



## **A STUDY ON WORK LIFE BALANCE OF BPO EMPLOYEES WITH SPECIAL REFERENCE TO COIMBATORE CITY**

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### **Abstract:**

Employee Work Life Balance is a major driver in the organisation that helps to achieve higher productivity. It is a healthy blend of both employee's work life and personal life. Employees with work-life balance feel their lives area unit consummated each within and out of doors of labour (Byrne, 2005), and that they expertise lowest conflict between work and non-work roles. From an employer's viewpoint, encouraging work-life balance might attract new hires, facilitate reduce turnover and absence, and increase the probabilities of staff voluntarily participating in "pro-social" behaviours that rise on top of and on the fare side their job necessities.

**Key Words:** Employee Work Life Balance, Productivity, Personal Life & Pro-Social

### **Introduction:**

Maintaining a balance between one's personal and vocation has become a distinguished topic within the society. The expression Work-life Balance (WLB) was 1st utilized in the centre of Seventies to explain the balance between one's work and private life. Within the year 1977, Kanter opined regarding the "myth of separate world" and known as attention to the fact that employment and residential are ineluctable connected. In past few years, there has been increasing interest in WLB within the press and in learned journals well as government, management and worker representative (Russel and areecher, 2000). This increase in interest is partially driven by issues that unbalanced work-life relationships may end up in reduced health and low performance outcomes for individual, families and organization. The drivers that square measure liable for the formulation and implementation of work-life balance policies will be divided into 3 components these square measure external drivers that square measure motivating factors outside the organization that lead it to implement work-life balance policies. These embody client relations at an area level; Organizations that implement versatile operating arrangements will answer demands from customers at an area level for extended gap hours. The second form of driver's square measure referred to as internal drivers that square measure motivating factors inside the organization, as well as leader of alternative, being known by workers associated potential workers as a leader of alternative. This idea has gained in quality in recent years. The third and also the last classification are termed Social drivers that square measure those facilitating factors that exist because of the characteristics of society or those who inspire organization because of socially accountable attitudes towards staff. Models of work-life balance may be enriched by the psychological science of individual variations. For instance, psychological theory involved with aspects of temperament will enhance our understanding for perceptions of work-Life balance. This legislation is simply too unaccustomed yield assessment of its effects on sub-groups of the economy; but, it's the potential to be AN innovative legislative response to the demand for work-life balance. In Asian country still there's a necessity of some sturdy regulation for line the requirements of staff within the organization.

### **What is Work-life Balance?**

Work-life balance has been described in many different ways, including being judged by one prominent commentator as a complete misnomer on the grounds that work is, for most of us, actually a very important part of life. The term can also be seen as suggesting that work is not good for us, or at best a necessary evil, when in fact we know that people gain in so many ways – not just financially – from being in work. Health, relationships and all round well-being is improved by being in work and in daily contact with others. Work-life balance denotes to the range of arrangement between personal associated skilled activities in an individual's life and therefore the level to those involving their job square measure gift within the home. Stress could be a common feature of a poor work-life balance. Within the info economy mental stress has been known as a major economic and pathological state, inflicting by a perceived would like of staff to try to a lot of in less time.

### **Steps to Improve Work Life Balance:**

- ✓ Generating a work relaxation plan
- ✓ Departure out actions that unwanted time and energy Contract out work
- ✓ Set sufficient time for relaxation
- ✓ Ranking work

**Importance of Work Life Balance:**

- ✓ Work life balance upturns the inspiration of workers and helps them achieve better at job.
- ✓ It helps publics to relieve their pressure as they can expend leisure time with their near and dear ones.
- ✓ Companies can make the most of productivity from a worker who is invigorated and refreshed as compared to an over worked employee.
- ✓ Healthy routines can be maintained by having a work life balance. This includes a good diet, regular exercises etc.
- ✓ Employees who are extremely motivated can help the corporate grow as they are more involved to their job and careers.

**Objectives of the Study:**

- ✓ To identify how people working in BPO balance their work life and personal life
- ✓ To examine the quality of work life among BPO employees in Coimbatore
- ✓ To examine the physical and mental problems faced while working in BPO sectors.
- ✓ To identify the satisfactory level of the employees working in BPO
- ✓ To examine whether the employees have moral value towards their job.

**Research Methodology:**

The study designed with the people who are in working BPO sector in Coimbatore region. The study area that is been selected is Coimbatore city. Where it is the one of the major upcoming city in BPO sector and more youngsters are there and they are interested in working in BPO sector. This is main reason the Coimbatore city is been selected.

**Sample Design:**

Descriptive research, also well-known as statistical research, describes information and characteristics regarding the population or development being studied. Descriptive analysis responses the queries who, what, where, once and the way. Thus, on the premise of the higher than, the analysis styles were acceptable for the current study because it was vital to live the varied factors of inconveniences two-faced and conjointly perceives the notice level of the respondents.

**Review of the Literature:**

Sourchi, S. M. M. R., & Liao, J. (2015) research established that the separate systems in the association have a confident impact on workers commitment. Lee et al research right that magnetic leadership will enhance the effect of worker's structural commitment. G. Shiva explained the operating girls having {small kinder |young children babies} area unit forced to depart their child in childcare or in hands of maid. This creates additional tension for them and less focus on their work and additionally powerless to allow correct take care of them now and then Vijaya Mani has unconcealed the main factors influencing the Work Life Balance of ladies professionals in Republic of India adore role conflict, lack of recognition, structure politics, gender discrimination, older and kids care problems, quality of health, issues in time management and lack of correct social support. Ramadoss determined in his study that prime computer program, supervisor support for family connected problems and one's own cope resources were considerably concerning positive outcome from work to family and also the direction of the relationships were positive for a girls in IT enabled sectors. Susi S & Jawaharrani. K agrees that a robust structure culture will increase staff intent to stay within the organization. Work life balance should be supported and inspired the least bit levels of the organization as well as senior management, line managers and every one employee.

**Research Tools:**

- ✓ Descriptive
- ✓ Reliability Test
- ✓ Chi-square
- ✓ Multiple regression

**Data Analysis and Interpretation:**

**Cronbach's Alpha Reliability Test:**

Reliability test is a tool to measure the questionnaire whether the associated variables and constructs are producing the outcome what it is expected to measure. Cronbach's alpha is the most common measure of internal consistency ("reliability"). It is most commonly used when you have multiple Likert questions in a survey/questionnaire that form a scale and you wish to determine if the scale is reliable. If the Cronbach's alpha is  $\alpha > 0.7$  then the scale is said to be reliable. In order to conduct the reliability test in SPSS 20, the Cronbach's Alpha value for the Servqual tool is found by following the procedure

| Reliability Statistics |            |
|------------------------|------------|
| Cronbach's Alpha       | N of Items |
| 0.718                  | 19         |

| Items   | Cronbach's Alpha if Item Deleted |
|---|----------------------------------|
| Leadership looks for new ways to improve the working relationship Within my organization. Leadership looks for new ways to improve the working relationship Within my organization. | .709                             |
| If one goes to his/her boss /head with a concern, he/she is confident that head will be responsive.   | .702                             |
| Leadership in my organization fosters healthy informal relationships to improve the culture of the Organization   | .701                             |
| There is a high cooperation between work groups in my organization  | .705                             |
| Heads / leaders are clear about who does what in my organization  | .723                             |
| Staff members automatically take initiatives to complete task/ duties   | .715                             |
| Staff members treat each other with dignity and respect   | .709                             |
| Staff members share a sense of purpose 8s vision for our organization   | .727                             |
| Routine information flow is well Coordinated in my work place   | .728                             |
| Everyone in my organization can participate in formulation of specific goals & objectives   | .802                             |
| My organization responds positively to Changes in the field   | .810                             |
| Equipments in my organization are well maintained   | .721                             |
| Staff members are trained & developed for additional duties & increased responsibilities  | .748                             |
| I m asked to participate in establishing training goals & objectives.   | .749                             |
| Time is available for staff members to learn what is expected of them to be successful in their current job   | .748                             |
| My organization regularly collects Information about how well, it is doing  | .754                             |
| Adequate facilities are provided in our Organization  | .760                             |
| Facilities are maintained with a high Standard of safety  | .826                             |

Based on the reliability test results, the “quality of work life” questions or variables in the questionnaire distributed, the cronbach alpha value  $\alpha = 0.718$  which is greater than 0.7. Hence the structured questionnaire employed in this research is reliable. The value of Cronbach Alpha is classified based on the reliability index classification where,

- 0.90-1.00 is very high,
- 0.70-0.89 is high,
- 0.30-0.69 is moderate, and
- 0.00 to 0.30 is low.

The analysis showed the Cronbach’s Alpha value, higher than 0.70, falls into the classification of high.

**Chi Square test for the association of personal factors and the health issues faced by the BPO employees:**

Association between the Age and work related effects on the health

H<sub>0</sub>: There is no association between the Age and work related effects on the health for the BPO employees.

In the following table, it reveals the association between the Age and work related effects on the health for the BPO employees.

Table: Crosstab for the association of age and work related effects on health

| Age               | Freq% | Effect on your Health |      | Total  |
|-------------------|-------|-----------------------|------|--------|
|                   |       | Yes                   | No   |        |
| 21 - 30<br>Years  | Freq  | 151                   | 0    | 151    |
|                   | %     | 100                   | 0    | 100    |
| 31 - 40<br>Years  | Freq  | 64                    | 14   | 78     |
|                   | %     | 82                    | 18   | 100    |
| 41 - 50<br>Years  | Freq  | 10                    | 1    | 11     |
|                   | %     | 91                    | 9    | 100    |
| Above<br>50 Years | Freq  | 9                     | 0    | 9      |
|                   | %     | 100                   | 0    | 100    |
| Total             | Freq  | 234                   | 15   | 249    |
|                   | %     | 93.98                 | 6.02 | 100.00 |

The above table reveals that, for the age category of the respondents between 21-30 years has 100% work related health issues in working with BPO industry. For the age category of the respondents between 31-40 years has 64% work related health issues and 14% does not have any work related health issues in working with BPO industry. For the age category of the respondents between 41-50 years has 91% work related health issues and 9% does not have any work related health issues in working with BPO industry. For the age category

of the respondents above 50 years has 100% work related health issues in working with BPO industry. Therefore above table reveals that 93.98% of the total respondents has a work related health issues in working with BPO industry and 6.02% of the total respondents does not have any work related health issues in working with BPO industry.

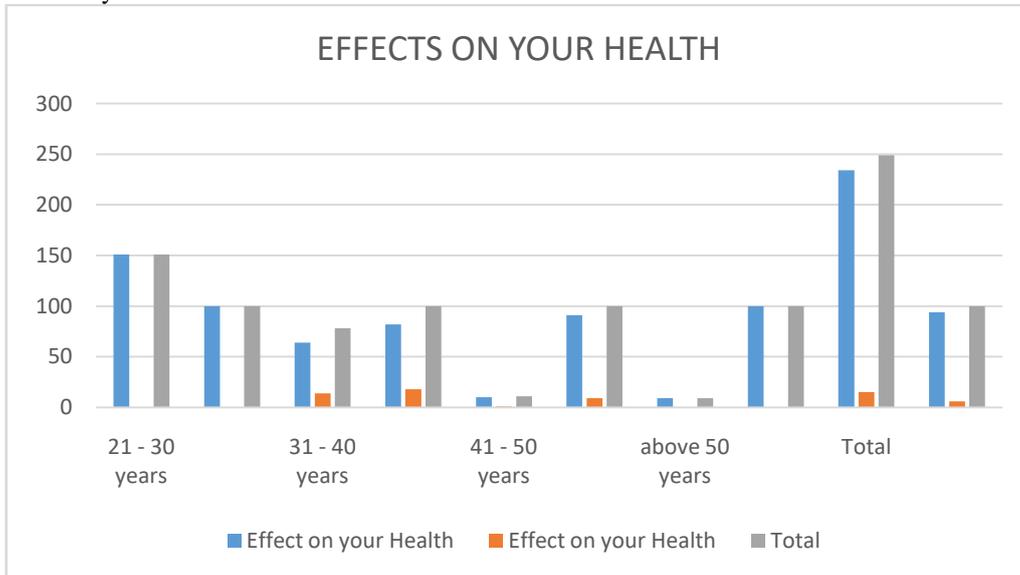


Table: Chi Square test for the association of age and work related effects

| Factor | Chi Square Value | DF | Table Value | Asymp. sig | Significant / Not Significant |
|--------|------------------|----|-------------|------------|-------------------------------|
| Age    | 30.031           | 3  | 7.815       | 0          | Significant at 5% Level       |

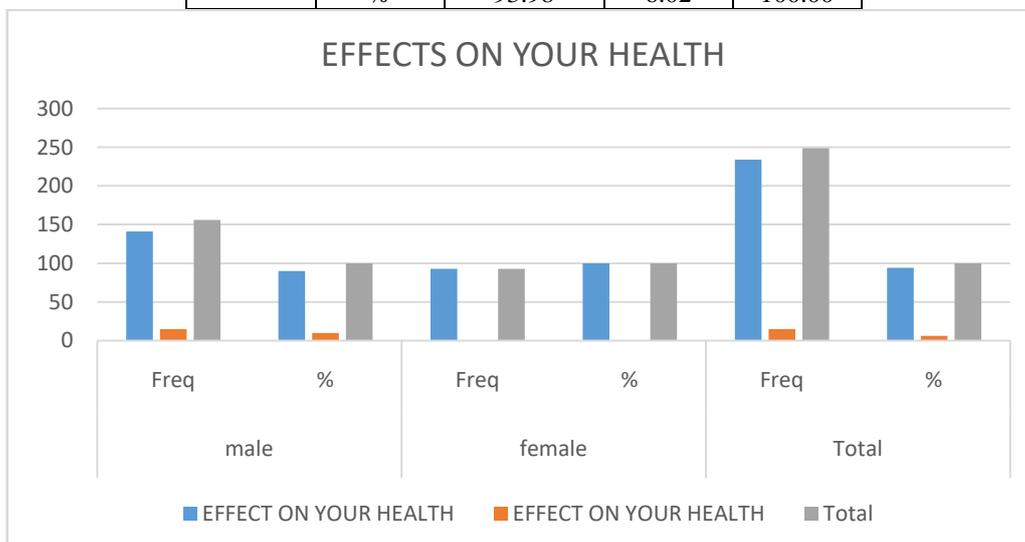
Based on the chi square test, it is shown that the chi square value is greater than the table value. Hence the null hypothesis is rejected at significance level of 5%. The alternate hypothesis is accepted i.e., there is a relationship between the age and work related effects on health for employees working in BPO industry.

**Gender and Work Related Effects on Your Health:**

In the following table, it reveals the association between the Gender and work related effects on the health for the BPO employees.

Ho: There is no association between the gender and work related effects on the health for the BPO employees.

| Gender | Freq/% | Effect on Your Health |      | Total  |
|--------|--------|-----------------------|------|--------|
|        |        | Yes                   | No   |        |
| male   | Freq   | 141                   | 15   | 156    |
|        | %      | 90                    | 10   | 100    |
| female | Freq   | 93                    | 0    | 93     |
|        | %      | 100                   | 0    | 100    |
| Total  | Freq   | 234                   | 15   | 249    |
|        | %      | 93.98                 | 6.02 | 100.00 |



The above table reveals that 90% of the male respondents has work related effects on health while working in BPO sectors whereas 10% of the male respondents does not have any work related effects on health while working in BPO sectors. And also 100% of the female respondents has work related effects on health while working in BPO sectors. Therefore above table reveals that 93.98% of the total respondents has work related effects on health while working in BPO sectors whereas 6.02% of the total respondents does not have any work related effects on health while working in BPO sectors.

Table: Chi Square test for the association of Gender and work related effects

| Factor | Chi square Value | DF | Table Value | Asymp.sig | Significant/Not Significant |
|--------|------------------|----|-------------|-----------|-----------------------------|
| Gender | 9.516            | 1  | 3.841       | 0.002     | Significant at 5% Level     |

Based on the chi square test, it is shown that the chi square value is greater than the table value. Hence the null hypothesis is rejected at significance level of 5%. The alternate hypothesis is accepted i.e., there is a relationship between the Gender and work related effects on health for employees working in BPO industry.

**Multiple Regression Analysis:**

In the following analysis, the relationship between the socio demographic variables and the quality of work life among the respondents and seven independent factors were studied. It was found that out of seven, six factors were closely associated with the quality of work life by the selected sample respondents. Selected seven independent factors are.

- ✓ Age
- ✓ Gender
- ✓ Educational Qualification
- ✓ Designation
- ✓ Monthly Income
- ✓ Marital Status
- ✓ Family size

In order to measure the interdependence of independent factors and their impact on the quality of work life, the results were subjected to multiple regression analysis. The results of multiple regression analysis are shown in Table.

| S.No | Variables                 | Unstandardized Coefficients |       | Standardized Coefficients | T      | Sig |
|------|---------------------------|-----------------------------|-------|---------------------------|--------|-----|
|      |                           | B                           | SE    | Beta                      |        |     |
|      | Constant                  | 1.097                       | 0.163 |                           |        |     |
| 1    | Age                       | 1.01                        | 0.021 | 0.876                     | 49.167 | 1%  |
| 2    | Gender                    | -0.065                      | 0.027 | -0.042                    | -2.363 | 5%  |
| 3    | Educational Qualification | 0.949                       | 0.026 | 0.807                     | 36.758 | 1%  |
| 4    | Designation               | 0.05                        | 0.024 | 0.039                     | 2.107  | 5%  |
| 5    | Monthly Income            | -0.084                      | 0.025 | -0.068                    | -3.389 | 1%  |
| 6    | Marital Status            | -0.144                      | 0.042 | -0.062                    | -3.425 | 1%  |
| 7    | Family Size               | -0.034                      | 0.04  | -0.015                    | -0.861 | NS  |

| R Value | R2 Value | DF1 | DF2 | F Value | Significance |
|---------|----------|-----|-----|---------|--------------|
| 0.891   | 0.794    | 9   | 710 | 303.46  | 1% Level     |

The multiple linear regression co-efficient (dependent variable) is found to be statistically good fit as R2 is 0.794. It shows that independent variables contribute about 79.4 per cent of the variation in the Quality of work life felt by the selected sample respondents and this is statistically significant at 1% level and 5% level respectively. The table indicates that the co-efficient of Age, educational qualification, designation are positively associated with the quality of work life. On the other hand, the co-efficient of monthly income, marital status and Gender are negatively associated. Further, it indicates that the contribution of Age, designation, and Educational Qualification are statistically significant implying their influence on the quality of work life is stronger than the other variables. Thus from the above analysis, the following observation can be made. The quality of work life is positively associated with their Age, Educational Qualification and designation in the study area.

**Conclusion:**

Today BPO sectors stand to a very stiff competitive environment challenges wrought by changing business scenario and every increasing complexities that are forcing BPO employees to perform under very compelling situation then quite vulnerable to various mental retards i.e., tension, stress etc., Stress is very fast growing phenomenon that is emerging in almost all modern organization, needs to be understood properly and handled carefully. More than tangible work-life programs and policies, data disclosed that BPO workers still are more focus on what they can get from their companies - like car plan, study/training scholarship, career breaks,

exercise facilities, early retirement, and flexi time; this may imply that compensation and benefits are still seen as important to the BPO setting as means to outweigh the demand of the workload and help alleviate the working conditions. A Work-Life Balance is about creating and maintaining supportive and healthy work environments, which will enable employees to have balance between work and personal responsibilities and thus strengthen employee loyalty and productivity.

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