A Study of the Work-Life Balance of IT Professionals in Bengaluru: An Empirical Investigation

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Abstract

This study analyses the degree of work-life balance and challenges among IT Professionals of Bengaluru-based IT companies. The study has used both quantitative and qualitative analysis by using random and snowballing techniques to study the population. A structured questionnaire through an online survey form is used to collect the data. Smart PLS and IBM SPSS have been used to test the relation PLS algorithm and bootstrapping for quantitative analysis. For qualitative analysis, we used one on one interview method. We found 63 percent of responses for work-life balance can be explained from the WLB model and that females had better work-life balance and less pressure than male professionals. The study's outcome lies in female employees compared to male employees. This research has implications for scholars and practitioners in the field of human resource management, as well as novelty in the field of organizational development and growth in particular.

Keywords: Development Ability, Human Relationship, Performance Enhancers, Personal Needs, and Work-Life Balance, Rewards

1. Introduction

Individuals not only play a single role in their lives but also multiple roles; managing these multiple roles is challenging (Emslie & Hunt, 2009). With changing work cultures and multiple roles, professionals have made significant changes. Everyone is tied up with more responsibilities in their work and personal life, and not being able to perform duties on both ends causes a lot of distress. This is when work-life balance comes into the picture. In the early days, it was believed that we needed to keep our work and personal life apart from each other, that way, there won't be any conflict. But it has come into light that by only striking a balance between them will help an individual perform responsibilities efficiently (Noor & Abdullah, 2012).

WLB does not provide an equal number of hours for both your work and personal life. It's about having the needs fulfilled on both these dimensions; the ones who can have a balanced work-life structure will be more satisfied in both their professional and personal lives (Akanji *et al*., 2015). Over the years, much research has been developed on work-life balance. Companies realize that an individual with a better work-life balance tends to perform well and increase their productivity, which in turn helps the company's growth. It became a priority for companies to provide strategies to employees to help them maintain their work-life balance. They realized that the workplace could help employees maintain a balanced work-life (Valk & Srinivasan, 2011).

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In this highly competitive modern business world, companies must ensure their employees work with full motivation and enthusiasm and give their best. This can be achieved if the individual has a sense of control over their work-life balance (Murthy & Shastri, 2015). Work Life Balance is a never-ending process, and the practices of WLB have to keep changing over time. Today's employees must not try to accomplish WLB and consider it an end goal but instead work on tactics constantly to maintain WLB (Romero, 2015). Research indicates that organizations encouraging WLB enjoyed higher employee retention rates, resulting in less time-consuming training, loyalty, and in-house expertise (Raisinghani & Goswami, 2014).

The increase of women in the workplace kicked off an investigation into how female employees could effectively watch over families while working. Still, work-life balance is discussed today concerning multiple affected groups (men, single parents). Organizations have begun to provide their employees with helpful ways to balance their work and non-work roles through benefits like flexible work hours, telecommuting, and so on (Li & Lin, 2012). Women entrepreneurs struggle to juggle highly demanding familial, entrepreneurial, personal, and societal duties due to role overload, health maintenance problems, poor time management, dependent care issues, and lack of sufficient support network (Edralin, 2012; Matthew & Panchanatham, 2011). Several important pieces of legislation helped women acquire work, as women regularly had essential caretaking duties regarding families. However, traditional thinking about work-life balance has tended to emphasize its relevance for women. There is increasing consideration of its importance for men as well. Even if WLB has been predominantly viewed as a women's problem, especially for those in corporate employment and have family obligations, work-life balance is an issue of prime concern for working men. Data suggest that in families where childcare is shared, men are likely to experience similar levels of work-life conflict as women (Banchefsky, 2018). Previous research has focused on how and whether women can manage their work-life balance (Guest, 2002; Emslie & Hunt, 2009). Few researchers have investigated how men perceive the connections between work and home life (Emslie & Hunt, 2009).

When work-life balance issues came into light, companies developed policies to help the employees have a balanced work life. When the female working population started increasing, the focus on maintaining work-life balance was shifted to them. But the changing nature of work did not only take a toll on women. It has also affected the working male population. Theories emerged trying to define which gender could have a better work-life balance, but it's still not proven who has the better work-life balance. The current study is conducted among IT professionals to know the challenges they face with regard to balanced work and life and which gender has a better work-life balance when working in the IT industry which will help in developing better work-life balance policies. The present context gives rise to the following research questions:

RQ 1 - What are the challenges faced by employees working in the IT companies with respect to work?

RQ 2 - Which gender is able to have a better work-life balance working in IT companies in Bengaluru?

The primary objective of the research is to find the degree of work-life balance among IT professionals in Bengaluru-based software companies. The specific objectives are to identify the challenges IT professionals face at work in Bengaluru-based IT companies.

To examine work life balance of male employees' vis-a-vis the female employees working in the IT companies in Bengaluru.

2. Literature and Hypothesis Development

In an organization, fairness and organizational support have been considered central dimensions concerning an employee's well-being (Viotti & Converso, 2016). There seems to be a movement from Work-Life balance and the search for an equilibrium state to a new paradigm with which people manage the demands of work and

life almost simultaneously (Haeger & Lingham, 2014). It is observed that work-life balance differs from place to place, occupation type, family status, etc. The future of work-life balance could take many forms depending on how the economic, societal, and political setup evolves (Khallash & Kruse, 2012). Globalization, new technologies, and business restructuring are challenging long-established patterns of paid work while imposing new burdens on families, individuals, and households. These changes in the world of work bring new organizational structures, changing flexible work organization and work intensification, and new challenges in the work-life balance (Sukalova *et al.*, 2015). When working in the IT industries, change is very obvious due to globalization, liberalization, and privatization.

The lifestyle of men and women and how they manage their work has changed drastically over the years. These changes have affected the relationship between gender, work, and family. Raisinghani and Goswami (2014) have cited in their paper a line from Ramu (1987) that the impact of women's employment on expectations and assumptions about men and women's roles and their relationship has always been the base for Work-life balance issues in the organizational context.

Even Hill *et al.*, (2018) cited the significant difference in balancing work and life for men and women working as gynaecology subspecialists. They believed women wanted to keep their family life on hold to advance careers.

Karkoulian et al., (2016) cited Rehman and Roomi (2012) that women face more difficulty maintaining work-life balance when compared to men. They mentioned that women face more difficulty in advancing careers due to this. Karkoulian and Sinan (2016) also cited Evans *et al.*, (2013) that the social obligations of men being the financial provider make them work even harder and longer shifts due to the inability to spend more time with family. Baptiste *et al.*, (2017) showed that female employees reported lower satisfaction with work-life balance when compared to male employees. Other study variables are discussed as individual constructs and analysed in the next paragraph.

2.1 Defining Study Constructs

2.1.1 Performance Enhancers

Bharathi and Bhattacharya (2015) defines performance enhancers as organizational-driven factors that help an employee balance his work and life. Career breaks, supportive work environment, family support programs, self-development programs, flexible working hours, paid time offs for family booking, regular health check-ups, and counselling, commute services, work from home, and insurance for self and family are the factors that an organization should consider helping an employee balance their work and life. Lingard *et al.*, (2012) believed strategies like child-related support, maternity-paternity leaves, flexible working schedules, and wellness programs help maintain work-life balance. If an organization can offer better strategies to help employees maintain work-life balance, employees will be more loyal to the organization. Kanten *et al.*, (2012) said that the quality of work life could improve if the following eight dimensions are included social relevance of work, adequate and fair compensation, an opportunity for developing using human capacity, social integration, constitutionalism, work, and total life space, safety and healthy working conditions, the opportunity for growth. Loudoun (2008) mainly focused on shifts and believed that shifts affect mental health and thus affect an individual's overall performance.

Similarly, Parakandi and Behery (2016) mentioned life flexi-time shifts, telecommuting, leave provisions, compressed working hours, and part-time work. Sukalova *et al.*, (2015) stated that organizational culture also affects performance. Hence it is argued that performance enablers play a prominent role towards Work-Life Balance. Performance enhancers like Culture, Relevance of work, Health Care, and commute services are considered in this current study.

2.1.2 Rewards Derived from Work

Omar (2013) believed that work arrangements such as shifts, and schedule status would help employees focus more on work. Garrosa-Hernandez *et al.*, (2013) mentioned how job-related exhaustion could affect the emotional well-being of an individual.

Scholars spoke about providing support to perform work, but their rewards will play an important motivating factor. Rewards derived from can be benefits that one receives from completing an action item related to work (Kanten & Sadullah, 2012). This will motivate the employees to put an extra effort while working.

2.1.3 Development Ability

Every organization wants to retain employees who perform better and work efficiently. For employees to perform better, the organization should provide resources to develop in their fields. The rate at which they can improve their skills and develop in an organization may also oblige them to stay in an organization.

Cicek *et al*., (2016) informed that intellectual capital is one of the most important factors that provide competitive value in the organizational environment. Therefore, to achieve intellectual capital retention, thinking about the organizational factors that provide career commitment for employees attracts the attention of organizational researchers and practitioners. Cicek *et al*., (2016) cited that situations that lead to frustration and fatigue in employees' career development direct an employee to make a reluctant, compulsory choice away from their career choices (Carson *et al*.,1996).

Chernyak-Hai and Tziner (2016) said that how influenced you are by job engagement causes work-life conflicts. The organization should have a greater learning curve to be positively influenced by work. Khallash and Kruse (2012) informed that work-life balance would change with technological advances that an organization undergoes. If employees can learn side by side about these technological advances, it will help them maintain their work-life balance.

2.1.4 Human Relationships

To stay committed to an organization, an individual must have good human relationships and good relationships with co-workers and clients. To have an excellent human connection, one key factor is communication. Lingard *et al*., (2012) said that the research showed the strategies developed by companies for work-life balance itself were not communicated. This shows the level of human relations the organization has. Ouppora and Victoria (2012) cited that Luthans (2005) considered the quality of work life as an attempt to develop more satisfying work conditions through the collaborative efforts of management and employees. Kanten and Sadullah (2012) stated that there is significant relevance between the quality of work life and employee engagement. Although it showed different levels of employee engagement depending on the type of job. It is one of the important factors for work-life balance.

2.1.5 Personal Needs

When an individual can benefit from the above-discussed variables, a part of his personal needs also gets fulfilled. Fulfilling personal needs can achieve a mental state where both personal and work-life responsibilities are met. For instance, Jenson *et al*., (2017) informed that entrepreneurs required innovation to achieve life satisfaction. Colomeischi (2014) stated that factors such as work satisfaction, emotional traits, and their dimensions play a vital role in fulfilling personal development. Szender *et al*., (2016) mentioned that in their research for work-life balance, family factors do not have any influence on personal needs will vary for each individual but still plays a vital role in measuring work-life balance, which is required in this study.

2.1.6 Work-Life Balance

Haeger and Lingham (2014) stated that work-life balance is the shift one experiences with technological advancements. Work-Life Balance practices are deliberate organizational initiatives designed to minimize the work-life conflict of employees and enable them to be more effective at work and in other roles (Parakandi & Behery, 2016). Work-life balance is how one prioritizes their career and lifestyle. It looks at the positive and negative aspects of balancing personal and professional life (Murthy & Shastri, 2015). Khallash and Kruse (2012) cited there is no such thing as work-life balance. All the above variables are vital factors that help an individual balance his work and life.

2.2 Hypothesis Development

2.2.1 Effect of Performance Enhancers on Rewards, Development Ability, and Human Relations

When considering performance enhancers Kanten and Sadullah (2012) considered several factors like working conditions and remuneration chances of professional development. Panisoara and Serbana (2013) also stated that flexible work schedules and career management programs would prove to be a useful solution. Yet, in order to lead to positive results, these kinds of measures should be addressed to a wider variety of employees. Instead of putting all the strategies, this research will focus only on the few key strategies such as Health, Growth, and Work that will be grouped as performance enhancers. We will check if these performance enhancers positively affect the major work-life balance factors. Rewards derived from can be benefits that one receives from completing an action item related to work (Kanten & Sadullah, 2012). This will motivate the employees to put an extra effort while working. Chernyak-Hai and Tziner (2016) said that how influenced you are by job engagement causes work-life conflicts. The organization should have a more significant learning curve to be positively influenced by work. From the above literature, it has been anticipated that.

H_1: Performance enhancers positively correlate with rewards among IT Professionals.

H_2: Performance enhancers positively affect Development Ability among IT Professionals.

H_3: There is a significant correlation between Performance enhancers and Human Relations among IT Professionals.

2.2.2 Effect of Rewards, Development Ability, and Human Relationships on Work-Life Balance

This variable can be mistaken for career development, but rewards are what an individual should receive when working in the current position for the work that he has done. Taguchi (2015) mentioned that rewards derived from work are a sub-factor that helps maintain the work-life balance. In the research, we will independently use this strategy. Rewards derived from can be benefits that one receives from completing an action item related to work (Kanten & Sadullah, 2012). Romero (2014) stated that 21st-century citizens should not only try to achieve a Work Life Balance (WLB) but a Work Lifelong Learning Balance (WLLB) in order to keep updated and adapt to the evolution of professional careers. Staying ahead in their professional careers will help an individual stay satisfied with work and have a better work-life balance. The organization needs an environment with good development ability to adapt and learn with advancements that are happening today.

Gopinathan and Raman (2015) stated that peer involvement is one of the factors in maintaining a work-life balance. Sukalova et al., (2015) mentioned that management these days is focusing on having the collective cooperation of all employees in their enterprise. Only by having positive relationships with all the stakeholders can one implement changes much more smoothly, which will help an individual manage their work-life balance.

When employees are happy to work with a pleasant and convenient work environment, it leads to high productivity, less job burnout, minimizes stress and conflict, and increases high commitment among employees (Razak et al., 2016). All this can be achieved when the above variables positively affect work-life balance. When the work environment is convenient for an individual, it is bound to fulfil personal needs.

H_4: Rewards will positively affect work-life balance.

H_5: There is a positive correlation between Development ability and work-life balance.

H_6: Human relationships significantly influence on work-life balance.

H_7: Personal needs are positively connected to the work-life balance.

2.2.3 Effect of Rewards, Development Ability, and Human Relationship on Personal Needs

There are a number of factors that affect personal needs. Fulfilling these needs helps an individual

balance his work life. In this study, from the work point of view, we will focus on three work strategies that will positively influence personal needs. The first one is rewards, development ability, and human relationships. The future of work-life balance could take many other forms depending on how the future economic, societal and political setup evolves (Khallash & Kruse 2012). No particular result or research defines that one gender will always have a better work life. It will depend on the type of profession, marital status, and environment (Ouppora & Victoria, 2012; Lingard *et al*., 2012). It may depend on the organization's strategies or how efficiently the employees use these strategies to help them balance their work and life. Considering these three strategies, this research develops three hypotheses to test personal needs.

H_8: There is a positive and significant connection with Rewards and personal needs.

H_9: Development ability positively affected towards personal needs.

H_{10}: Human relationships positively affect personal needs.

3. Research Gap and Novelty

Santander *et al*., (2017) research showed that women have more work-life balance than men because of the policies that were developed for women in their organization. Similarly, in other countries, it showed that women have less work-life balance than men. Panisoara and Serban (2012) mentioned that the four categories of employees (unmarried, married without children, married with children under 18, and married with children over 18) do not have any significant difference in work life balance. This research conflicts with the previous research that work-life balance varies for individuals. Razak *et al*., (2015) in their research explained that an individual's work-life balance depends on the work environment, and everyone will have a better work-life balance if the work environment is good. Taguchi (2015) in his research showed that in two companies, when research took place, the most common factor influencing work motivation was salary

and bonus structure rest of the factors had varying results it did not matter if the individual were married or single. Similarly, Viotti and Converso (2016) informed that gender did not show a different work-life balance, but the professions did. For instance, in their research, it was believed that physicians showed less work-life balance than nurses.

Major results of globalization have been found within the IT sector. Indian IT industries are usually providing outsourcing services to the whole world. There is lots of work pressure around the IT professionals that is resulting in Work-Life discrepancy. While looking at the work-life aspects of IT professional, it has been observed that disturbance of work into private life for this group of professionals has a significant impact on work related attitudes, & work life boundary like organizational commitments etc. Therefore, it's a requirement to study the work-life balance of employees in the IT industries to know the state of the work-life balance and to identify the challenges faced by the employees.

Our conceptual framework consists of:

PE   : Performance Enhancers
R   : Rewards
DA   : Development Ability
HR   : Human Resources
PN   : Personal Needs
WLB   : Work-Life Balance

To run this model, we used performance enhancers as the second variable to get better results and outcomes. The researcher added four new variables while testing it.

OC- Organisational Culture, RE- Relevance, HC- Health Care, CS- Commute Services

4. Research Methodology

The present study was conducted to examine work life balance of male employees' vis-a-vis the female employees working in the IT companies in Bengaluru. The research used both qualitative and quantitative
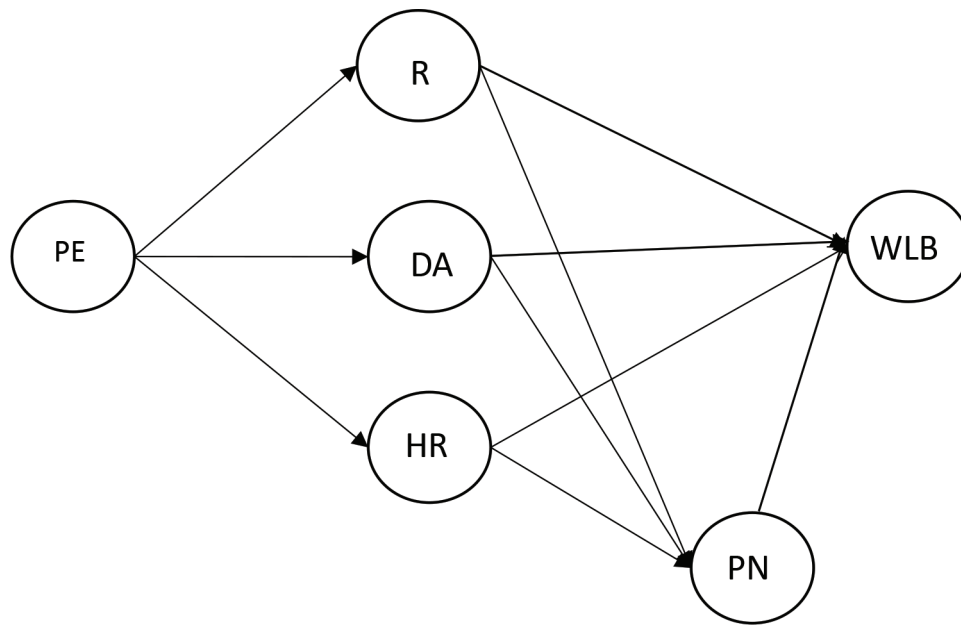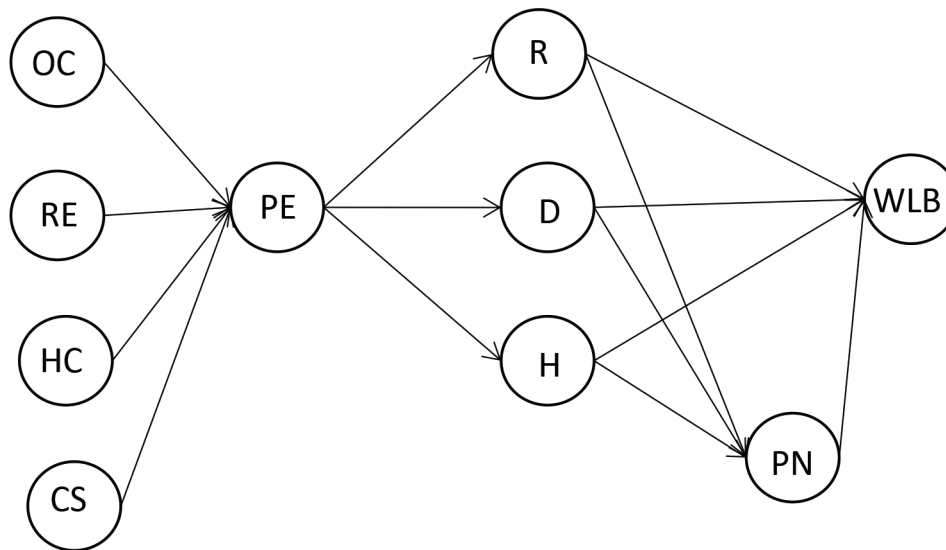
Figure 1. Conceptual model.

Figure 2. Conceptual model with second-order variable.

approaches to study the population. The study used quantitative approach in hope that the numbers will yield an unbiased result. In the quantitative research, the hypothesis created for the study were tested. The qualitative test helped in analysing one of the research questions. The primary data was collected through a survey using a structured questionnaire. The questionnaire was created using google forms and distributed. The responses to the questionnaires were measured using a 7-point Likert Scale, where 1 being strongly Agree and 7 being Strongly Disagree. The reason for using a 7-point Likert scale was to avoid majority of the responses going as neutral. Around 179 responses for the study were collected. Random sampling and snowball sampling techniques was used to study the population. Open-end interviews were conducted for the qualitative analysis. The statistical tool used for this study is Smart PLS and IBM SPSS. Structural Equation Modelling and Exploratory Factor Analysis were used.

5. Results Analysis and Discussion

For the study data was collected from both male and female employees working in IT companies in Bengaluru. The objective was to study the work-life balance of the employees and see which gender can maintain a better work-life balance and study the challenges they faced. Both qualitative and quantitative analysis was used to analyse the results for this study. The demographic details focused on were age, gender, salary, number of years of experience, and the Software industries they were working in. The responses were run on SEM and IBM SPPS to test the results. Qualitative analysis was performed to identify the challenges that employees faced.

5.1 Measurement Model

We used performance enhancers as a formative variable to get better results. Factor analysis is performed to study the relation of the constructs. According to Hair *et al.*, 2017 the factor loading should be more than 0.5 to be accepted.

5.1.1 R Square

The R square value should ideally lie between 0 and +1. We can see in the above figure that the R square value is satisfied for all variables.

5.2 Construct Reliability and Validity

According to Hair *et al.*, (2017), for the constructs to be valid, the Cronbach's Alpha value and the Composite Reliability value should be greater than 0.7, and for Average Variance Extracted, the values should be greater than 0.5.

5.3 Discriminant Validity

The diagonal values in the matrix should be the highest. The diagonal values indicate the level in which the indicators used in the variable depict that variable. (Hair *et al.*, 2014). We have used Performance Enhancers as a formative variable. There we don't consider it while checking the values.

6. Hypothesis Testing and Findings

Bootstrapping analysis on the data in Smart PLS software was done to test the hypothesis. The ideal value to accept the validity of a path is when the T statistics value after the bootstrapping analysis is more significant than 1.96.

6.1 Path Coefficients

Table 3 and Figure 3 show that three paths do not fit the ideal value requirement of the T Statistics of being greater than 1.96. The Null hypothesis developed for the three paths was Development Ability positively affects Work-life balance, Rewards positively affect personal needs, and Rewards positively affect Work-life Balance. These hypotheses were developed from previous research that was conducted. Since
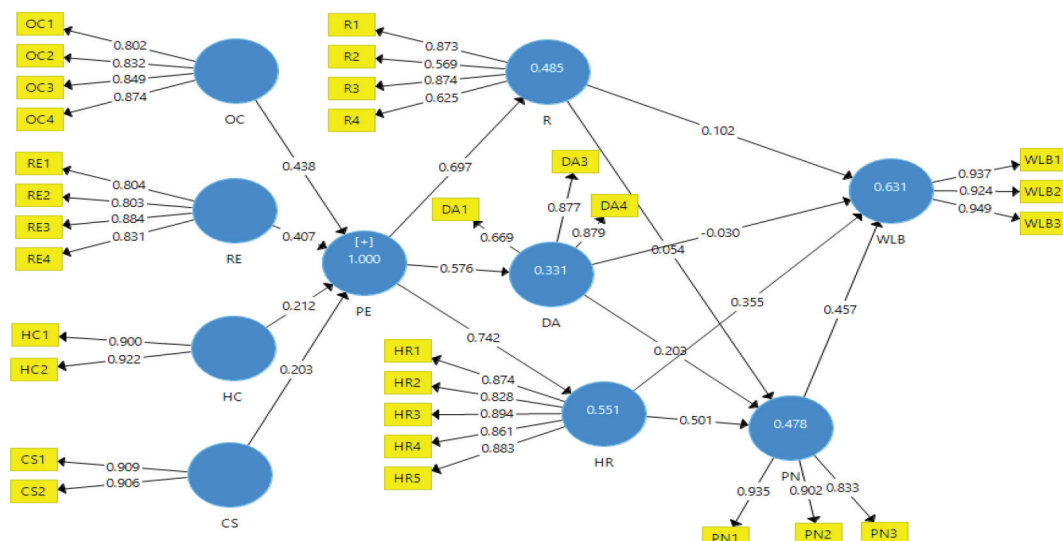

Figure 3. Measurement model for male and female respondents.

the T value of these three paths is less than 1.96, we can conclude that the Null hypothesis, of the three hypotheses are rejected, such as Development Ability and rewards, do not positively affect Work-Life Balance. The researcher did not find any connection between Rewards and Personal Needs. From the Table 3, we can conclude that for an employee working in the IT industry, Development Ability and Rewards are not among the key elements to maintain work life balance; similarly, rewards do not play a key role in fulfilling personal needs.

6.2 Analysis of Research Question 1

What are the challenges faced by employees working in the IT companies with respect to work?

To analyse this research question, a qualitative analysis was performed. A one-to-one interview was conducted with the employees working in the IT companies located in Bengaluru. This was a conversational method that allowed us to get in-depth details from the

Table 1. Construct reliability and validity

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
CS	0.786	0.903	0.824
DA	0.750	0.853	0.663
HC	0.796	0.907	0.830
HR	0.918	0.939	0.754
OC	0.860	0.905	0.705
PN	0.869	0.920	0.794
R	0.749	0.831	0.561
RE	0.850	0.899	0.691
WLB	0.930	0.956	0.878

respondents. An open-ended question was asked to the employees and the most common problems that the employees faced were listed. They are.

6.2.1 Commute Services

As most of the IT companies in Bengaluru are located a bit away from the city, most employees spend their time travelling to their offices. This travel creates the problem in managing their work-life balance.

6.2.2 Increased Workload

Most employees feel they have more work than they can handle and tend to work on weekends or extra hours.

6.2.3 Lack of Resources

Employees complained that they lack the necessary resources to help them in their work.

6.2.4 Unable to Manage Time

As a major chunk of their time taken up during travel from office and home and also due to the lack of resources, they cannot manage their time for work and personal life.

The challenges faced for male and female employees were the same, except that male employees also had peer pressure as one of the challenges that they faced while working in the IT sector since they are open to such a wide business area.

6.3 Analysis of Research Question 2

Which gender is able to have a better work-life balance working in IT companies in Bengaluru?

Table 2. Discriminate validity

	CS	DA	HC	HR	OC	PN	R	RE	WLB
CS	0.908								
DA	0.359	0.814							
HC	0.313	0.467	0.911						
HR	0.493	0.643	0.574	0.868					
OC	0.460	0.456	0.426	0.645	0.840				
PN	0.352	0.559	0.547	0.670	0.506	0.891			
R	0.550	0.626	0.543	0.711	0.586	0.537	0.749		
RE	0.488	0.499	0.337	0.581	0.645	0.509	0.520	0.831	
WLB	0.313	0.517	0.744	0.714	0.500	0.732	0.581	0.476	0.937

To answer the above research questions, we grouped the responses received for the latent variable Work life balance from the model and ran the data IBM SPSS. We performed the Independent T-test on the data.

Our Null hypothesis was,

H0- There is no significant difference between the work-life balance of men and women working in the IT companies in Bengaluru.

H1- There is a significant difference between the work-life balance of men and women working in the IT companies in Bengaluru.

Table 3. Path coefficients

	T Statistics	P Values	Significance
DA -> PN	2.034	0.000	TRUE
DA -> WLB	0.410	0.682	FALSE
HR -> PN	4.657	0.042	TRUE
HR -> WLB	3.048	0.000	TRUE
PE -> DA	6.938	0.000	TRUE
PE -> HR	13.528	0.002	TRUE
PE -> R	14.445	0.000	TRUE
PN -> WLB	4.757	0.000	TRUE
R -> PN	0.581	0.561	FALSE
R -> WLB	1.271	0.204	FALSE

From the independent sample t-test results, we must first decide which result has to be considered, either equal variance assumed or not assumed. Our significance value is 0.05, As we can see from Table 5, Equal variance assumed has a significance value that is less than 0.05, which indicates that we must reject the null hypothesis H0 – There is no significant difference between the Work-Life Balance of male and female employees working in the IT companies in Bengaluru. And accept our alternate hypothesis H1 – There is a significance difference between the Work-Life Balance of male and female employees working in the IT companies in Bengaluru.

From the group statistics results obtained after the independent sample t-test, we can infer that there is difference in the work-life balance of male and female employees. The results also depict who has a better work-life balance. From the results of Table 4, we see that the mean value for male respondents 4.8 which is less than that of the female respondents, which is 5.2. This determines that female employees have better work-life balance than male employees. Similar results were obtained in our pilot study of this research as well.

From the above results, we can conclude that female employees have better work-life balance when
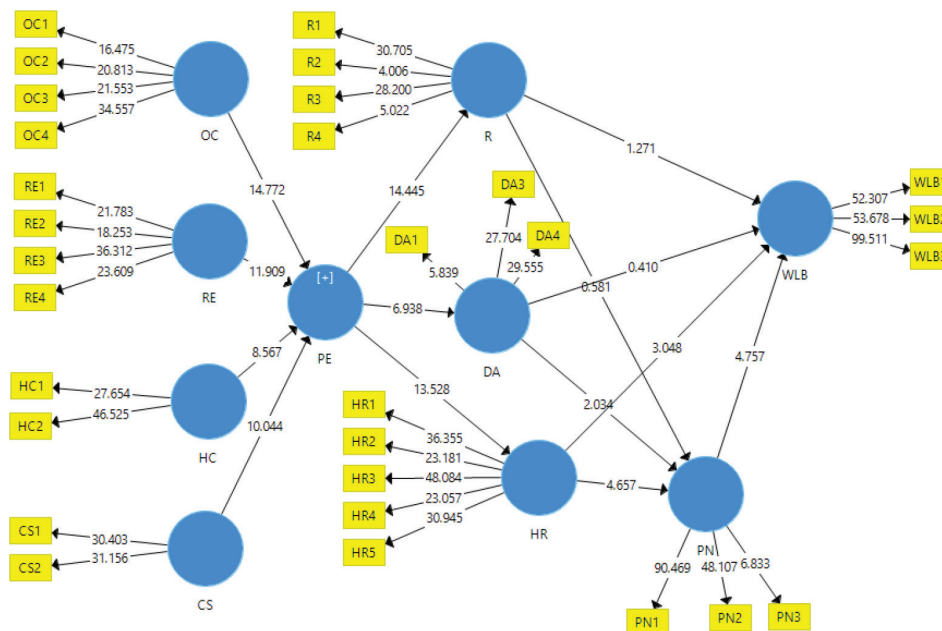

Figure 4. Bootstrapping model for male and female respondents.

Table 4. Group statistics

Gender		Mean	Std. Deviation	Std. Error Mean
AVG	Male	4.8577	1.45818	0.16103
	Female	5.2465	1.14987	0.11736

Table 5. Independent T-test

		F	Sig.	t	Df	Sig. (2-tailed)
AVG	Equal variances assumed	5.000	0.027	-1.988	176	0.048
	Equal variances not assumed			-1.951	153.077	0.053

working in software industries when compared to male employees, our first research question stated the most common challenges that male and female employees face. We were able to identify that men face peer pressure this could be the reason for them not being able to maintain work-life balance as female employees. Earlier research (Boussemart, 2016; Baptiste *et al.*, 2017; Panisoara & Serban, 2013) have investigated that women have better work-life balance, which may change depending on location, job, salary. But this study has empirically validated that female employees have better Work-Life Balance than male employees.

7. Research Implications

Work-life balance is very imperative in our day today life. Maintaining a healthy work and life is very important in today's world. Many researchers, such as Khallash and Kruse 2012; Lingard *et al.*, 2012; Emslie and Hunt 2009; etc., have worked on work-life balance and are trying to understand who has a better work-life balance. The results have always varied depending on factors such as location, type of job, family responsibilities, etc. Many studies were conducted to study the work-life balance of male and female employees and all studies have yielded different results.

The IT industry has been growing at a fast pace in the last few years and Bengaluru has emerged as the IT capital of India with many companies setting up their offices here. There is a lot of pressure on the IT professional working in these companies that is resulting in the Work Life discrepancy. Hence studying the work-life

balance of these IT professionals was essential. After the qualitative analysis, we identified the significant challenges that professionals faced were: commute services, lack of resources, increased workload and inability to manage time. These challenges were common for male and female employees; however, the male employees complained about peer pressure they faced while working in such a competitive business environment. As for question of who maintained a better work-life balance among the IT professionals, it was the female employees, which contradicts many other research (Lingard *et al.*, 2012; Emslie & Hunt, 2009). Although the difference in values obtained from the study did not have very high differences, but still it can be concluded that female employees did experience more work-life balance compared to their male counterparts.

8. Conclusion and Limitations

Work-Life Balance is a never-ending process, and practices must keep changing over time. Today's employees must not try to accomplish WLB and consider it an end goal but instead work on ways to constantly maintain work life balance. Organizations encouraging work-life balance have become very attractive to workers. They tend to enjoy higher employee retention rates, resulting in less time-consuming training, more loyalty, and more in-house expertise. Women professionals in IT industries struggled to juggle highly demanding familial, entrepreneurial, personal, and societal duties due to role overload, health maintenance problems, poor time management, dependent care issues, and lack of sufficient support network. But when we analysed with collected data and information in quantitative and qualitative ways, we found women professionals had a high quality of work-life and work-life balance compared to men professionals. It has been found that organizational and environmental factors were barriers to implementing work-life balance.

Although comprehensive research has been put into study, it has its limitations. Considering the broader subject of Work life balance the sample size of 179 considered for the study is very small. There will always

be a scope for further studies with larger sample sizes. Apart from this, the study was also limited to a specific geographic area of Bengaluru which can further be extended to include the other IT hubs in India. With larger sample sizes, better qualitative results can be obtained from future studies.

9. References

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