN IT (INFORMATION TECHNOLOGY) INDUSTRY**

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## **ABSTRACT:**

Work-Life balancing is one of the major problems faced by every working woman. Particularly, women working in IT industry are to work with various time lines as per their working geos. Every employee needs to satisfy their official demands to prove themselves to the top management. In the same way, women who step out of her house to support her family, need to fulfill the family requirements along with her professional activities. Many women employee find it hard to balance between these two. Hence, they decide to leave the organization which results in attrition.

Based on the research, women employee who start their jobs at the entry level are not moving forward in their organizational hierarchy. Out of 30% hardly 7% of women employees are reaching the managerial positions. The problem is more for women, as they need to balance two different spheres family and work which are equally important. This study aims to examine the work life balance of women employees working in IT industry and analyze various factors affecting work life balance.

## **INTRODUCTION:**

In the current scenario we see lot of companies facing the problem of retaining the women employees. As the time flies, the focus of (every) women shifts from career to family. Family issues overrules the official issues. The tendency of the people to withstand and overcome these issues and stress have become a day - dream. As the demand keeps growing both officially and personally the work life balance of women employees is at stake.

With this cut-throat competition in the IT industry, organization's expectations are keep increasing in a very fast phase, parallely women must focus more in her personal life (family and children) too. Many women employees have a disturbed work life balance leading to increased number of divorces, strained relationships and suicides. It is high time for us to figure out the strategies which could help the women employees to enjoy their work along with living a happy personal life.

## **ATTRITION:**

The rate of shrinkage in size or number of employees is attrition. Attrition is one of the predominant issues faced by any industry, in particularly by IT industry over decades. A company's strength, power and weakness are strongly based on their attrition rate. Employees shift companies for

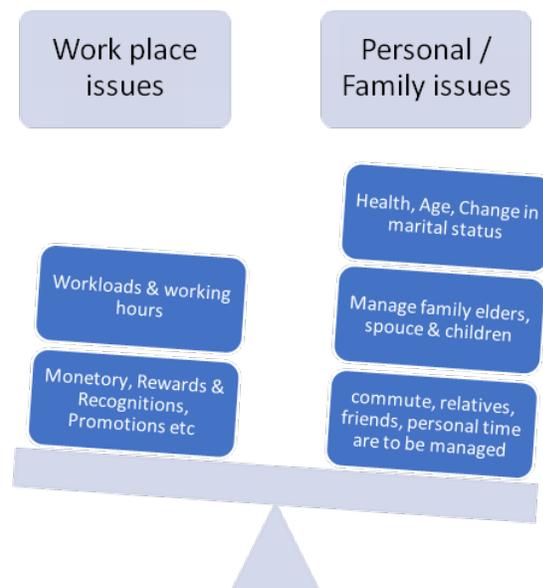
various reasons. Many times, organizations voluntarily release their employees for some business requirements/reasons. To withstand in the trending culture, IT companies are in the urge to increase their productivity with optimum operational cost. Traditionally, IT companies were hiring female employees equally, which has gradually reduced in the recent days.

### WOMEN EMPLOYEE ATTRITION:

Women has been gifted to prove themselves in different spheres and sectors, however in recent days, the demands raising from both personal life and work life are conflicting each other, they are little stressed as both the spheres are equally important to them. The ideal balance by a person which seems appropriate today, will become inappropriate later. Women's work life balance changes across their different phases of life. What is well- balanced before marriage will not be appropriate post marriage, vice versa as well.

### WORK-LIFE BALANCE:

Worklife balance is an art of managing both the work and family life effectively. Traditionally, women were confined mostly to the house hold activities, where as with the increased cost of living and increase educational expenses, both husband wife need to work and manage family. Stay-at home mother (SAHM) are now turning as (MSW) Married super women. Still there is no change in their previous role, this role is just an add on to their other roles. In majority of our houses, women manage the house effectively along with remarkable progress in their respective fields. Survival of the fittest is the slogan for any organization in the recent days. In order to meet the employer's expectations and to avoid women stereotyping issues women need to stretch and focus more on work, which creates work life imbalance. Women need to efficiently manage between the work life demands and demands of personal life, if either side becomes unbalanced there arises the hardship for them.



Today, the women employee attrition is one of the major problems faced by the HR team of IT industry across the globe. Even the employers are in dangerous position, in providing a healthy work life balance to achieve higher productivity with optimum resources.

### **SIGNIFICANCE OF THE STUDY:**

In the present scenario, when compared to men, women have more responsibilities and commitments. Majority of women are finding it difficult to achieve a desired work life balance. The biggest challenge for any working women is the increasing demands at work place. They need to stretch themselves to discharge their roles and duties. The difficult phase is, 'For men the day starts at home and completes at office, where as for women the day starts at home, at office and ends again at home.' These work life imbalances were showcased personally in the form of depression, mental illness, stress, family conflict and so on. However officially it is showcased in the form of lower productivity, decreased job satisfaction which in turn resulting in high turnover attrition.

### **LITERATURE REVIEWS:**

- Time to time, employee surveys are done to figure out what makes employees to love or hate their employer. Based on these surveys, IT companies those who want to retain their women employees take appropriate steps with the hope of reducing the attrition. (Rajeshwari Sharma, 2012)
- Providing salary hikes in accordance with industrial standards and recruiting the women those who has long term orientation towards the organization will reduce the level of attrition. (PoojaWadhwaSarojKoul, 2012)
- For working women employees, work life balance was considered as not only as source of distress but also the major source of dissatisfaction. (Hughes, 2007)
- There are four factors relating to women's career continuity including house hold responsibilities, the women personality variables, financial considerations and the husband's attitude towards his wife's paid employment. (Stolz& Marian, 1992)

### **OBJECTIVES:**

- To explore how work life imbalance is causing high attrition rate in IT companies with special reference to women employees.
- To understand the relationship between work life balance and senior women employees in IT industry.
- To know how the work life balance indirectly influence the Employee – layoffs.
- To study how healthy work life balance reduces the stress levels of women employees in IT industry.

### **SCOPE OF THE STUDY:**

- The study will help us to understand the work life balance by women employees working in IT industry
- To understand how the improper balance of work and life indirectly pressurize the women employee to quit the company.

- To study the various steps taken by the organizations to retain the women employees by tackling the work and life issues.

#### **LIMITATIONS OF THE STUDY:**

- In this study, sampling area is restricted only to IT industry.
- Questioners were given only to women employees.
- Participants bias is possible as this project is qualitative in nature.
- Findings may vary due to some demographic factors and conditions.
- Due to confidentiality some of the information shall not be accessed.

#### **RESEARCH METHODOLOGY:**

Convenience sampling method has been used for this study. The total population is divided in to groups and the sample are collected randomly from the groups.

SAMPLE SIZE: 120 respondents.

#### **SOURCES FOR DATA COLLECTION:**

- a) Primary Data: A well designed questioner was given to women employees working in IT companies to collect the primary data.
- b) Secondary Data: Secondary data were collected through records, reports and journals.

#### **FRAMEWORK AND ANALYSIS:**

For analysis, percentages, cross tab, One-Sample T- Test were used in the study. SPSS (Statistical package for the social sciences) version 25.0 was religiously used for the statistical analysis.

#### **HYPOTHESIS:**

- There is significant relationship between Improper work life balance and women employee attrition.
- There is significant relationship between healthy official relationship and work life balance.
- There is significant relationship between flexible working hours and work life balance of female employees.

#### **TESTING OF HYPOTHESIS:**

##### **Relationship between improper work life balance and women employee attrition:**

Null Hypothesis- H0: There is no significant relationship between improper work life balance and women employee attrition.

Alternate Hypothesis – H1: There is significant relationship between improper work life balance and women employee attrition.

### One-Sample T-Test:

#### One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
Improper balance tends the employee to leave the industry	120	1.7000	.64300	.05870

#### One-Sample Test

Test Value = 120

	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Improper balance tends the employee to leave the industry	28.962	119	.000	1.70000	1.5838	1.8162

Interpretation:

Here calculated value is 0.000. Since, the calculated value is less than the table value (0.05), so reject null hypothesis H0 and accept alternate hypothesis H1. Hence there is a significant Relationship between improper work life balance and women employee attrition.

Therefore, women tend to leave the industry, if there is no proper work life balance environment provided.

### Relationship between healthy official relationship and work life balance:

Null Hypothesis- H0: There is no significant relationship between Healthy official relationship and work life balance.

Alternate Hypothesis – H1: There is significant relationship between Healthy official relationship and work life balance.

### One-Sample T-Test:

#### One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
Healthy Official relationships	120	1.7000	.64300	.05870

**One-Sample Test**

Test Value = 120

	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Healthy Official relationships	28.962	119	.000	1.70000	1.5838	1.8162

**Interpretation:**

Here calculated value is 0.000. Since, the calculated value is less than the table value (0.05), so reject null hypothesis H<sub>0</sub> and accept alternate hypothesis H<sub>1</sub>. Hence there is a significant Relationship between Healthy official relationship and work life balance.

Therefore, women tend to continue effectively, if there is healthy official relationship provided and supportive environment created in the office to ensure their work life balance.

**Relationship between flexible working hours and work life balance of female employees:**

Null Hypothesis- H<sub>0</sub>: There is no significant relationship between flexible working hours and work life balance of female employees.

Alternate Hypothesis – H<sub>1</sub>: There is significant relationship between flexible working hours and work life balance of female employees.

**One-Sample T-Test:****One-Sample Statistics**

	N	Mean	Std. Deviation	Std. Error Mean
Flexibleworkhours	120	1.3583	.48152	.04396

**One-Sample Test**

Test Value = 120

	T	Df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Flexibleworkhours	30.902	119	.000	1.35833	1.2713	1.4454

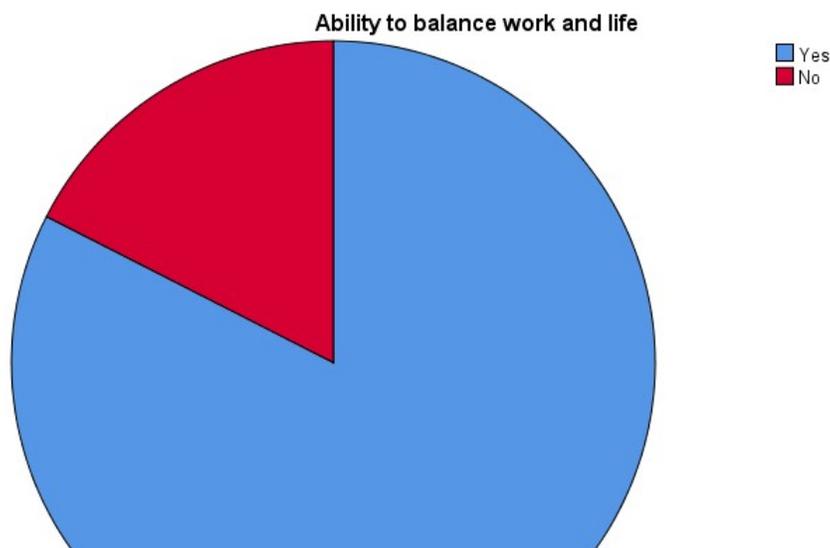
**Interpretation:**

Here calculated value is 0.000. Since, the calculated value is less than the table value (0.05), so reject null hypothesis H<sub>0</sub> and accept alternate hypothesis H<sub>1</sub>. Hence there is a significant Relationship between flexible working hours and work life balance of female employees.

Therefore, women tend to continue effectively, if there is flexible working hours and work location provided, including of working from home and supportive environment created in the office to ensure their work life balance.

**Data analysis and interpretation:****Percentage Analysis:****Ability to balance work and life**

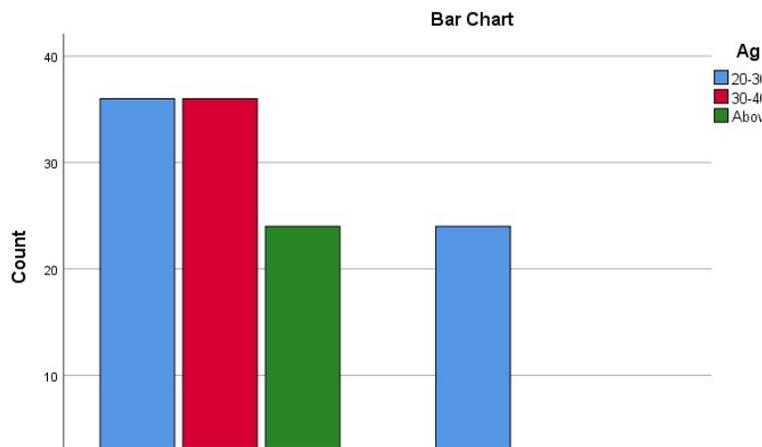
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	99	81.8	82.5	82.5
	No	21	17.2	17.5	100.0
	Total	120	100.0	100.0	
Missing	System	0	.0		
Total		120	100.0		

**Interpretation:**

From the above pie chart most of the women employees working in the IT industry are struggling to manage the healthy work life balance. With increase in demands at both workplace and home the worklife balance of women employees is at stake.

**Cross Tab Analysis:****Relationship between Stress factor and age factor:****Stress in work place \* Age Crosstabulation**

		Age			Total
		20-30	30-40	Above 40	
Stress in work place	yes	36	36	24	96
	no	24	0	0	24
Total		60	36	24	120

**Interpretation:**

From the above bar chart the women who are between 20 – 40 are with more stress and feels difficult to manage work life balance. On the other side women who are above 40 are used to know who to manage this stress and ensure they have healthy work life balance to continue in the corporate.

**FINDINGS:**

- Majority of the respondents are not able to balance the work-life and personal life, due to this, they tend to move to other organizations. Mostly, women employees are taking emotional decisions to even leave the IT industry.
- Majority of the respondents said, that if they have supportive top managers and friendly colleagues, then they can easily balance their life and work issues smoothly and increase their productivity as well.
- Women employees of IT industry need flexible workings hours, working from home, working from office locations near to their living place.
- Majority of the respondents working in the IT industry does not have the ability to balance proper work issues and family issues.
- Majority of the respondents, in the age group of 25-40, are finding it difficult to manage their stress levels arising out of improper work life balance.

**RECOMMENDATIONS AND SUGGESTIONS:**

- In this competitive environment, organizations should also come out with proper strategies to help out women, who step outside, the roles of wife and mother who are experiencing the emotion turn-oil to manage both family and work.
- The managers should also come out with proper work life balance strategies like time-based flexibility, leave benefits, interpersonal relationships to reduce their stress levels and accept more official & personal responsibilities. These strategies shall provide proper and positive impact on women employee's decision to stay back in the organization.
- Work life balance practices helps to increase the commitment levels and in turn helps to decrease the women employee turnover. Working women with proper and better work life balance will contribute more towards the organizational growth and success.

**CONCLUSION:**

Women employee attrition can be drastically reduced by gaining commitment and dedications from the employees. Organization should take proper action to ensure appropriate work life balance irrespective of their employment levels. Contribution of the women workforce is considered valuable in any industry particularly in IT industry. It is a joint responsibility of employer and employees to ensure proper and strong work life balance which shall bring in fruitful results to both employee and organization.

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