

Influence of Work-Life Balance on Employee Motivation: A study on Female Millennials of Selected IT-BPM Sectors in Kolkata, India

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Abstract

Women employees confront a double burden of reproductive and productive jobs across the globe. On one hand, they are assigned an unpaid job at home, and on another hand, they are earning for their family. Accordingly, work-life balance is a major issue and an effective determinant that affects employee motivation in the workplace. The primary objective of this study is bifold. First to find out the relationship between work-life balance and employee motivation, secondly to find whether work-life balance influences employee motivation for female millennials in the Information Technology and Business Process Management sectors of Kolkata, India. 18 nos. Self-administered questionnaires are employed to collect data through google form from five IT organizations in Kolkata and analyzed through SPSS version 22.0. The result of this study revealed that there is a strong relationship exists between work-life balance and employee motivation. The study recommends there must be a balance required between WLB and employee motivation to reduce employee attrition and attain organizational effectiveness specifically for today's female millennials.

Keywords: Employee Motivation, Female millennials, Information Technology Industries, Work-life Balance.

1. INTRODUCTION

Work-life balance seems to be a primary element for any employee in the modern economy, and it causes a tremendous amount of anxiety and stress for female employees in today's job arena. The Information Technology and Business Process Management (IT-BPM) industries are infamous for putting pressure on employees' health both emotionally and physically. Unexpected assessments at the workplace, unpaid jobs at home, societal pressure, as well as job on target basis are a handful of forces that impact the family life of the employee and cause work-life imbalance. Work-life balance has progressively become a significant theme

in Indian industries, particularly among the female workforce. Thus, workplace balance may be referred as the capacity to correctly handle the challenge of combining paid employment with other major activities in one's life (Carmeli, 2003). An egalitarian lifestyle is one where the person's passion and effort are distributed equally throughout critical areas of interest and the workplace simultaneously. Proper maintenance of WBL encourages an employee to outperform her ability both at home and workplace. Thus, to extract the optimum efficiency of the organization, the organization must focus on the well-being of employees in the workplace and motivate them (Frone et al., 1992).

The concept of "Work-life balance" first originated in 1986, but irregularly it was used in ordinary parlance for several years. The applications of the Work/life concept were first introduced in the 1930s by W.K Kellogg Company. In place of three eight-hour duty, the company first introduced four six-hour duty. The addition of new shifts not only improved employee morale and productivity but ignited the motivation of employees to perform optimally for organizational efficiency (Friedman &, Greenhaus, 2000). The capacity of humans to maintain a balance between professional and personal life is the subject that influences work motivation to accomplish organizational objectives at the workplace.

1.1 Background

The Indian technological sectors have evolved into a development engine for the nation's economy, resulting in considerable increases in job opportunities and adding revenue to the country's GDP through these -IT-BPM industries. Numerous nations have turned to India as their service center, with the majority of their services getting outsourced to this country. According to NASSCOM, India's IT industry generates an annual increase of more than 15% in total revenue, which was over 227 billion USD in the fiscal year 2021. During the 2020 fiscal year, the industry added 1,70,000 new employees. According to NASSCOM, the IT-BPM industry will add 2.5-3 million new employments by 2025. A female professional in the IT industry faces a big conflict between work and personal life to complete an assignment or project within a set time frame, which results in stress for the employees. Even employees are required to work alternate shifts, making it difficult to maintain balance between office and family life. This became worst in the case of female employees as they are required to perform the specific domestic duty for the well-being of their families. However, a report by Statista (2021) suggests that most of the female workforce used to leave their job within five years of their employment

either by work pressure or due to domestic responsibilities. The female attrition in the IT-BPM sector is third highest in comparison to other sectors of business in India.

The IT-BPM industries are client-served sectors where satisfying the clients' expectations remains a priority on organizational policy. This policy causes a tremendous amount of anxiety and stress for female employees in the technology industry. Thus, one of the most critical challenges for management in these industries is to motivate the workforce otherwise high attrition among employees can hinder attaining the goal of the organization in the committed timeframe. Among the various factors responsible for employee motivation, work-life balance remains a crucial deterrent to determine employee motivation towards its work. A study by Lockwood (2003) shows that long working hours and an imbalance work-life index creates the worst work-life outcome specifically for female millennials as it is a dilemma for these cohorts to balance between personal and work life. The improper balance of work-life not only demotivates these workforces but mentally compels them to leave the organization (Ellison, 2001). Accordingly, it is a challenge for management to create a work culture so that the attrition rate for these female workers can be minimized and can be motivated to attain the organizational goal in long run. The current study examines the relationship between WBL and employee motivation and suggests how to improve work-life balance and employee motivation among female employees of IT-BPM sectors who make substantial contributions to both the person and the organization.

2. REVIEW OF LITERATURE

Work-life fusion is a concept that describes the blending of work and personal duties (McLeod, 2018). Work-life balancing is the practice of implementing programs that

enable employees to concentrate on professional responsibilities while at work, and focusing on domestic responsibilities when at home effectively. This practice results in more motivation for employees and makes the culture a more flexible, supportive work environment (Eichler & Albanese, 2007). According to Macky & Boxall (2008), a lack of balance between work and non-work activities is intrinsically linked to employee health and wellbeing. Further Abraham (2003) investigated how employee motivation in the IT industry is predicted by their personal lives and proper pay structure. In his research of numerous organizations in India, Baral (2009) discovered that work-family enrichment outnumbers work-family conflict. Again Okpara (2004) looked at the effects of gender on work-life balance. According to him, women were more overworked than men and that women were more likely to devote more time to their families than men. He also noted that more working females are experiencing the imbalance resulting in loss of motivation and employee attrition. According to Baral. & Bhargava (2010), Gender, can be among the most essential factor for achieving work-life balance. It was discovered that work infiltrated more on women's lives. In their study, Milkie & Peltola (1999) discovered that women do more levels of activities than males. Women are more successful at juggling work and personal lives. Lack of satisfaction in domestic life demotivates women employees in the workforce and hampers productivity. Drew & Murtagh (2005) looked at how female and male top executives felt about work-life balance. The survey found that the "extended working hours" environment was the biggest barrier to achieving work-life balance.

Employee motivation in the workplace is the function of so many factors like employee welfare, pay structure, job design, leadership, etc. Each organization

must focus on employee motivation as demotivated employees can't be an asset to accomplish an organization's objective (Carmeli et al., 2009). In 1943, Abraham Maslow established one of the most well-known fundamental models for human motivation, which incorporates a five-tier model of human needs shown in the form of a pyramid. that includes physiological needs, safety needs, belongingness and love need, esteem needs, and self-actualization needs, in that order. Accordingly, Maslow asserts that Lower-order desires should be addressed before higher-order desires may be met.

Under Maslow's theory of work-life balance, time with the family, that is a psychological necessity, may be classified under the third theory of hierarchy of needs, particularly belongingness and love. If we want to link the theory of work-life balance to the need hierarchy theory, we must first be content with one's daily activities before being motivated to work and make progress. As a result, work-life balance has a significant impact on inspiring people to become more engaged at work. According to the findings, work-life balance has a major impact on employee motivation,. As a result, management must adopt policies to nurture a motivated workforce by putting effort into work-life balance, which might benefit both the employee and the firm in the long term (Ahmad & Omar, 2010). (Ahmad & Omar, 2008; Griffin, 2017).

2.1 Research Gap

It is quite observed that many male workers were able to outsource their home responsibilities to their spouses, but the majority of women workers were unable to do so. Thus, depending on the regular workplace characteristics, there were differences in work-life imbalance versus work-life balance. Increased daily domestic demands and higher responsibilities at home lead to a drop in daily working skills and work motivation at work. Work schedule flexibility has been linked to

work-life balance in a positive way. The more freedom you have, the more work-life balance you'll have and the more motivated workforce the organization has. In other words, the more flexibility of the work schedule, the better the work-life balance, and the larger the motivated workforce. (ii) After going to the above pieces of literature it can be argued that there is a relation between work-life balance and employee motivation specifically for female employees of the IT-BPM sector.

2.3 Conceptual Framework

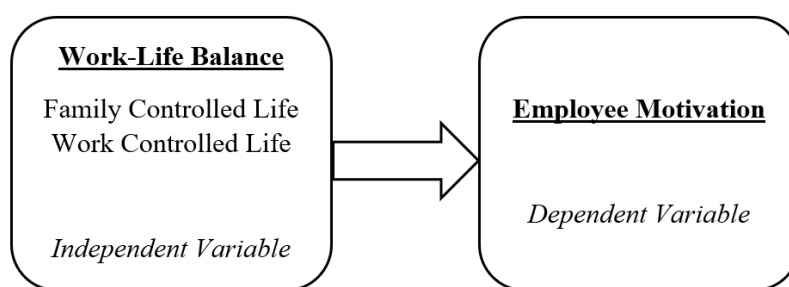


Figure 1 (Authors Compilation)

Development of Hypothesis

- (i) H_a : Work-life balance positively correlated to employee motivation.

3. RESEARCH METHODOLOGY

This study examines the relationship between work-life balance and employee motivation faced by female millennials working in the IT-BPM sectors in Kolkata, India. The data used for this study was accumulated from both primary and secondary sources. Survey methodology with questionnaires was used to obtain answers from 112 women working in five different IT organizations whereas secondary data were collected from websites, books, periodicals reputable

2.2 Research objectives

The prime objective of this study is to examine

Is there any significant relationship exists between work-life balance and employee work motivation in IT-BPM sectors?

Is work-life balance significantly associated with employee motivation?

After going through the above parcels of literature a conceptual framework and Hypothesis can be drawn.

journals, etc. Random sampling with a probabilistic sampling technique has been employed in this study. The sample size for this study was 112 female employees of different IT sectors. To analyze data, the regression technique in SPSS version 22.0 was employed.

4. RESULTS AND DISCUSSIONS

Work-life Balance and employee motivation of collected 112 female employees have been considered. Based on data the following tables are developed. Table 1 shows the degree of systematic level of work-life balance where Table 2 shows the quality level of employee motivations.

Table 1: Descriptive statistics: Work-life-balance			
	N	Mean	Std. Deviation
Work_life_balance_total responses	112	27.2498	4.74719
Valid N (listwise)	112		

Table 1: Descriptive statistics: Employee motivation			
	N	Mean	Std. Deviation
Employee_motivation_total responses	112	21.9758	4.718983
Valid N (listwise)	112		

(Source: Sample Data) SPSS 22.0

From Table No.1, the mean and standard deviation for work-life balance are shown where the mean is 27.2498 and SD is 4.74719. In Table No. 2, the mean and standard deviation for employee motivation are shown where the mean is 21.9748 and SD is 4.718983. Thus, the hypothesis developed for this study tests positive and significant also. To test the

alternate hypothesis, the Pearson Correlation Coefficient was employed where the significance level was 0.05. Since the formulated alternative hypothesis remained directional, the one-tailed hypothesis has been employed. Table 3 shows the outcome of the correlation test for work-life balance and employee motivation.

Table 3: Correlation			
		Work_Life_Balance	Employee_Motivation
Work_Life_Balance	Pearson Correlation	1	.578**
	Sig. (2-tailed)		.000
	N	112	112
Employee_Motivation	Pearson Correlation	.578**	1
	Sig. (2-tailed)	.000	
	N	112	112

**. Correlation is significant at the 0.01 level (2-tailed).
(Source: Survey Data) SPSS 22.0

For the variables among work-life balance and employee motivation, the Pearson Correlation Coefficient is 0.578 which signifies the strong correlation between work-life balance and employee motivation. The correlation coefficient is statistically correlated as the significant value (0.000) remains lower than the desired level of significance (0.005). Thus, the alternative hypothesis for the above study is accepted and the null hypothesis for this study is rejected. Now backed by statistical data it can be argued that an employee's work-life balance has a significant relationship with employee motivation.

5. CONCLUSION & RECOMMENDATION

From the above study, it is observed that the majority of respondents agreed to have balance in personal and professional life. work from home (WFH), Flexible working hours, job sharing, part-time employment are all important benefits that an organization should provide to its employees. A group discussion, feedback system, and top-down and bottom-up communications may be held to motivate the workforce. Improvements in the working environment not only boost employee morale but help the organization to help retain key staff. Improvements in the workplace can be done, by introducing free fitness sessions, enjoyable activities, and playing music during breaks. Even child care homes or creches can be a good idea that can be at workplace like Google.Inc. In this manner, female employees would be less stressed at work and put their efforts into organizational development. In the organization before forming a workgroup, it's critical to figure out how many people will be needed and

how long the project will take to finish so those unnecessary female employees would not be detained in the workplace. It is necessary to provide the project with accurate timelines by taking into account the numerous processes associated with the project. This would alleviate the stress of meeting objectives and timeframes. The use of autocratic leadership must be curtailed. Employees are put under a lot of stress as a result of this practice. Instead of having total supervision over the activity of the employee, periodic evaluations might be conducted. Employees can be motivated and stress levels reduced by organizing family get-togethers and excursions. For professionals, training courses and seminars on stress management for proper organization process might be held. This would assist employees in making key judgments and decisions. The information technology industry is a vital contributor to the nation's GDP. The government must enact legislation and make changes to work schedules and introduce various benefits for those employed in this industry to motivate female employees at work. If practiced and if the tune of 20 percent female attrition can be reduced, the total GDP can be boosted by around 2 percent.

The study's findings support the pre-studied pieces of literature that there is a strong and favorable association between work-life balance and employee motivation specifically for female millennials. It is more feasible that changes in WLB procedures can lead to improving employee motivation. Now it can be argued that focusing on various factors of employee work-life balance can motivate the female employees and help the organization arrest the employee attrition.

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