

Project Report on

Work- Life Balance: Requirement for employees but a necessity for organizations

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CERTIFICATE

This is to certify that the Project Report titled “**Work-Life Balance: Requirement for employees but a necessity for organizations**”, is a bonafide work carried out by Ms. Aprajita Handa of MBA 2012-14 and submitted to Delhi School of Management, Delhi Technological University, Bawana Road, Delhi-42 in partial fulfillment of the requirement for the award of the Degree of Masters of Business Administration.

Signature of Guide (Dr. Richa Mishra)

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Place:

Date:

DECLARATION

I Aprajita Handa (2K12/MBA/), student of Delhi School of Management would like to state that I have pursued research project under guidance of Dr. Richa Mishra, Associate Professor, Delhi School of Management, DTU

The report of the project work entitled “**Work-Life Balance: Requirement for employees but a necessity for organizations**”, is based my own work carried out during the course of my final semester. I assert that the statements made and conclusions drawn are an outcome of the project work undertaken. I further declare that to the best of my knowledge and belief, the project report does not contain any part of any work which has been submitted for the award of any other degree/diploma/certificate in this Organization or any other Organization.

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ABSTRACT

A high rate of economic growth seems to be taking a toll on people's work-life balance as more and more Indians are overworked. Sustained economic growth in the last 3-4 years and substantial outsourcing work done by Indians have contributed to longer working hours which affects their productivity as well as health. It becomes imperative for the organizations to ensure that proper measures are being taken to enable the employees to better manage both their work as well as private life without compromising their health.

Therefore, the project aims to study the importance of work life balance in the Indian context along with various measures taken by different organizations in achieving the same. At the end the project will try to draw a correlation between the various work life balance programs initiated by the organizations and the impact on their attrition rate.

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1 INTRODUCTION

The advancements in the way people access information, communicate with one another, and complete tasks have allowed for flexibility in the workplace but have also created a lack of distinction between work and family. Technology has helped to create a global workplace where people can do business with companies all over the world. It is possible for companies with satellite offices in their countries to collaborate as seamlessly as they would with a team that works across the street. This has opened doors to new income streams and partnerships for even the smallest organizations. While such an access does allow them to spend more time at home, it has blurred the lines between work and life.

Therefore, it is important to draw distinction between work and life. People who are constantly tied to their work deal with the symptoms of stress and burnout. If a person does not have a time to relax and recharge, their ability to do their job decreases and their performance level suffers. Hence, from a management point of view, it is important to encourage a person to take time off from work instead of putting in long hours.

Moreover, the participation rate of women in the workforce though lesser than men, is increasing continuously according to the U.S. Department of Labor and increasing number of nuclear as well as dual earner families (Bharat, 2003; Rajadhyaksha and Bhatnagar, 2000; Komarraju, 1997; Sekaran, 1992), have put considerable pressure on both men and women to manage their work and family obligations. Thus, the need for a balance between work and personal life has become an integral element of employee expectations from employers.

What is work-life balance?

A comfortable state of equilibrium achieved between an employee's primary priorities of their employment position and their private lifestyle. It supports the efforts of the employees to split their time and energy between work and other important aspects of life. The pursuit of work-life balance reduces the stress that the employees experience as it helps the employees pay equal attention to the various essential elements of their life. It also helps the employees develop a more comprehensive outlook towards their life as none of their priorities gets neglected.

Why is work-life balance important?

Work-life balance has implications for employee attitudes, behaviours, wellbeing as well as organizational effectiveness (Eby et al., 2005). This has forced organizations to introduce interventions to help employees manage the competing demands of work and family lives while being productive at the work place. Some of these interventions are: re-designing jobs to provide employees more autonomy and variety (job characteristics), providing benefits and policies such as flexi time (work-life benefits and policies), providing social support (supervisor support) and developing a family-friendly organizational culture (work-family culture). Literature has shown positive benefits of such interventions on job outcomes such as individual's degree of job satisfaction, level of commitment and

engagement in organizational citizenship behaviors (OCB) (Kossek and Ozeki, 1998; Kopelman et al., 2006; Lambert, 2000; Thompson et al., 1999; Allen, 2001; Gordon et al., 2007; Thomas and Ganster, 1995; Hackman and Oldham, 1976; Meyer and Allen, 1997). However, these findings are evidenced mostly in Western literature. Since, in recent years, organizations in India too have started introducing such interventions to deal with employee work-life balance issues (Poster, 2005), it is imperative to further examine the relationships between such interventions and job outcomes in India.

There is a deep understanding on work-life conflict in the literature, which talks about the incompatibility between work and family and their negative consequences on individual's health and organizational performance (Eby et al., 2005). Also to examine the positive impact of work-life interface referred as work-family enrichment (Greenhaus and Powell, 2006; Carlson et al., 2006), positive spillover (Allis and O'Driscoll, 2008; Hammer et al., 2005), work-family facilitation (Rotondo and Kincaid, 2008; Wayne et al., 2006; Balmforth and Gardner, 2006) or work-family synergy (Beutell and Wittig-Berman, 2008) on individual's attitude and behavior. Greenhaus and Powell (2006, p. 6) define work-family enrichment as "the extent to which experience in one role improves the quality of life namely performance or affect, in the other role". Work-family enrichment is considered as one of the significant dimensions of work-life balance (Frone, 2003; Aryee et al., 2005). It focuses on the positive effects of work on family life (work-to-family enrichment) and family on the work life (family-to-work enrichment). Both work-to-family enrichment and family-to-work enrichment have been found to be positively related to individual's mental health (Allis and O'Driscoll, 2008; Grzywacz and Bass, 2003), family functioning (Grzywacz and Marks, 2000) and job outcomes such as job satisfaction (Beutell and Wittig-Berman, 2008) and organizational commitment (Wayne et al., 2004, 2006; van Steenbergen et al., 2007). Nonetheless, studies on work-family enrichment are still less to affirm the results so far. It is therefore, essential to understand the relation between work life balance policies and the employee turnover rate of the organizations to get an insight about the needs and expectations of the employees from their organizations in order to manage their stressful life.

1.2 Brief Profile of IT Industry

Information technology (IT) industry in India has played a key role in putting India on the global map. IT industry in India has been one of the most significant growth contributors for the Indian economy. The industry has played a significant role in transforming India's image from a slow moving bureaucratic economy to a land of innovative entrepreneurs and a global player in providing world class technology solutions and business services. The industry has helped India transform from a rural and agriculture-based economy to a knowledge based economy.

Information Technology has made possible information access at gigabit speeds. It has made tremendous impact on the lives of millions of people who are poor, marginalized and living in rural and far-flung topographies. Internet has made revolutionary changes with possibilities of e-government measures like e-health, e-education, e-agriculture, etc. Today, whether its filing Income Tax returns or applying for passports online or railway E-ticketing, it just need few clicks of the mouse. India's IT

potential is on a steady march towards global competitiveness, improving defense capabilities and meeting up energy and environmental challenges amongst others.

IT-ITES sector in India, with the main focus on increasing technology adoption, and developing new delivery platforms, has aggregated revenues of USD 88.1 billion in FY2011, while generating direct employment for over 2.5 million people. Out of 88.1 billion, export revenues (including Hardware) has reached USD 59.4 billion in FY2011 while domestic revenues (including Hardware) of about USD 28.8 billion.

In order to alleviate and to promote Indian IT industry, the Government of India had set up a National Task Force on IT and Software Development to examine the feasibility of strengthening the industry. Venture capital has been the main source of finance for software industry around the world. In line with the international practices, norms for the operations of venture capital funds have also been liberalized to boost the industry.

The Government of India is also actively providing fiscal incentives and liberalizing norms for FDI and raising capital abroad.

While the underlying theme of 2010 was that of steady recovery from recession, thanks to the accelerated recovery in emerging markets, worldwide spending in IT products and services increased significantly in 2011. In 2011, India's growth has reflected new demand for IT goods and services, with a major surge in the use of private and public cloud and mobile computing on a variety of devices and through a range of new software applications. High inflow of FDI in the IT sector is expected to continue in coming years. The inflow of huge volumes of FDI in the IT industry of India has not only boosted the industry but the entire Indian economy in recent years. Foreign direct investment (FDI) inflow rose by more than 100 per cent to US\$ 4.66 billion in May 2011, up from US\$ 2.21 billion a year ago, according to the latest data released by the Department of Industrial Policy and Promotion (DIPP). This is the highest monthly inflow in 39 months. Foreign technology induction is also encouraged both through FDI and through foreign technology collaboration agreements. India welcomes investors in Information Technology sector. Greater transparency in policies and procedures has made India an investor friendly platform. A foreign company can hold equity in Indian companies up to 100%.

Moreover, India aims to transform India into a truly developed and empowered society by 2020. However, to achieve this growth, the sector has to continue to re-invent itself and strive for that extra mile, through new business models, global delivery, partnerships and transformation. A collaborative effort from all stakeholders will be needed to ensure future growth of India's IT-ITES sector. We will need to rise up to the new challenges and put in dedicated efforts toward providing more and more of end-to-end solutions to the clients to keep the momentum going

India is now one of the biggest IT capitals in the modern world and has presence of all the major players in the world IT sector. **HCL, Wipro, Infosys** and **TCS** are few of the household names of IT companies in India.

Lastly, globalization has had a profound impact in shaping the Indian Information Technology industry. Over the years, verticals like manufacturing, telecom, insurance, banking, finance and lately the retail, have been the growth drivers of this sector. But it is very fast the verticals of climate change, mobile applications, healthcare; energy efficiency and sustainable energy will fuel getting clear that the future growth of IT and IT enabled services. The near future of Indian IT industry sees a significant rise in share of technology spend as more and more service providers both Indian and global target new segments and provide low cost, flexible solutions to customers. By 2015, IT sector is expected to generate revenues of USD 130 billion (NASSCOM), which will create a transformational impact on the overall economy. IT spending is expected to significantly increase in verticals like automotive and healthcare while the government, with its focus on e-governance, will continue to be a major spender.

However, to achieve this growth, the sector has to continue to re-invent itself and strive for that extra mile, through new business models, global delivery, partnerships and transformation. A collaborative effort from all stakeholders will be needed to ensure future growth of India's IT-ITES sector. We will need to rise up to the new challenges and put in dedicated efforts toward providing more and more of end-to-end solutions to the clients to keep the momentum going.

1.3 Brief Profile of Organization

The project aims to cover many IT companies in order to draw a correlation between their various work life balance policies and their employee turnover rate. So, the project includes various IT companies such as HCL, TCS, Wipro, Accenture, Infosys and Sapient to understand the policies adopted by them to manage the personal and professional lives of their employees at various stages of their career and how it effects their productivity and performance of the organization as a whole.

Hence the profile of various IT organizations is:

HCL

Over the past decade, HCL has been one of the fastest growing technology companies not only in India but in the world- – even during the depths of the economic downturn. What has been the source of HCL's success during this period of economic turmoil? A combination of technical expertise and an innovative management philosophy that unleashed the innovative thinking of empowered employees. □□As a \$5.2 billion global company, HCL Technologies brings IT and engineering services expertise under one roof to solve complex business problems for its clients. . Leveraging our extensive global offshore infrastructure and network of offices in 31 countries, we provide holistic, multi-service delivery in such industries as financial services, manufacturing, consumer services, public services and healthcare. A micro-vertical strategy, built on strong domain expertise, ensures that no matter how complex a company's business problem is, we can offer an alternative approach that is sustainable and innovation-driven.

That innovation is fueled by *Employees First*, a unique management approach that unshackles the

creative energies of our 90,190 plus employees, and puts this collective force to work in the service of customers' business problems.

By engaging HCL employees in a way that allows them to deliver business value – whether it involves enterprise application services, IT infrastructure management, custom application services, engineering and R&D services, business services or enterprise transformation services - we turn technology into a distinct competitive advantage for our customers. The success of our and our customers' businesses, however, is part of a bigger picture. Sustainability has been and will remain a cornerstone of our global operations. We believe business growth can only be sustained when pursuits of profit are balanced with social and environmental imperatives. For example, HCL's impact on the communities where it operates, in the form of local job creation, is central to our definition of success.

Infosys

Infosys Technologies was set up in 1981 by seven people with \$250. Today it is one of the largest IT company with 80,500 employees covering 66 nationalities. Headquartered in Bangalore, it has offices in 23 countries and development centers in India, China, Australia, the UK, Canada and Japan. Recent times have been characterized by a remarkable growth: a frequently quoted statistics worth mentioning, it took 23 years for Infosys to reach its first \$1 billion in revenues and only 23 months to achieve the to hit \$2 billion.

Infosys was the first company to successfully provide computing services from India to across the world, often at much lower cost. As the pioneer in IT outsourcing, it has paved the way for what has now become a 40\$ industry. Today, the company handles a wide range IT contracts for many European and American's leading corporations from software development to system maintenance for multiple clients. It also provides back office support to many more, expending from order processing and customer support call centers through to high end actuarial analysis for the Insurance company. Infosys employs an ever-expanding army of low-cost but highly educated Indian engineers and attracts the best of the best by offering relatively high salaries and significant perks. It is creative in the way it sources talent, drawing on the top graduates from smaller colleges. Many employees have less than 3 years experience which, given their ability and intellectual rigor, allows the company to provide its clients with a very cost-effective, yet efficient service. Some have argued that Infosys should focus on greater intellectual property creation and move beyond a conventional service model where payment is largely made for time and material inputs. They see an opportunity to move to payment for outputs, the basis of gains that their IT services can deliver. Perhaps they will: it is noticeable that Infosys's Software Engineering and Technology Labs which spearhead the company's commitment to innovation and Intellectual Property development, generated over 80 invention disclosures and filed over 20 patents in 2007. More significantly in terms of its value chain, Infosys is moving into higher value-adding services such as establishing an R&D partnership to jointly create next-generation solutions for the power sector with ALSTOM, a global leader in power generation and rail transport

infrastructure. Its canny ability to see change and adapt to it means that Infosys is keeping ahead of the game. As it has quickly migrated from support service to value-creating software development and outsourced R&D, it has consistently been able to compete with the likes of Accenture and IBM and pre-empt new developments. For example, it has opened offices in China and Mexico to counter the wage inflation and skills shortage it is facing in India and is mitigating the possible threat of competition from other developing countries. It is also now considering acquisition and, as several other Indian firms in recent years have done, there have been rumors that it will acquire a large European firm to further underpin its future global growth ambitions.

TCS

Tata Consultancy Services (TCS) is an IT services, consulting and business solutions organization that delivers real results to global businesses, ensuring a level of certainty no other firm can match. TCS offers a consulting-led, integrated portfolio of IT, BPO, infrastructure, engineering and assurance services. This is delivered through its unique Global Network Delivery Model™, recognized as the benchmark of excellence in software development. A part of the Tata group, India's largest industrial conglomerate, TCS has over 285,000 of the world's best - trained consultants. The company generated consolidated revenues of \$11.6 billion for year ended March 31, 2013 and is listed on the National Stock Exchange and the Bombay Stock Exchange in India. TCS is headquartered in Mumbai, operates in 46 countries and has more than 208 offices across the world. Tata Consultancy Services Ltd was incorporated in the year 1968. Tata Sons Ltd established the company as division to service their electronic data processing (EDP) requirements and provide management consulting services. TCS deploys its teams in a cost-effective manner. We consider technology solutions appropriate to your specific business environment and based on your processes. Our consultants possess a deep understanding of and first-hand experience in technology applications for business ... even in the most complex environments. They can work knowledgeably and efficiently to bring those solutions to bear on your business' needs. □ And we don't just save you money on the front end. TCS works with established and emerging businesses to make sure your technology investments are working hard for you over the life of your business. TCS stays ahead of today's rapid changes in computer industry standards and protocols for you, implementing those changes quickly and efficiently. We have vast experience in technologies from Microsoft, Novell, UNIX, Symantec, Citrix, Sonic WALL, and Cisco. Because we understand how these different technologies talk to one another, we can design and deploy the best combinations, optimized for your business requirements. This knowledge-based consulting model comes with personal attention and advanced credentials in all relevant areas of expertise.

Wipro

Wipro Limited (formerly Western India Products Limited) is an Indian multinational IT consulting and system integration services company headquartered in Bangalore, Karnataka, India. As of December

2013, the company has 147,000 employees servicing over 900 large enterprise corporations with a presence in 61 countries. Wipro is the third largest IT services company in India and 7th largest worldwide. On 31 March 2013, its market capitalization was 1.07 trillion rupees (\$19.8 Billion), making it the 10th largest publicly traded company. Aziz Premji is a major shareholder in Wipro with over 50% of shareholding. To focus on core IT Business, it demerged its non-IT businesses into a separate company named Wipro Enterprises Limited with effect from 31 March 2013. The demerged company offers consumer care, lighting, healthcare and infrastructure engineering and contributed to approx. 10% of the revenues of Wipro Limited in previous financial year. . Over 6 decades of experience coupled with deep engineering expertise, cross-continental geographic presence, scalable manufacturing and consistent quality has made Wipro Infrastructure Engineering one of the preferred hydraulic solution providers in the world. Wipro partners with customers at every step of their requirement by harnessing its leading edge design, technologies and in-house talent pool to provide optimal hydraulic solutions.

Wipro helps customers to do business better leveraging our industry – wide experience, deep technology expertise, comprehensive portfolio of services and a vertically aligned business model. Our 55+ dedicated emerging technologies ‘Centers of Excellence’ enable us to harness the latest technology for delivering business capability to our clients. Wipro is globally recognized for its innovative approach towards delivering business value and its commitment to sustainability. Wipro champions optimized utilization of natural resources, capital and talent. Today we are a trusted partner of choice for global businesses looking to ‘differentiate at the front’ and ‘standardize at the core’ through technology interventions.

In today’s world, organizations will have to rapidly reengineer themselves and be more responsive to changing customer needs. Wipro is well positioned to be a partner and co-innovator to businesses in their transformation journey, identify new growth opportunities and facilitate their foray into new sectors and markets.

Agilent Technologies

As the world’s premier measurement company, Agilent offers the broadest range of innovative measurement solutions in the industry. The company’s four businesses – Chemical Analysis, Life Sciences, Diagnostics and Genomics, and Electronic Measurement -- provide customers with products and services that make a real difference in the lives of people everywhere. Agilent is committed to providing innovative measurement solutions that enable our customers and partners-- the leaders in *their* fields -- to deliver the products and services that make a measurable difference in the lives of people everywhere. Agilent holds many product and market leadership positions, including being first worldwide in overall test and measurement products, as well as in gas chromatographs and liquid chromatography/mass spectrometry. Agilent is also a leading test and measurement equipment supplier to the telecommunications industry. Agilent continues to support the values that made Dave Packard and Bill Hewlett’s company a success: dedication to innovation; trust, respect and teamwork; and uncompromising integrity. Added to these are speed, focus and accountability to meet customer needs and create a culture of performance that draws on the full range of people’s skills and

aspirations. Agilent's Life Sciences and Chemical Analysis groups provide application-focused solutions that include instruments, software, consumables and services that enable customers to identify, quantify and analyze the physical and biological properties of substances and products.

Agilent's singular focus on measurement helps scientists; researchers and engineers address their toughest challenges with precision and confidence. With the help of our products and services, they are better able to deliver the breakthroughs that make a measurable difference. The company's 60,000 employees serve customers in more than 100 countries. Moreover, the purpose of Agilent Research Laboratories is to power the growth of Agilent Technologies through breakthrough science and technology. Agilent Research Laboratories create competitive advantage through high-impact technology, driving market leadership and growth in Agilent's core businesses and expanding Agilent's measurement footprint into adjacent markets. At the cross-roads of the organization, the Labs are able to identify and enable synergies across Agilent's businesses to create competitive differentiation and compelling customer value. The Research Laboratories include 1) Agilent Labs, which focuses primarily on Agilent's highest growth priority, bio-analytical measurement, and 2) the Measurement Research Lab, which is part of the Electronic Measurement Group and focuses mainly on technologies that support Agilent's continuing technology leadership in electronic measurement. The majority of our research is located in the United States in Santa Clara, Calif., with additional locations in Europe and Asia. Fundamental strengths of the Research Labs include deep technical expertise, a strong base of technology disciplines, a core competence in transferring technologies to Agilent's businesses, and employees who enjoy the richness of a broad, world-class science and engineering environment.

Accenture

Accenture is a global management consulting, technology services and outsourcing company, with approximately 289,000 people serving clients in more than 120 countries. Combining unparalleled experience, comprehensive capabilities across all industries and business functions, and extensive research on the world's most successful companies, Accenture collaborates with clients to help them become high-performance businesses and governments. The company generated net revenues of US\$28.6 billion for the fiscal year ended Aug. 31,2013. The "high performance business" strategy is to use the expertise in consulting, technology and outsourcing to help clients perform at higher levels so they can create sustainable value for their customers, stakeholders and shareholders. The company uses their industry and business-process knowledge, service offering expertise and insight into, and understanding of, emerging technologies and new business and technology trends to formulate and implement solutions for clients. The strategy is focused on helping clients improve operational performance, deliver their products and services more effectively and efficiently and grow their businesses in existing and new markets. They operate globally with one common brand and business model designed to enable them to provide clients around the world with the same high level of service. Drawing on a combination of industry expertise, functional capabilities, alliances, global resources and technology, they seek to deliver competitively priced, high-value services that help our

clients measurably improve business performance. Their global delivery model enables us to provide a complete end-to-end delivery capability by drawing on our global resources to deliver high-quality, cost-effective solutions to their clients. The business is structured around five operating groups — Communications, Media & Technology, Financial Services, Health & Public Service, Products and Resources — which together comprise 19 industry groups serving clients in major industries around the world. The industry focus gives us an understanding of industry evolution, business issues and applicable technologies, enabling us to deliver innovative solutions tailored to each client or, as appropriate, more-standardized capabilities to multiple clients. We manage our business by industry and manage our people by geography. The three growth platforms—management consulting, technology, and business process outsourcing—are the innovation engines through which we develop our knowledge capital; build world-class skills and capabilities; and create, acquire and manage key assets central to the development of solutions for our clients.

2 EVOLUTION AND HISTORY

2.1 Work-life balance isn't a fleeting trend

Work-life balance isn't a new trend. It date backs to the 19th century. As far back as the early 19th century, the U.S. government understood that there is a need to counter work with leisure. In fact, as early as the 1800s, the federal government issued measures that reduced the working hours for some government employees to 10 per day. In the late 1800 and early 1900s, some states actually began establishing labor limitations for women. And in 1920, 43 states passed legislation establishing a limit to daily work hours; still, only 11 of them set a maximum at 8 hours per day. During the great depression of the 1930s, there was a further reduction in work hours, mainly because employers wanted to avoid layoffs and chose to distribute hours among workers instead.

2.1.1 The Fair Labor Standards Act of 1938

This act was formulated in 1938 applies it to current and former employees of the United States Federal Government. It helped practical application of the Work life benefits that the US government wanted to provide to its employees by defining the number of hours an employee needs to devote towards his work in a week. They finally introduced the 40 hour work week to help the employees better manage their personal and professional life.

2.1.2 Pregnancy Discrimination Act of 1978

During the '60s and 70's, female workers started to express their need for assistance in balancing work and personal responsibilities. Although the government did address some of their concerns, but with this act corporations began to implement life enhancing policies such as maternity leaves, flexibility scheduling, and employee assistance. And although these programs started out as women oriented, they eventually shifted to accommodate both men and women's needs.

2.2 Work/Life balance was coined

In order to official associate the benefits provided by the organizations to the employees to help them better manage their personal as well as professional life. In early 1800s the term Work-Life balance was officially coined to describe the need to protect family life in a career-driven culture. In the 90s there was a work/life balance boom with both the companie and employees making a strategic choices based on the content of these programs. Ever since that continuous efforts are being made to develop more strategic programs that help improve both productivity and quality of life.

2.3 Work Statistics

According to a survey conducted by the National Life Insurance Company, four out of ten U.S. employees state that their jobs are "very" or "extremely" stressful. Those in high-stress jobs are three times more likely than others to suffer from stress-related medical conditions and are twice as likely to quit. The study states that women, in particular, report stress related to the conflict between work and family. In the study, *Work-Family Spillover and Daily Reports of Work and Family Stress in the Adult Labor Force* researchers found that with an increased amount of negative spillover from work to family, the likelihood of reporting stress within the family increased by 74%, and with an increased amount of negative spillover from family to work the likelihood to report stress felt at work increased by 47%.

2.4 Stress

The number of stress-related disability claims by American employees has doubled according to the Employee Assistance Professionals Association in Arlington, Virginia. Seventy-five to ninety percent of physician visits are related to stress and, according to the American Institute of Stress, the cost to industry has been estimated at \$200 billion-\$300 billion a year. It is clear that problems caused by stress have become a major concern to both employers and employees. Symptoms of stress are manifested both physiologically and psychologically. Many other American workers acknowledge the feeling that simply working hard is not enough anymore. "To get ahead, a seventy-hour work week is the new standard. What little time is left is often divided up among relationships, kids, and sleep. This increase in work hours over the past two decades means that less time will be spent with family, friends, and community as well as pursuing activities that one enjoys and taking the time to grow personally and spiritually.

3 LITERATURE REVIEW

The issue of work life balance is summed up in Hobson et al's (2001, p.38) proposition that "personal and work –related problems invariably arise when individuals fail to effectively fulfill fundamental life or family responsibilities". The study of work-life balance initially emerged in the 19790, as a women's issue", then, in the late 1980s, studies of work-life balance began to focus more on the development of effective retention/recruitment policies (Frame and Hartog, 2003). While early research considered individual psychology and motivation (e.g. Greenhaus and Beutell, 1985), for the most part the studies of the late 1980s through to the end of the 1990s focused more on policy development. Recently, research in this field has focused on benefits for the organization. Hobson et al. (2001, p. 41), for instance, say that "critical support provided by an employer can be expected to result in heightened organization. Hobson et al. (2001, p. 41), for instance, say that "critical support provided by an employer can be expected to result in heightened efforts on the part of an employee to reciprocate . . . This could be in the form of increased motivation, productivity, attendance, commitment, loyalty and so forth". They continue in the same (perhaps overly) optimistic vein:

"At a time when many corporate leaders lament the demise of employee commitment, loyalty and motivation, the value of effective work/life balance programs cannot be underestimated.....Such efforts clearly communicate that employees are valued as human beings. The resulting psychological bond has dramatic implications for corporate success" (Hobson et al.2001.p.43).

More recently, studies relating to work life balance have focused on the concept of the "flexible firm"(Frame& Hartog, 2003), which can be seen as having two related meaning. The first refers to firms, which use telecommunications and scheduling to allow employees to work at times, and in locations which are most convenient for them (Hobson et al., 2001). The second refers to companies, which enlarge and reduce workforces as needed, through using contract and temporary labor (Frame and Hartog, 2003). The possibility of being able to work at any time and in any place has been seen as opening the way up to being able to adjust one's schedule to fit in all of one's commitments Hobson et al. (2001).

Literature largely suggests positive association between few dimensions of job characteristics and different forms of work -family enrichment such as positive spillover (Grzywacz and Marks, 2000; Thompson and Prottas, 2005) and work-family facilitation (van Steenbergen et al., 2007; Voydanoff, 2004) although, there are contradictory findings too (Andreassi and Thompson, 2007; Beutell and Wittig-Berman, 2008). It is believed that intrinsically motivating factors namely autonomy, variety, identity, significance and feedback (Hackman and Oldham, 1976) provide fulfilling experience, help gain energy, motivation and help in acquiring new skills and attitudes that can be mobilized to facilitate better functioning in the family domain (Friedman and Greenhaus, 2000). These characteristics when embedded in a job may raise the perceived control over the work-family matters making the individual an efficient worker as well as family member.

Apart from designing jobs to provide more to provide more flexibility and variety, organizations do offer their employees many policies and working arrangements in order to help them manage the demands of work and family lives (Moore, 1996). Such interventions are typically termed as family-friendly

policies (FFPs) or work-life benefits and policies (WLBP) (Osterman, 1995; Scheibl and Dex, 1998). WLBP include flexible work arrangements such as flexibility in scheduling time of arrival and departure to and/or from work, flexibility in choosing the place of work, leave in lieu of family reasons such as parental leave, direct financial assistance for child care and information services such as finding a child care center for a new employee etc. Individual and organizational benefits of such provisions include reduced work family conflict (Thomas & Ganster, 1995), increased job satisfaction (Thompson and Prottas, 2005; Kossek and Ozeki, 1998), organizational commitment (Kopelman et al., 2006) and organizational citizenship behavior (Lambert, 2000). Theoretically, WLBP create a sense of assurance for employees that their organization/employer is supportive of employee wellbeing and non-work related needs. According to perceived organizational support theory (Eisenberger et al., 1986) and social exchange theory (Blau, 1964), the feeling of supportiveness results into higher positive attitudes towards the organization and promotes employee participation and initiative through a felt obligation to give extra effort in return for additional benefits (Lambert, 2000). We believe that employees in a collectivist culture like India are likely to expect being taken care of by their organizations as a return for their loyalty and hence, when provided with such supports may feel obliged towards their organization.

Moreover, a supportive work – family culture develops when individuals feel supported by their employers in balancing work and family roles, perceive fewer work demands, and feel that availing formal supports (eg: taking leave in case of personal/family emergencies) have little career consequences. Based on perceived organizational support theory (Eisenberger et al., 1986) and the assumptions that unwritten rules and expectations are more powerful in influencing attitudes and behaviours than formal and written rules (O'Reilly et al., 1991), past research findings have shown positive associations between work-family culture and job satisfaction (Allen, 2001; Mauno et al., 2006; Lyness et al., 1999; Thompson et al; Wayne et al., 2006) and OCB (Bragger et al., 2005).

Thus, social exchange theory suggests that employees feel the obligation to reciprocate the organization's inducements with discretionary role behaviors such as OCBs to contribute more to the organization (Podsakoff and MacKenzie, 1997). Hence, if there is a perception of high work-family enrichment because of the organizational interventions such as enriched job, WLBP, supervisor support and family supportive culture, there is a likelihood that employees will be satisfied and committed to the organization and will have motivation or inclination to indulge in OCBs. Integrating the insights from job demands and resources framework and social exchange theory, we expect that provision of work-life balance interventions may generate the feeling of work-family enrichment first before enhancing the general attitudes and behaviours such as job satisfaction, affective commitment and OCB. The foregoing discussion highlights the mediation role of work-family enrichment in the relationships between organizational interventions for work-life balance and job outcomes.

4 OBJECTIVE

Work Life Balance is a requirement for the employees but a necessity for the organizations in today's competitive world to help their employees better manage their personal as well as professional life. As, employees are the backbone of any organization so their well-being should not be neglected. With this we had taken up following things in this project.

Questionnaire

- First of all the project tried to capture the various Work Life Balance initiatives taken up by the different IT organizations and tried to understand their implementation at different stages of an employees career. Developing an understanding about their attrition rates, in order to have a correlation between the two, follows this. As IT industry is very vast and thus cannot be studied completely in such a small period of time. So general initiatives were taken up to gain insight about the need of the employees customers.

Determination Of the Correlation Coefficient

- Secondly, was to develop a correlation between the various IT organizations chosen. The correlation will help in identifying the similarities between the practices followed by them irrespective of their origin and thereby helping in understanding the trend followed by IT organizations in India. Thus, the recommendations for the better implementation of the Work Life Balance initiatives can be generalized.

Formulation Of Balance Score Card

- This is followed by a comparative analysis of the IT organizations with the one of the best organizations with respect to Work Life Balance initiatives to understand the difference in the implementation by them. This followed by some recommendations for better implementation of Work Life Balance initiatives by IT organizations with the help of Balance Score Card.

5 RESEARCH METHODOLOGY

5.1 Data Collection Procedure

The data collection procedure involved both Primary and Secondary research. The Primary research includes qualitative as well as quantitative methods to get a comprehensive view about the various work life balance initiatives being implemented by the organizations and its correlation with their attrition rate.

Primary Research

Quantitative Method: Data for the study were collected through a structured questionnaire from 80 employees employed in various information technology (IT) organizations situated in Delhi and NCR region. The survey was sent to concerned employees for their valuable response. The sample of the survey tried to cover the various different positions in the organization like software engineer, senior software engineer, team lead, project manager and assistant general manager to get a comprehensive idea about the implementation of various work life balance policies or initiatives within an organization and the variation amongst them.

The survey outline is as follows:

1. The survey contains personal information, which requires employees to fill the personal details like profession, type of family, number of children, if any, apart from the name of the organization.
2. Next part of the survey require the employees to give details about their working hours along with the amount of stress they feel in their personal life because of their work load.
3. The last part of the survey aims to collect information about the various initiatives that various organizations are taking to help their employees maintain the balance amongst their professional and personal life, along with giving an idea about the attrition rate of their organizations despite the various initiatives.

Qualitative Method: In order to get an insight about the various work life balance policies from organizations point of view, formal interviews were conducted with the HR's of various organizations. Informal interviews were also conducted with the employees who filled with the survey in order to get in depth details on some aspects.

Secondary Research:

The primary research was followed by secondary research to get an idea about the importance of work life balance initiatives from various points of views and to develop a framework regarding the same. It also helped to get an understanding about what all has been covered so far in this domain what required a further research.

6 OBSERVATION AND ANALYSIS

6.1 Inferences from the responses of the Questionnaire

1. Various Organizations covered:

In order to get a comprehensive idea about the Work Life Balance initiatives followed by IT companies, four It companies of Indian origin and two Multinational IT companies were targeted. Agilent Technology also provided the responses as this company is rated highly with respect to its employee support service initiatives. The criteria for choosing these companies were their similar fields of operation along with almost equal number of employees.

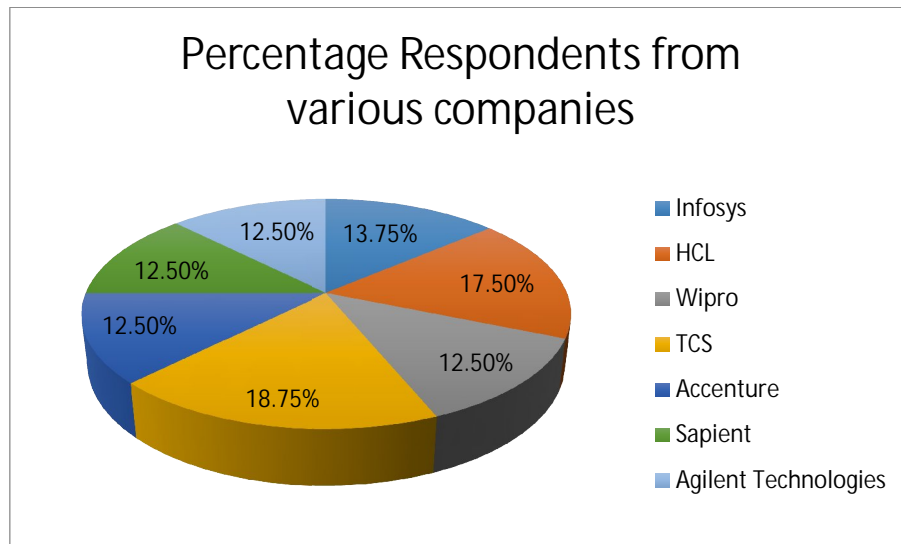


Figure 1: Percentage Respondents from various companies

2. Demographic and profile of the employees:

The demographic profile of the selected employees reveals that 55.71 % are females as Work Life Balance initiatives are a must for females as they are the ones who have to have a better balance between personal and professional lives especially in Indian society. But with the changing environment men also try and contribute towards domestic activities, hence Work life Balance is a requirement for them also.

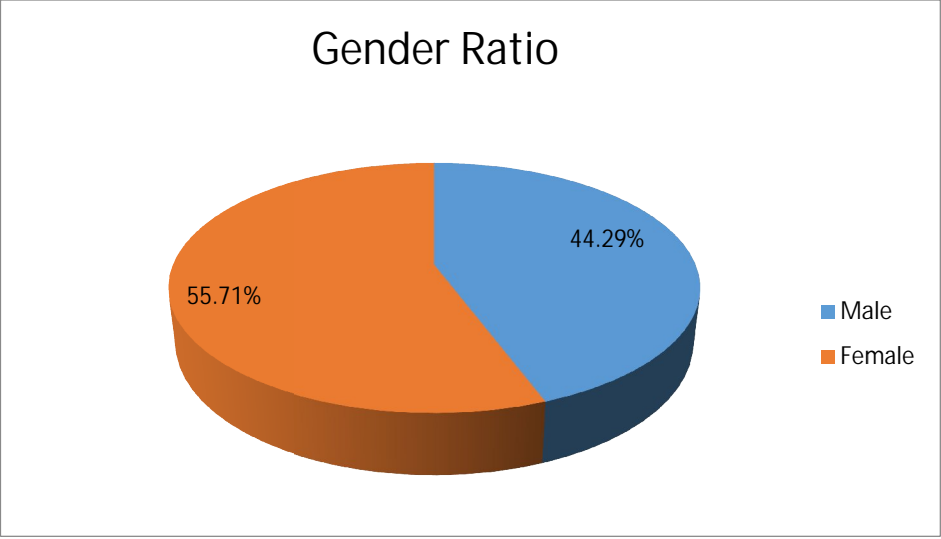


Figure 2: Gender Ratio of Respondents

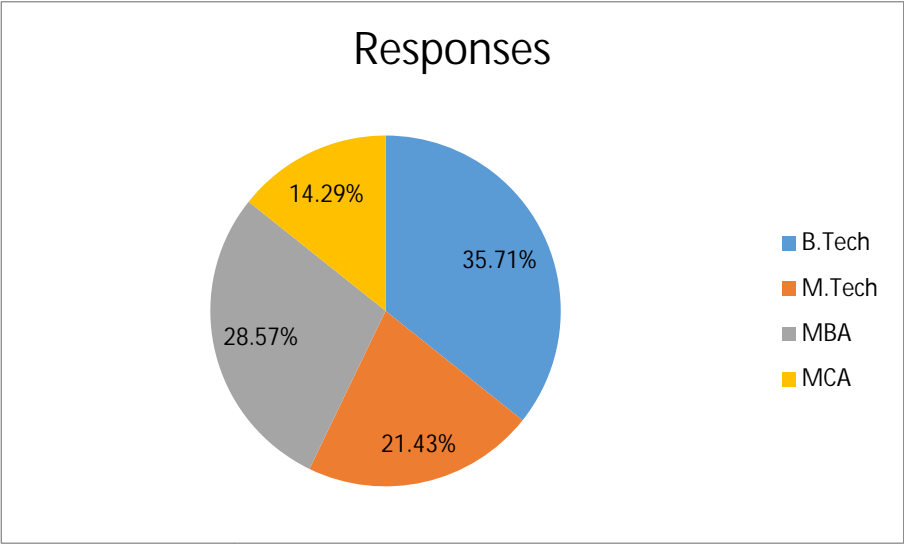


Figure 3: Education

The profile of the employees state that majority of the employees are graduates followed by postgraduates in MBA. Approximately 22 % of the respondents were M.Tech.

3. Type of Family:

Nuclear family accounts for more than 60%. This is in sync with the present status of Indian society, where joint families have lost their importance. Moreover, 43% of the respondents had 0kids followed by 36% employees having 1kid, thereby stressing on the need for variations in the work life balance initiatives as per their responsibilities.

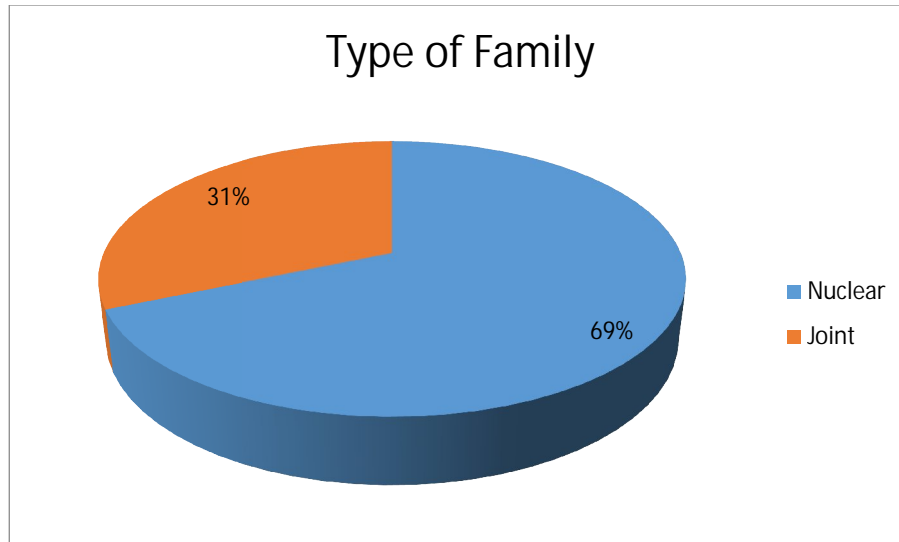


Figure 4: Type of Family

4. Designation:

Majority of the respondents were software engineers i.e. people who have newly joined the organization with a maximum work experience of 2 to 3 years. The reasons of having such a high percentage of new joiners is to highlight that these are the people who dominate the workforce of every organization and are the most vulnerable. Therefore, to avoid the financial as well as loss of implicit knowledge it is very essential for the organizations to provide appropriate work life balance policies to increase their retention.

29% and 21% of Senior Software Engineer and Team Lead follows this respectively. The small percentage of AGM as respondents is due to the fact that are considered to be highly valuable resources of the organization and hence are provided by all the benefits possible.

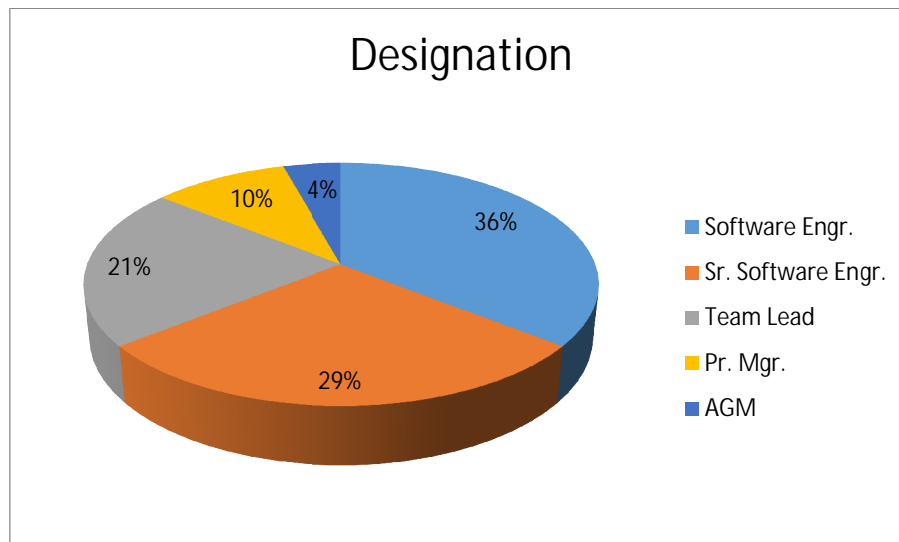


Figure 5: Designation

5. Comparison of working hours between the IT organizations with the sample of Agilent Technologies:

Working hours seems to be a cause of concern for the employees working either for the IT companies or for Agilent Technologies. As 51% and 40% of the respondents of IT companies and Agilent Technologies respectively stated that long working hours or overtime even on holidays sometimes effect their personal lives. Huge competition and large amount of outsourced work has been cited as the main reasons by the employees of IT companies which force them to work for long durations. Whereas the employees of Agilent Technologies cited reasons such as, concern for maintaining the quality of work and willingness to complete work on time which amounts to long working hours.

Though the figures show that there is not much difference in the effect caused by working hours on employees belonging to either the IT companies or Agilent Technologies but the reasons for the same shows the difference in the level of belongingness that the employees fell towards their respective companies.

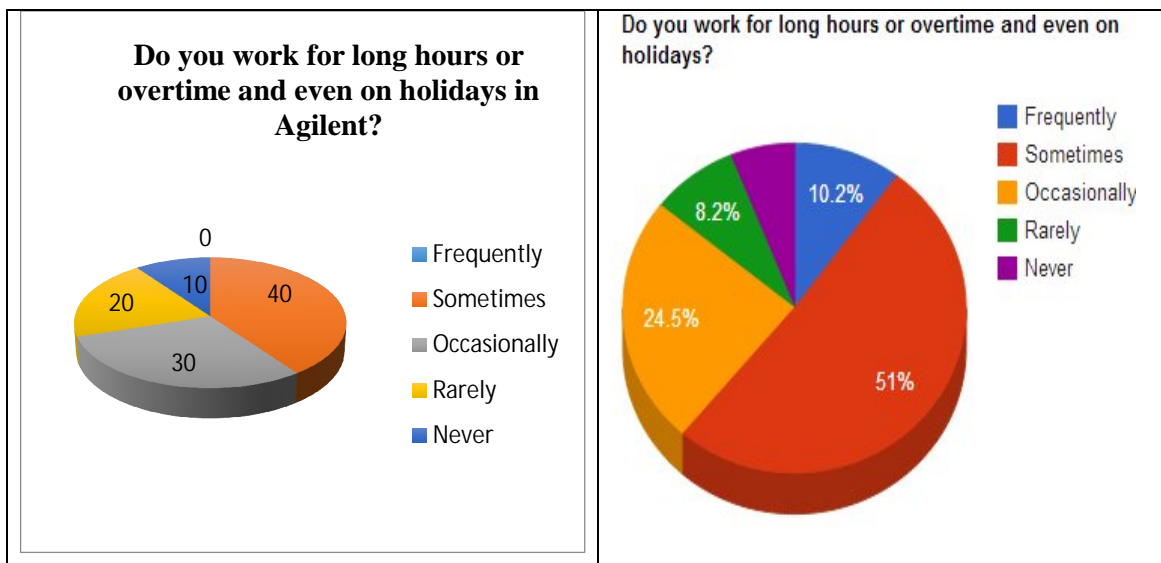


Figure 6: Comparison between IT companies and Agilent on the basis of Working hours.

6. Comparison of the level of stress faced by the employees working in IT organizations and Agilent Technologies Respectively:

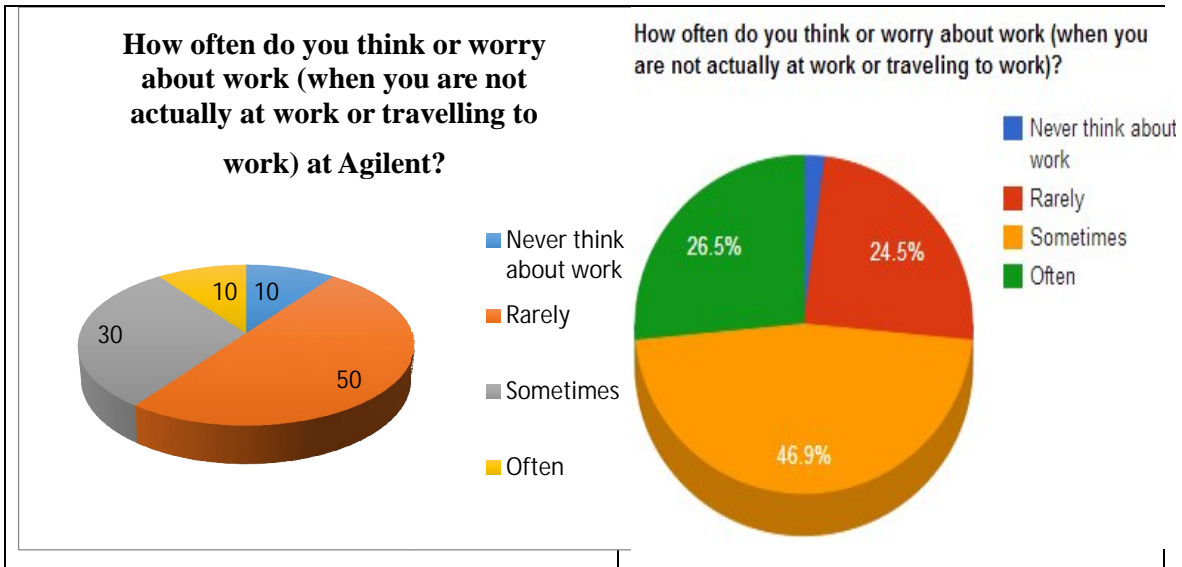


Figure 7: Comparison between IT companies and Agilent on the basis of the Level of Stress faced by Employees

The pressure of Work seems to be taking a toll on people's work life balance as more and more Indians are overworked. Sustained economic growth in the last 3-4 years and substantial outsourcing work done by Indians have contributed to longer working hours which affects their productivity and health. Not only long working hours but also the stress that the employees have to bear often undermines their loyalty towards the company. Approximately 50% of the respondents working in IT companies feel the stress of work even when not working in reality whereas the employees at Agilent Technologies rarely worry about the work which translates into the lesser attrition rates with respect to the IT and MNCs in the Delhi and NCR region.

7. Comparison between Agilent Technologies and other IT and MNCs with respect to their (Work Life Balance) WLB initiatives.

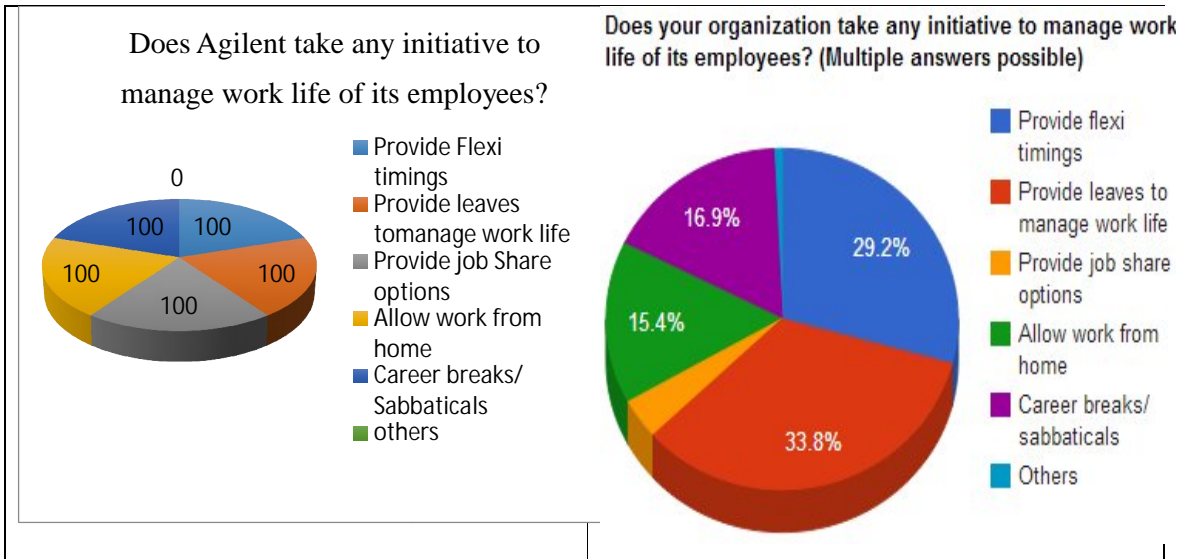


Figure 8: Comparison of Agilent with other IT and MNC's with respect to their WLB initiatives

Different WLB initiatives provided by the organizations in Delhi and NCR regions are:

- Flexi Timings
- Leaves to manage Work life
- Job Share Options
- Allow work From home
- Career breaks/ Sabbaticals

These are the various Work Life Balance initiatives provided by the different companies to help their employees better manage their personal and professional life. It can be analyzed that Agilent technologies provide all the above mentioned initiatives to its employees whereas the different IT and MNCs organization provide only a handful of the above mentioned Work Life Balance initiatives as only 15% and 16% of the respondents showed awareness about "Work from Home" and "Sabbaticals" being provided to by their organization. So it can infered that though the IT organizations might have all the above mentioned Work Life Balance initiatives on paper but the actually implementation is not upto the expected levels.

Comparison of Agilent Technologies with IT and MNCs organizations with respect to providing "WLB initiatives as per designation."

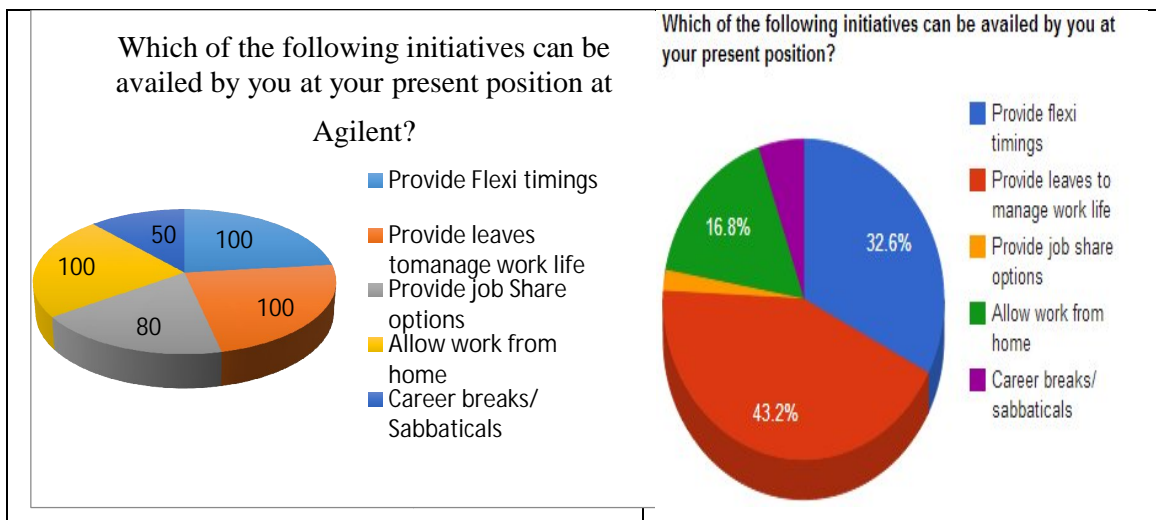


Figure 9: Comparison of Agilent with other IT and MNC's with respect to their WLB initiatives as per designation

The above comparison further highlights the difference in Agilent Technologies and various IT and MNCs organization in the implementation of their Work Life Balance initiatives. The IT organizations though provide the similar WLB initiatives to their employees on paper but their actual implementation depends upon the designation of the employee. As per the analysis it was found that approximately 45% of the respondents could avail leaves to manage their personal and professional whereas a mere 16% were allowed work from home. This discrimination in providing the WLB initiatives to their employees as per the number of years they have devoted in the organization often mars the enthusiasm of the employees who have recently joined the organization and are accepted to take the equal responsibility of the work as per their TeamLead or Manager. So, in order to curb this feeling of neglect amongst employees Agilent Technologies provide WLB benefits to their employees depending upon the project they are a part of irrespective of the number of years they have devoted in the organization. This means that whether it's the manager of the project or a software engineer, both can avail similar benefits to manage their Work and life. Thus, it can be inferred that synchronization between the mentioning of WLB policies on paper and their actual implementation helps Agilent to reduce its attrition rate by maintaining the enthusiasm of the employees.

Comparison of Agilent Technologies with IT and MNCs organizations with respect to the employee support surveys provided by them

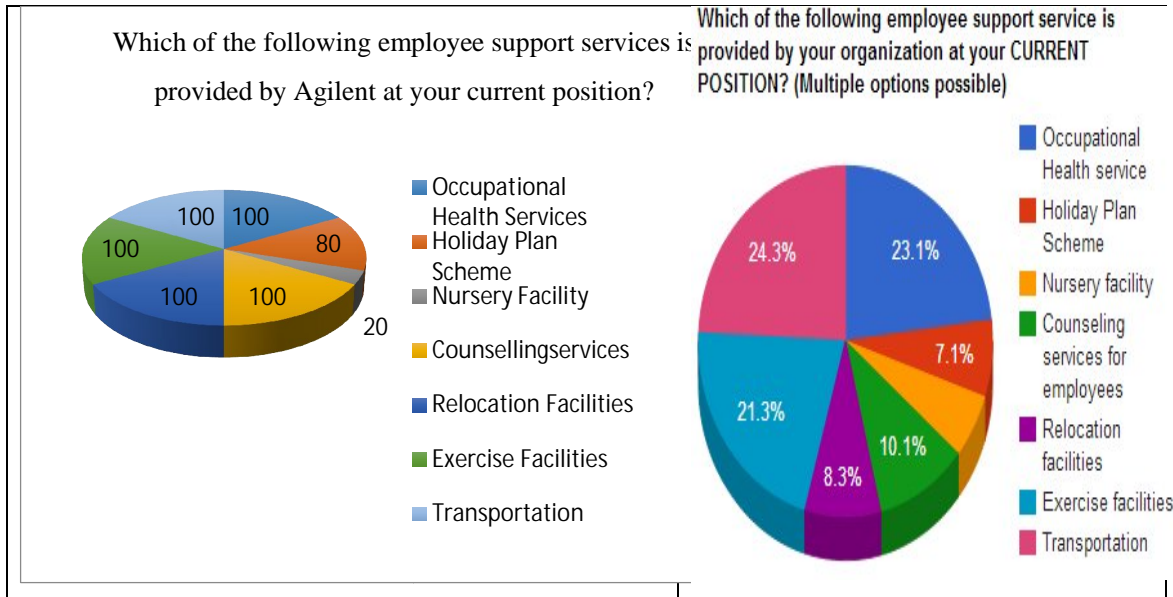


Figure 10: Comparison of Agilent with other IT and MNC's with respect to their employee support services

Different Employee support services provided by different organizations in Delhi and NCR region:

- Occupational Health Service
- Holiday Plan Scheme
- Nursery Facility
- Counselling Services
- Relocation Facilities
- Exercise Facilities
- Transportation Facilities

Apart from the Work life balance initiatives, some employee support services are also provided by the organizations to help the employees manage their work and life. But once again these services also cannot be availed by all the employees and depends upon the number of years an employee has devoted towards the organization. Transportation facility is the only service that can be availed by the organization irrespective of the number of the years but at the same time concession in the parking fees for the employees depends upon their designation. This at times puts the employees in a dilemma that whether the organization can reciprocate their dedication towards work or not. Moreover, its not only the first impression that an employee creates on the organization but also vice versa that defines the loyalty that an employee can have for the organization. This in turn helps in defining their attrition rate which is not only a financial loss for the organization but a loss of their image.

8. Expectations of employees from their organization i.e. IT or MNC's organizations

As already mentioned it is very essential for the organization to understand the expectation of the employees for better implementation of the Work life balance policies so that neither it should effect them negatively nor it acts as a financial burden for the organization. Though it is very essential to customize the Work life balance benefits as per the individual requirements but it should be done well within the financial constraints of the project.

Do you feel work life balance policy in the organization should be customized to individual needs?

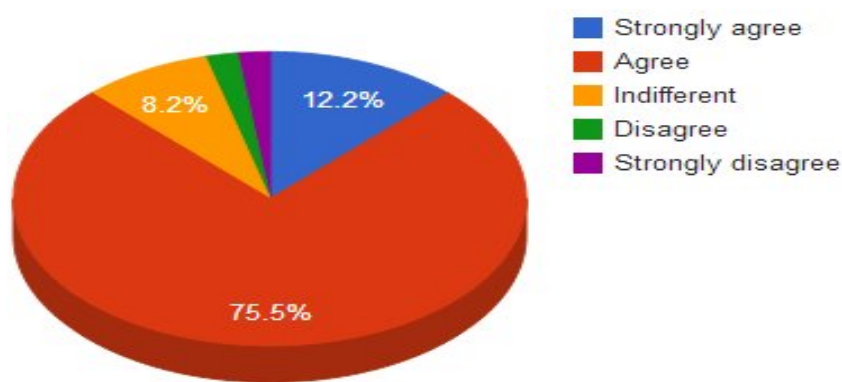


Figure 11: Expectation of employees from their organization with respect to Work Life Balance initiatives

6.2 Inference & Findings from the Interviews and Survey

The observations made were used to find the correlation amongst the various It organizations used to understand the trend of the practices followed by them in Delhi and NCR region. This helped in understanding the convergent behavior of the IT organizations in terms of their Work Life Balance irrespective of their origin.

6.2.1 Tool Used:

Correlation

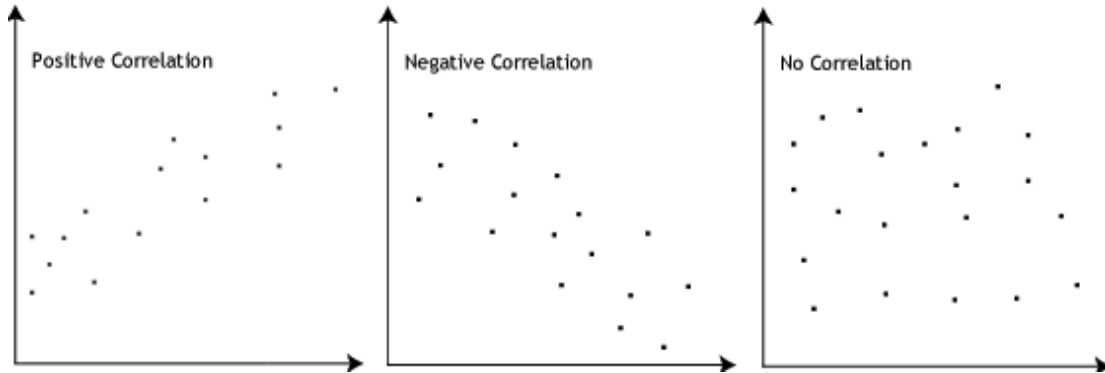


Figure 12: Correlation

6.2.2 Theoretical background of Correlation:

The Pearson product-moment correlation coefficient (or Pearson correlation coefficient, for short) is a measure of the strength of a linear association between two variables and is denoted by r . Basically, a Pearson product-moment correlation attempts to draw a line of best fit through the data of two variables, and the Pearson correlation coefficient, r , indicates how far away all these data points are to this line of best fit (how well the data points fit this new model/line of best fit).

The Pearson correlation coefficient, r , can take a range of values from +1 to -1. A value of 0 indicates that there is no association between the two variables. A value greater than 0 indicates a positive association; that is, as the value of one variable increases, so does the value of the other variable. A value less than 0 indicates a negative association; that is, as the value of one variable increases, the value of the other variable decreases.

The stronger the association of the two variables, the closer the Pearson correlation coefficient, r , will be to either +1 or -1 depending on whether the relationship is positive or negative, respectively. Achieving a value of +1 or -1 means that all your data points are included on the line of best fit - there are no data points that show any variation away from this line. Values for r between +1 and -1 (for example, $r = 0.8$ or -0.4) indicate that there is variation around the line of best fit. The closer the value of r to 0 the greater the variation around the line of best fit.

6.2.3 Analysis:

The analysis of the practices followed by the IT organizations with the help of Correlation coefficient is for the following two Hypothesis:

H1: The IT organizations of Indian Origin are similar in their practices especially with respect to Work life balance initiatives which play an important role in their attrition rate.

H2: The MNCs are similar in their practices especially with respect to Work life balance initiatives which play an important role in their attrition rate.

H3: The MNCs and IT organizations of Indian Origin are similar in their practices especially with respect to Work life balance initiatives which play an important role in their attrition rate.

H4: The MNCs and IT organizations of Indian Origin are dissimilar to Agilent Technologies in their practices especially with respect to Work life balance initiatives which play an important role in their attrition rate because Agilent Technology is ranked in top10 in many surveys related to Work life balance.

NOTE: The data from the interview and responses from question 17 and 19 were used to apply correlation. Equal weights have been assigned to the various Work Life Balance initiatives provided by the organizations to their employees.

The Add ons are defined as the Employee Support Services which are provided depending upon their designation. The Weights assigned to them also are equal. So, the number against the organization is the addition of these initiatives. (For Eg: TCS = 4 WLB means that it provides 4 WLB initiatives to its employees)

The attrition rates have been defined as:

1. 0 to 10%
2. 11 to 15%
3. 16 to 20%
4. 20 to 25%

For H1:

Company	TCS	Infosys	Wipro	HCL
No. of Work Life Balance(WLB) initiatives on paper	4	4	2	3
Add on Software Engineer (SE)	2	2	1	1
Add on Senior. SE	2	2	1	1
Add on Team Lead (TL)	3	3	2	2
Add on Project Manager (PM)	4	4	3	3
Add on Assistant General Manager (AGM)	5	5	4	4
Attrition rates	2	3	4	4
Sum Total	22	23	17	18
r values (Correl coeff)	0.95103443	0.723123254	0.955882353	0.585239048

Table 1: Correlation Coefficient based on different factors

The value of the Correlation Coefficient i.e. r values shows that the various IT companies of Indian origin are positively correlated to each other with respect to their Work Life Balance initiatives along with the various employee support services and their attrition rates. The **r value** between TCS and Infosys is 0.95103443, which highlights their strong correlation. Though the **r value** between TCS and HCL is 0.585239048, which is least of all the values but since its positive, therefore it can be concluded that even HCL and TCS are positively correlated.

Thus, **hypothesis H1 holds true.**

For H2:

Company	Accenture	Sapient
No. of WLB initiatives on paper	4	3
Add on SE	2	2
Add on Senior. SE	2	2
Add on TL	3	3
Add on PM	4	4
Add on AGM	5	5
Attrition rate	2	2
Sum Total	22	21
r value (Correlation Coefficient)	0.950381927	

Table 2: Correlation Coefficient based on different factors

The value of the Correlation Coefficient i.e. r values shows that the various MNCs organization in Delhi or NCR region are positively correlated to each other with respect to their Work Life Balance initiatives along with the various employee support services and their attrition rates. The **r value** between Accenture and Sapient is 0.950381927, which highlights their strong correlation.

Thus, **hypothesis H2 holds true.**

For H3:

Company	IT Comp	MNC
No. of WLB initiatives on paper	4.25	3.5

Add on SE	1.25	2
Add on Senior SE	1.25	2
Add on TL	2.5	3
Add on PM	3.5	4
Add on AGM	4.5	5
Attrition rate	4.25	2
Sum Total	21.5	21.5
r value	0.639458016	

Table 3: Correlation Coefficient based on different factors

The value of the Correlation Coefficient i.e. r values shows that the different IT companies of Indian origin and the MNCs organization in Delhi or NCR region are positively correlated to each other with respect to their Work Life Balance initiatives along with the various employee support services and their attrition rates. The **r value** between IT companies and MNC's is 0.639458016, which highlights their strong correlation.

Thus, **hypothesis H3 holds true.**

For H4:

Company	Average of Indian IT companies and MNCs	Agilent Technologies
No. of WLB initiatives on paper	3.875	5
Add on SE	1.625	5
Add on Senior SE	1.625	5
Add on TL	2.75	5
Add on PM	3.75	5
Add on AGM	4.75	5
Attrition rate	3.125	1
Sum Total	21.5	31
r value	-0.020189321	

Table 4: Correlation Coefficient based on different factors

The value of the Correlation Coefficient i.e. r values shows that the different IT companies of Indian origin and the MNCs organization in Delhi or NCR region are negatively correlated to Agilent Technologies with respect to their Work Life Balance initiatives along with the various employee

support services and their attrition rates. The **r value** between them is -0.020189321, which highlights that they are dissimilar with respect to their practices in Delhi and NCR region.

Thus, **hypothesis H4 holds true.**

Therefore on the basis of the observation, the inference that can be drawn is that irrespective of the origin the IT companies whether Indian or MNCs in Delhi and NCR region follow more or less similar practices, which is also one of the factors responsible for their similar attrition rate. Only the practices of Agilent Technologies shows a dissimilarity in comparison to the IT companies not only in terms of their Work Life Balance practices which also helps Agilent maintain a lower attrition rate.

Thus, it is essential for IT companies to understand the difference in the implementation of Work Life Balance policies between them and Agilent Technologies.

6.3 Findings & Analysis from the project

Work Life Balance has tremendous implications for Human resource professionals since it affects nearly all functions of HR: from recruitment to retention, advancement, and retirement. The strategies, policies, and programs of the human resource function should take into account the fast-changing demand by employees for a more balanced lifestyle. Certainly, as a pre-requisite, the organizational culture must be supportive of balanced lifestyles for employees. The systems and policies of career development and advancement, succession planning, performance management, work structures, and compensation should also be tailored to those wishing to take sabbaticals, share jobs, work from home, work less hours or on a part-time basis.

Therefore, following recommendations can be considered in balancing work and personal life:

- Maximizing time spent at home through flexible working hours.
- Better leave arrangements for caring for children and the elderly.
- Reducing work-related commuting through encouraging work at home.

Of course, working at home has long been seen as a privilege for employees who can and want to better balance their work and personal lives. Fortunately, for the very few, more employers are allowing some employees to work from home, when it makes good business sense.

Finally, the costs of balancing work and life for many employers and employees are escalating in terms of health care, retention, productivity, safety and mistakes at work, and personal satisfaction. For instance, employees who feel overworked experience less success in their relationships with spouses, children, and friends; they also experience more stress, sleep deprivation, impaired job performance, and feel generally less mentally and physically health. According to the **World Health Organization, mental health problems due to work pressure are expected to become the second most common cause of disability and death by 2020.** Therefore, it becomes a necessity for the organizations to better manage the lives of their employees who are their most valuable resources. Though almost all the organizations provide similar Work Life balance initiatives and employee support services to their respective work force but their implementation is often an issue as

majority of the employees of IT and MNCs organizations feel that the benefits provided by the organizations are not in synchronization with the amount of work that is accepted out of them.

So, to have a better understanding of the various important aspects of an employee's life that one strives to balance, Balance Score Card was used to highlight the different perspective that are imperative for the employees but their level of priority varies as per their Designation. Therefore, the work life balance initiative should also be provided accordingly.

6.3.1 Tools Used:

Balance Score Card

6.3.2 Theoretical background of Balance Score Card:

The balanced scorecard is a strategic planning and management system that is used extensively in business and industry, government, and nonprofit organizations worldwide to align business activities to the vision and strategy of the organization, improve internal and external communications, and monitor organization performance against strategic goals. It was originated by Drs. Robert Kaplan (Harvard Business School) and David Norton as a performance measurement framework that added strategic non-financial performance measures to traditional financial metrics to give managers and executives a more 'balanced' view of organizational performance. The balanced scorecard has evolved from its early use as a simple performance measurement framework to a full strategic planning and management system. The "new" balanced scorecard transforms an organization's strategic plan from an attractive but passive document into the "marching orders" for the organization on a daily basis. It provides a framework that not only provides performance measurements, but also helps planners identify what should be done and measured. It enables executives to truly execute their strategies. It provides feedback around both the internal business processes and external outcomes in order to continuously improve strategic performance and results. When fully deployed, the balanced scorecard transforms strategic planning from an academic exercise into the nerve center of an enterprise.

6.3.3 Analysis:

In order to better understand the expectations of the employees it is very essential to get an insight about the changing demands of the employees as they climb the ladder of their career along with growing responsibilities at the domestic front. A better understanding of the needs of the employees will help the organization get a clearer idea about the types of Work Life Balance benefits that the employees require along with the various employee support services.

Therefore, the four perspectives that the Balance Score Card consists can be defined from the point of view of the employees as following:

Financial perspective: How well are my savings efforts and investment portfolio doing compared to planned targets? Are my expenses on target compared to my budget?

Constituents' perspective: Am I on target on each of the planned specific activities devoted to enriching my relationships with my spouse/partner, children and grandchildren? Are these activities creating better quality time? Am I on target on each of the planned activities devoted to enriching relationships with my friends? What is the nature and frequency of my involvement in community or charitable activities?

Learning and growth perspective: What is the frequency and quality of entertainment, spiritual/cultural events, and travel? What is the best kind of physical exercise and activity for me?

Process perspective: How well is my time managed, as judged by surplus time, wasted time, or boredom? How many planned activities have I postponed or cancelled, due to poor utilization of time?

On the basis of the above perspectives and responses from the employees it can be inferred that

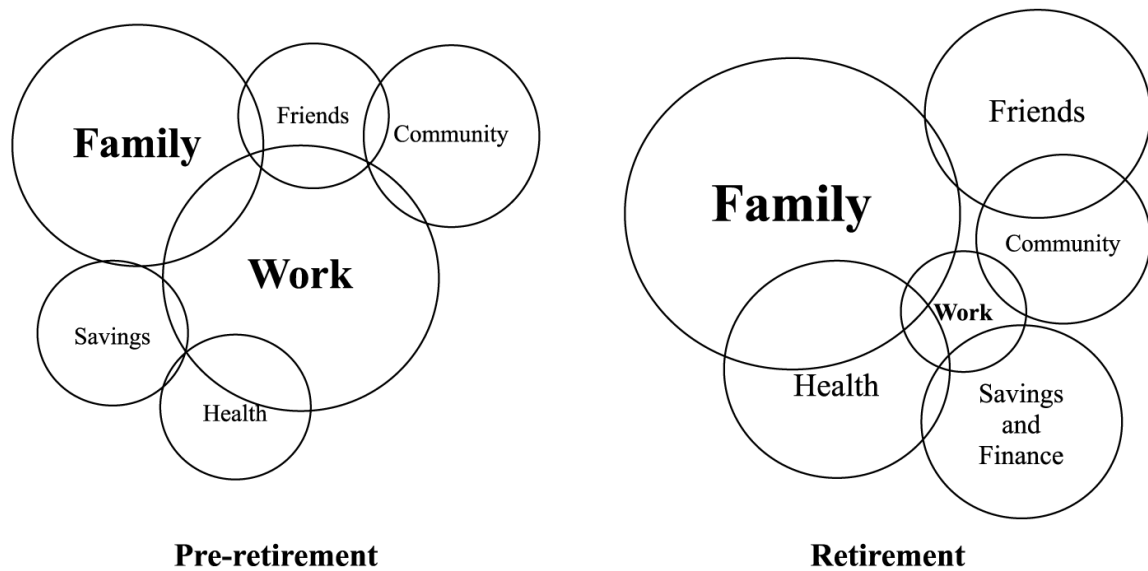


Figure 13: Importance of various quadrants in someone's life

that following are the constituents that are important for almost every employee but their priority varies as per the designation of the employee in personal as well as professional life.

With the help of the above information, a general Balance Score Card can be formulated:

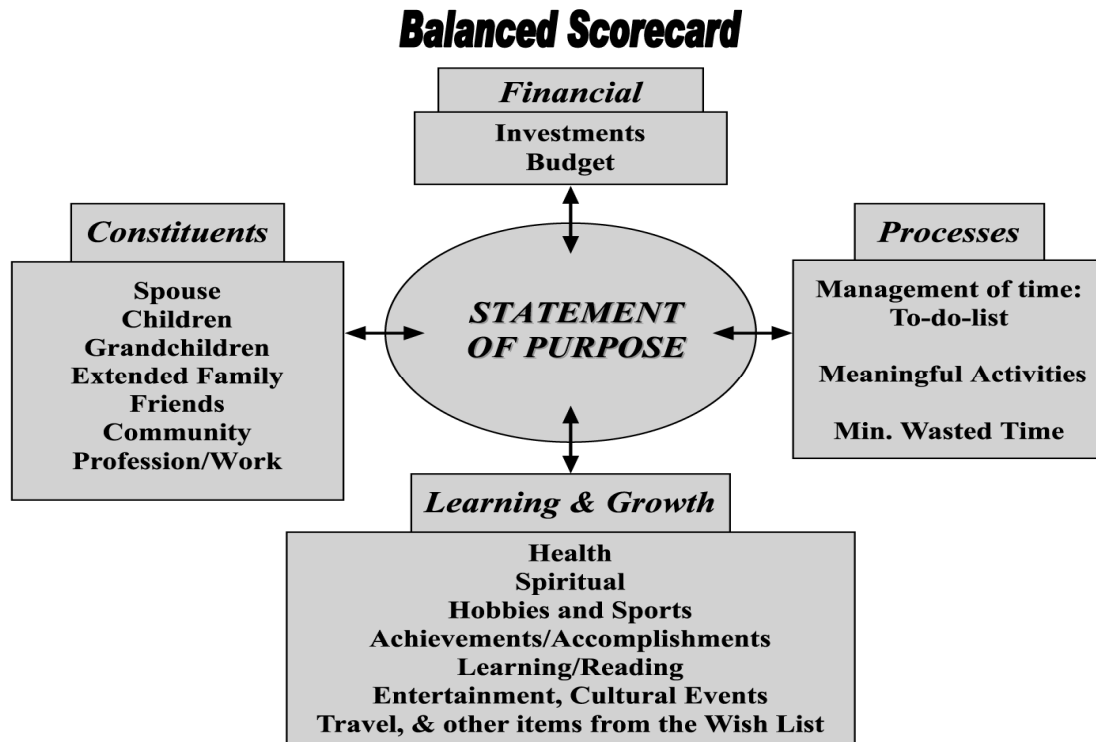


Figure 14: Balance Scorecard

The **statement of purpose** in the above Balance Score Card varies with the career stages of the employees. A general idea of the Statement of Purpose can be derived from the interviews conducted with the employees of different organizations.

For example:

Statement of purpose for junior executives (Software engineer and Senior. software engineer):

My aim is to learn and become *more proficient in my professional life*. I also want to build a *strong financial base*, which would hold me in good stead when I rise in the ladder of work. I want to assume more responsibilities amongst my family and play a bigger role in my immediate community. I also want to increase my interaction with friends.

This highlights that out of the above four quadrants in the Balance Score Card the main priority is of :

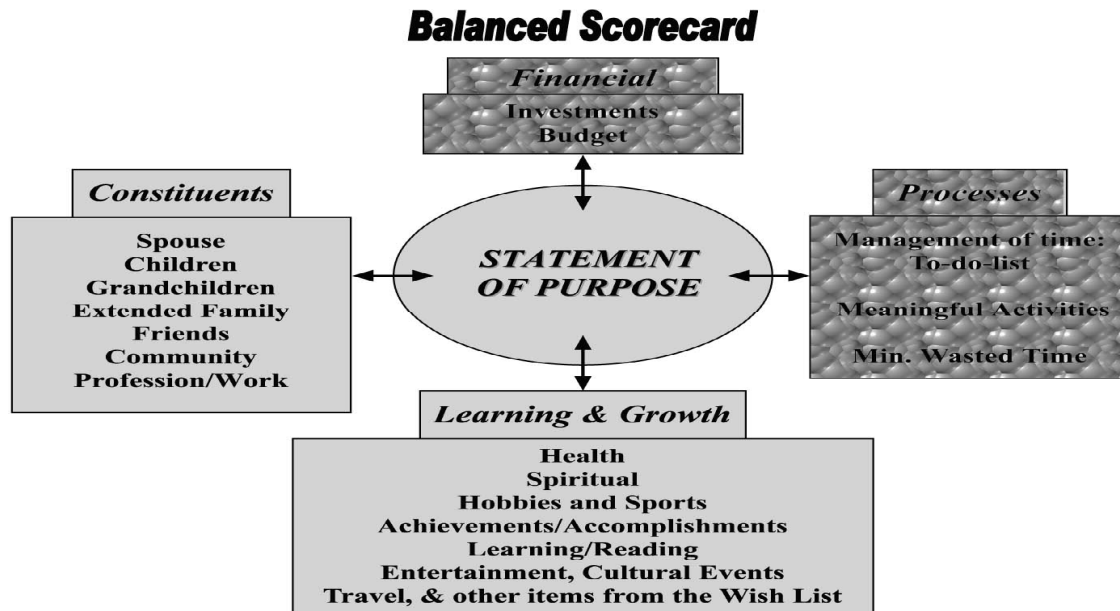


Figure 15: Balance Scorecard for Junior executives

Therefore, the types of Work Life Balance benefits that should be provided to the employees are:

- Flexi Timings
- Leaves to manage work.

As these initiatives will help the employees concentrate better on their work as the work load can be managed by them. This will help the employees bear the additional responsibility of the work and hone their skills and the same time understand that the organization also value their contributions. Along with these initiatives the various employee support services that should be provided are:

- Counseling services
- Relocation Facilities
- Exercise facility
- Transportation facility

These additional services help to build the enthusiasm of the employees who have just entered or spent a few years in the professional world.

Statement of Purpose for Middle Level Management (Team Leader & Project Manager):

My aim is to *strengthen my position* in my organization by making better processes for my team and my project. But at the same time I want to devote an *equitable amount of time with my family and especially my children*. Increasing my financial capabilities is essential but it should be in synchronization with the *quality time* that I get to spend with my loved ones so that the stress of work does not start affecting my emotional and physical health.

So now the priority of the quadrants becomes:

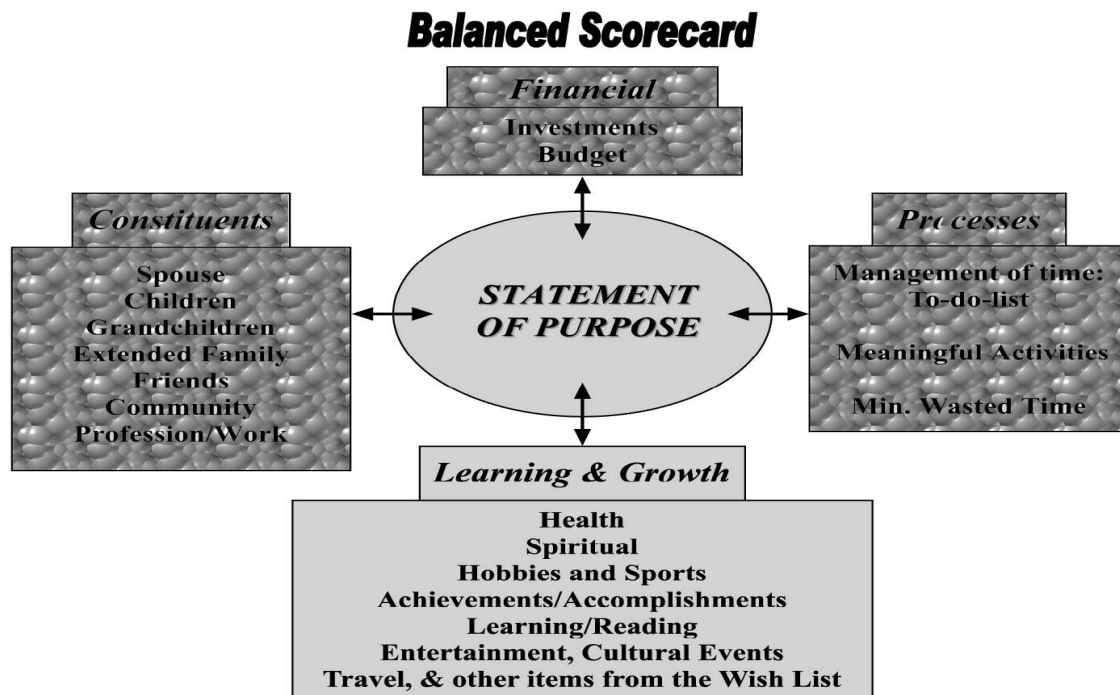


Figure 16: Balance Scorecard for Middle level management

Therefore, the types of Work Life Balance benefits that should be provided to the employees in addition to the benefits provided at the Junior Executive level are:

- Work from home
- Job Share options

These benefits help the employee concentrate on their family especially their children during their school holidays and provide them with the much needed attention and at the same time the Job share options helps in completion of the work as per the deadline along with training new people for the future roles.

The Employee Support Service that should also be provided to the employee is Occupational Health Services that will help the employee manage their health in times of stress.

Now, finally lets understand the perspective of the executives from Senior management

Statement of Purpose for Senior Management (Assistant General Manager & General Manager):

My aim is to strive to achieve excellence at work and to build and enjoy strong, meaningful relationships with my *family and friends*, while taking active roles in my *community* and *profession*. To accomplish this, I shall do everything in my power to maximize my earnings and manage my *savings* and to look after my *health* (mental and physical) for as long as possible. I would also like to get sufficient opportunities to pursue my hobbies and explore the world.

Therefore, this means that now Apart from the three quadrant the fourth quadrant also becomes equally important. This can be highlighted as:

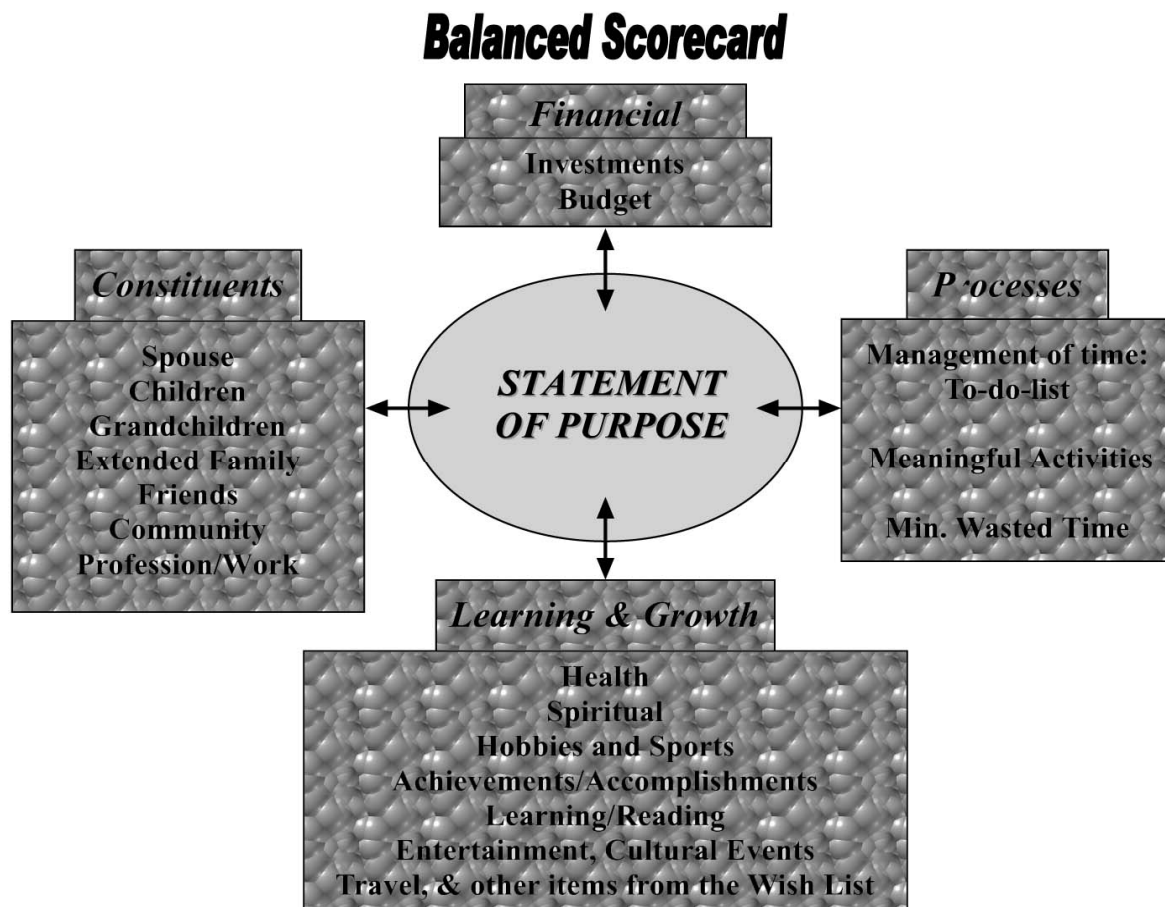


Figure 17: Balance Scorecard for Senior level management

Thus, it is essential for the organization to provide Career breaks/ Sabbaticals to its employees so that they can pursue their hobbies and spend quality time with their family and community. This is very essential because the employees at Senior Management level are responsible for taking the strategic decisions, so it is very essential for the company to provide them with extrinsic as well as intrinsic benefits. Therefore, holiday scheme packages should also be provided to help them understand that the organization can go upto any level to appreciate their work. This will help the employees reciprocate the same in their work.

Though the priorities defined with the help of Balance Score Card reveal that different work life balance initiatives should be provided to employees at different stages of their career. But this doesn't mean that the benefit provided to the senior management should not be provided to the employees at junior executive level because at times the employees at lower level require some additional benefits. Therefore, depending upon the calibre of the employee and their contribution towards the company irrespective of the number of the years devoted, work life balance benefits should be provided.

7 CONCLUSION

In today's competitive business environment, it can be acknowledged that it is often difficult for leaders to better balance their personal lives. But eventually it can be realised that success in the workplace and a fulfilling personal life are not mutually exclusive. The two can and should effectively co-exist in a complementary manner.

The findings from the interview with the HR and responses from the survey along with the correlation coefficients derived on the basis of the inputs from the employees of various IT and MNCs organization in Delhi and NCR region revealed that:

- 1) Indians are most overworked with respect to their counter parts in the world due to substantial outsourcing work, which contributes to longer working hours affecting their productivity and health.
- 2) It is imperative on the parts of the organizations to provide Work Life Balance benefits to their employees to help them better manage their personal as well as professional lives.
- 3) **Irrespective of the origin of the companies i.e. whether Indian IT companies or MNCs organizations** provide similar work Life balance initiatives to their employees on paper but their implementation varies as per the designation which greatly affects the loyalty of the employees towards their respective organization.
- 4) The Correlation coefficients reveal that the organizations in Delhi and NCR region are similar not only in their work life balance initiatives but also in their implementation which many a times leave their employees dissatisfied.
- 5) A comparative analysis of the IT organizations with Agilent Technologies, which is a top rated company with respect to their Work Life balance initiatives towards their employees revealed that the implementation of these benefits make a huge difference in determining the loyalty of employees, thereby reducing their attrition rates.
- 6) Balance scorecard, which helps in performance measurements and also helps planners identify what should be done and measured. It helped in understanding the difference in priorities of the employees with respect to their stages in career.

- 7) These priorities helped in segregating the type of work life balance initiatives that should be provided to the employees in order to help them better manage their personal and professional life.

8 RECOMMENDATIONS

As already stated that Work life balance initiatives is directly related to the business of an organization because they help the employees manage their personal as well as professional life, thereby increasing their productivity which in turn increases the performance of the organization. The employee support services not only help the employees in managing their lives but also provides them with an insight that the organization values their work and is trying to reciprocate the same. This in turn motivates the employee to shoulder additional work responsibilities thereby improving their efficiency and effectiveness of the processes of the organization. But from the research it can be concluded that though the organizations provide these Work Life Balance initiatives on paper to attract the employees but the improper implementation of the same often mars the morale of the employees thereby leading to higher attrition rate. The high turnover rate is often a huge problem for the organizations as it is not just a financial loss but also a loss of their Brand image. So to help in the better implementation of the various benefits provided by the organization some recommendations, are provided.

Recommendation for improving the implementation of Work Life benefit initiatives:

- 1) Balancing work and personal life is a dynamic and gradual process; it differs from one individual to the other; and thus is not easily replicated. Therefore, longitudinal research is desperately needed to determine how leaders manage to balance their work and life, and what variables lead to either success or failure.
- 2) HR professionals must become creative when designing work systems and HR programs in the following areas: Flexible recruitment practices that attract potential leaders who may opt for non-traditional work styles; career development and advancement opportunities for those employees who choose a more balanced life.
- 3) HR professionals should devote more energy and time to designing and promoting training workshops and seminars that specifically address work-life balance issues. Moreover, the supervisors should also be provided the training to deal with employee work-life balance.
- 4) Coaching and counseling, as well as the non-financial elements of retirement planning, is essential in organizations in order to make their cultures support a more balanced lifestyle.

- 5) It is also very essential for the HR as well as the organization to understand the changing priorities of the employees as they climb the ladder of their personal as well as professional life and provide the different work life balance initiatives accordingly.
- 6) Also the additional employee support services provided by the organization should also be provided to the employees, irrespective of the number of the years spent in the organization in order to instill motivation and enthusiasm in the employees to reduce the attrition rate.
- 7) Moreover, it is very essential to customize the work life benefits as per the need of the employees but that should be done well within the constraints of the project.
- 8) Most importantly the employees should learn to prioritize their work and should know the optimum utilization of the technology to better organize their work and at the same time understand their limitations and say NO to the responsibilities that try to overshadow their other priorities.
- 9) Lastly, it is essential for the HR to define the various circumstances in which the employee can avail a particular benefit in case of a clash, which should be irrespective of the designation, as it will help the employee develop a positive outlook towards the organization even if he is unable to avail the benefit.

ANNEXURE A

- Feedback received from employees during the online customer survey.

ANNEXURE B

- Calculation of Correlation Coefficient

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