

A Study to Evaluate the Work-Life Balance among Women (Married) Employees in BPOS in India

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Abstract: Work-life balance is becoming a rising problem in the BPO sector. The current study aims to provide an integrated literature review of empirical studies conducted in the area of WLB and employee retention in India over a two-decade period, from 2003 to 2022, and to provide a better understanding of the work-life balance of women employees in the IT and BPO industries. A survey of 180 BPO workers and employees was conducted, and the results were reviewed on five sub-scales: workload and responsibility, work environment, sentiments about work, family dependents, and absence from work. The regression study indicated how human resource practises may be encouraged with staff motivation, its influence on productivity, and the daily issues of the BPO business in managing the WLB for female workers.

Keywords: *Work-life balance, Married women employees, BPOs, Detrimental factors, Strategies adopted and Recommendation.*

I. INTRODUCTION

The modern world may be defined by innovative breakthroughs and faster growth and development in every imaginable sector, but the other side of the coin is increased working hours. To that, there are devices such as web-enabled mobile technology, which allows one to be connected to the workplace 24 hours a day, seven days a week. As a consequence, the one aspect of life that most people overlook is striking a balance between job and family. WLB practises have been identified as one of the most successful people management techniques for improving human resource quality and employee retention. Work-family life effectiveness is critical for organisations in developing inclusive work environments for both women and business, as well as encouraging cultural reform. While WLB policies are prevalent in the West and most industrialised nations (Munn and Chaudhuri, 2016), there is a significant paucity of study in less developed countries such as India (Munn and Lee, 2014). Work-related weariness, which happens in every business, degrades employees' feeling of well-being and so serves as a significant antecedent of Work-Life Balance. The availability of academic works in this field is still restricted, and the literature is scant and isolated when it comes to making a connection between work-life policies established by organisations.

As India reopens, corporate expenditure on business process outsourcing (BPO) services in India is expected to expand at a compound annual growth rate (CAGR) of 5.8 percent to \$8.8 billion by 2025, owing to a significant push for outsourcing knowledge-based and vertical-specific operations (Business Standards, 2021). According to GlobalData, a renowned data and analytics organisation, India's BPO sector is currently backed by the country's recent attempts to liberalise legislative rules for the BPO business in order to fend off competition from nations such as the Philippines, Malaysia, Mexico, and Canada.

The Ministry of Labour and Employment just issued the second quarter Quarterly Employment Survey (QES) report for the period July to September 2021. This report is a component of the AQEES (All-India Quarterly Establishment-based Employment Survey). This is the second publication in the series; the first, covering the first quarter of 2021-22, was released in September 2021. According to the QES for the second quarter, the share of women employees has grown. However, only a tiny percentage were self-employed. The Minister of Labour and Employment has said that, in addition to more female labor-force participation, more women should hold decision-making roles. Gender equality has been established at entry levels, and the work-life imbalance trend of women is expanding, as one out of every three workers entering the \$143 billion Indian IT-BPO industrial sector is a woman (according to a Nasscom research).

The present paper we are examining the nuances of the construct from the perspective of the women professional. It has been suggested that in examining the relationship between work and personal lives, gender is a significant moderating variable. Whitehouse et al. (2008) state that, even though women participation in the work force is widely accepted, majority of the caring responsibilities of the family lie with the fairer sex. Though the phenomenon has global relevance, the issue is more significant for a developing country like India.

II. REVIEWS OF LITERATURE

Chitra, D. A., & Sheela, R. S. (2012)¹ measured the problem of work-life balance in the BPO industry. Women, like men, engage in shift work, including night shift. A survey of women working in BPO companies is being done to investigate the impact of shift work on work-life balance. The study of the relationship between shift work and work-life conflict, life-work conflict, psychosomatic diseases, and turnover intentions. According to the study's results, respondents who worked non-standard working hours (second shift and night shift) had a better work-life balance. Work-life conflict was found to be low for respondents working second shifts, and the frequency of psychosomatic diseases was low for respondents working night shifts.

Pandu, A., Balu, A., & Poorani, K. (2013)² Work-life balance is becoming a rising problem in the Information Technology (IT) and Information Technology Enabled Services industry, according to the findings (ITeS). The current article contributes to a better understanding of the work-life balance of women in the IT and ITeS sectors. An experience survey was conducted with 80 IT personnel and 80 ITeS employees. Both sub-sectors were graded on five sub-scales: workload and responsibility, work environment, emotions about work, family responsibilities, and absence from work. The sector-wise regression analysis revealed that attitudes about work, family dependents, and absence from work are all significant factors to an employee's sense of balance. However, no substantial

association between work environment and work-life balance has been discovered.

Agarwal, P. (2014)³ demonstrated that in today's fast-paced world, the growing incidence of work-life conflicts and growing awareness about work-life problems constitute both a challenge and an opportunity for Human Resource (HR) experts. Though work-life balance was previously thought to be a worry for working moms, it is today acknowledged as a critical issue for all types of workers. The Indian contact centre sector, with its long and irregular working hours, severe work demands, demanding customers, and pushing deadlines, is always stressful for its staff. Employee retention may be difficult if the company lacks a supportive work culture. Their article summarises the findings of a research conducted to better understand work-life balance concerns among Indian contact centre personnel. A sample of 200 workers was drawn from ten call centres in Delhi and the National Capital Region. Primary data was gathered by a questionnaire survey and evaluated using different statistical methods such as the Z-test and the Independent T test. The study's conclusions may have broader consequences for business and society.

Thriveni & Rama (2012)⁴ showed that every lady there has another history to deal with That is life at home and in one's personal life. With rising workplace expectations, the link between work and personal life has taken on more relevance, necessitating greater attention. Work-life balance is influenced by a variety of factors, one of which might be demographic considerations. The current research seeks to ascertain the association between demographic characteristics and work-life balance. The universe for the research is comprised of women workers in different professions such as IT, BPO, Marketing, Insurance, BPOing, and Education in Bangalore, and a sample of 340 people is selected using stratified random selection. The hypothesis was examined using the chi-square test, which demonstrated a significant link between demographic characteristics and work-life balance.

Meenakshi, A., & Bhuvaneshwari, M. (2013)⁵ explained that the most challenging problem for women is juggling family and work duties. In the framework of Job Life Balance (WLB) and associated practises, the literature recognises several characteristics such as professional advancement, work stress, career aspiration, work family conflict and family work conflict, and child care. This booklet gives an overview of the many issues and concerns that women employees face in order to achieve WLB. This study's sources include a wide range of articles, papers, and websites, the details of which are presented in the reference section.

Sudha & Karthikeyan (2014)⁶ revealed that the most difficult challenge for women is balancing the responsibilities of family and employment. The literature recognises numerous characteristics such as professional progress, work stress, career ambition, work family conflict and family work conflict, and child care in the context of Work Life Balance (WLB) and related practises. This document provides an outline of the different problems and concerns that women workers confront in order to attain WLB. The sources cited in this study include a variety of publications, papers, and internet sites, the specifics of which are provided in the reference section.

Kumari & Devi (2015)⁷ analysed the perspectives of 360 women workers working in diverse industries such as BPOing, insurance, IT, BPO, health care, and education, with 60 employees from each sector participating in the survey. A systematic questionnaire was used to gather data, which was then analysed using statistical methods such as ANOVA and

Mean score. The research discovered that the degrees of work-life balance of women workers in the study's selected service industries are considerably different.

Menaria, S., & Chaudhary, S. (2017)⁸ revealed that There has been some investigation of the work-life balance of female workers. Work-life balance is examined in the research, and many elements impacting it are studied. The study's subject population is made up entirely of women working in Pune. There are 500 IT industry female workers that have been surveyed for this study. A systematic questionnaire was used to gather data, and Pearson Coefficient Correlation was used to analyse the results.

Krishna Reddy et al. (2010)⁹ found that Women's work-life balance is more likely to be disrupted by factors such as a rigid work schedule, a lack of flexibility, a lacklustre boss, and a hostile work environment. The study's findings confirm this hypothesis.

Chawla & Sondhi, (2011)¹⁰ revealed that the Work-Life Balance is an issue for both businesses and people. A poll of 75 female schoolteachers and 75 BPO workers was conducted. These were: job autonomy, reward equity, organisational commitment, work weariness (reported workload), and work-family conflict (perceived workload). An employee's feeling of balance is influenced by organisational commitment, job autonomy, and perceived workload, according to a composite and sector regression study. Indian professionals need flexible workplaces that accommodate their many tasks. This would increase commitment, reduce attrition, and improve Work-Life Balance.

A. Statement of the Problem

Women's careers are now constantly challenged by changing workplace expectations. After work, they will have obligations and commitments at home. The majority of working women are stretched to fulfil their roles at work and at home, resulting in work-life imbalance, which has negative consequences for both individuals and organisations, such as increased stress, depression, mental health issues, family conflicts, decreased life satisfaction, etc.

B. Scope of the Study

This research focuses on female workers in Bangalore. Bangalore city is one of the developed cosmopolitan cities in India. The survey included female workers from BPO, insurance, education, IT, BPO, and health care firms.

III. RESEARCH METHODOLOGY

The study of the objectives and testing of hypothesis is dependent primarily on the reliable measurement of the variables and secondly on the methods and procedures applied for deriving conclusions.

A. Sample Design

The study's universe is Bangalore's female workforce. The sample frame included women working in banking, insurance, IT, BPO, health care, and education.

B. Sample Size

The survey included 360 working women workers from diverse professions and occupations. Doctors, teachers, software engineers, CROs, bankers, etc. are among the sample responders.

C. Sampling Method

Simple random sampling method is used for the present study to ensure that different strata i.e., different sectors are adequately represented in the sample.

D. Data Collection

Both primary and secondary data are gathered for the goal of the research. The survey approach is used to acquire main information for the research. The relevant data is obtained from the sample respondents with the use of a questionnaire created for the purpose and via personal interviews additionally. The secondary data is acquired from books, journals, periodicals, websites, etc.

E. Questionnaire

A questionnaire is created based on the study's goals. The questionnaire includes binary (YES/NO) questions, multiple choice questions, and Likert Scale statements.

F. Statistical Tools Used for Research

The tools that are used for analysing data are ANOVA, mean score and percentages.

G. Objective

To evaluate the work-life balance among women (married) employees in BPOs in India.

IV. DATA ANALYSIS

The first case processing description for employees has been provided in Table1, showing the entire case conducted under appropriate examinations was 600.

Table-1: Sample demographical

Age	Frequency	Percent
Below 30	256	42.7
30-40	141	23.5
40-50	101	16.8
Above 50	102	17.0
Total	600	100.0
Designation	Frequency	Percent
Officer	284	47.3
Deputy/Assistant Manager	61	10.2
Manager	59	9.8
Chief Manager Other	196	32.7
Total	600	100.0
Family size	Frequency	Percent
1-2	70	11.7
3-4	436	72.7
above 5	94	15.7
Total	600	100.0

For data analysis, the variables WLB are measured first. These variables are classified into two categories as welfare policies (WP) and Job design (JD). The variables in each type are identified to determine the impact of each type of variables on WLB. For this purpose, the following hypotheses are identified:

H₀₁: The variables of the welfare policies are significant in predicting the JS of bank employees.

H₀₂: The variables of the Job design are significant in predicting the JS of bank employees.

To check the above hypotheses, linear regression analysis is used for each variable separately by taking the JS and WLB to measure the impact of the variables individually on the JS and WLB. The results are as under:

Table 2: Results of Multiple regression analysis

Variables	SPSS code	Mean	Std. Deviation
Provide the level of your Job Satisfaction from your current Job.	B1	2.1283	1.02157
Provide the level of your WIB while working in the BPO	B2	2.5767	1.24635
The BPO gives resources for welfare	WP1	2.5667	1.12294
My BPO provides Family support programs.	WP2	2.0933	.65981
My BPO provides Counselling services for coping with work-related stress and other issues.	WP3	2.3867	1.34914
My BPO provide housing facilities	WP4	3.2350	1.25528
My BPO reimburses my family medical bills	WP5	3.8483	1.20738
I am overworked and have ignored my family obligations.	JD1	1.9983	.99162
My helpful acts or my unwillingness to say "no" to job obligations have caused family strife.	JD2	2.3117	.87510
My unwillingness to refuse my co-workers' and superiors' requests for assistance at work has resulted in family strife.	JD3	2.5883	1.21573
I believe that my boss's high demands are causing conflict between my job and personal relationships.	JD4	2.9917	1.49063
My organisation practices Job sharing, i.e., the work responsibility can be share	JD5	2.8400	1.40512

Table 3. Regression Result (N=600)

Set Variables	Variable name	Beta	Adj. R2	ANOVA	Sig.
Welfare	WP5	.246	.067	22.620	.000 ^c
Policies on JS	WP3	.212			
Job design on JS	JD5	.143	.037	24.126	.000 ^b

The above table revealed that the WP and JD variables significantly impact the JS and WLB (as $p < 0.05$). And thus, the hypothesis no. 1 and 2 is accepted. It revealed that the WP, and JD variables are significant in predicting the WIB of married women's of BPO employees. The WP and JD variables are essential in predicting the WIB of BPO employees and the variables of childcare was found insignificant in managing the WIB of Female employees working in the BPO in India. Although there is bit dissimilarity with different independent variables identified, the impact is more than the minimum level and is treated, as necessary. Further, after placing the same, the correlation between JS and WIB is measured in the next stage for developing the JS and WLB in Indian BPO.

CONCLUSION

Women workforce is increasing and their contribution to the organizations is also considered to be valuable. It is very

necessary for the organizations to acknowledge women employees by providing more appropriate work-life balance measures for them. Striking a healthy work-life balance is imperative for all the employees irrespective of the industry to which they belong. It is the joint responsibility of the employer and the employees to ensure strong work-life balance that can bring in fruitful results to organization as well as employees also.

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