

Research on the Impact of Work Life Balance on Employee Performance Among Middle Level Managers in it Industry

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Abstract: *Employee Work Life Balance (WLB) is a major driver in the organization that helps to achieve higher productivity. It is a healthy blend of both employee's work life and personal life. There are many factors influencing work-life balance of an employee in the organization. Work life balance is now increasingly becoming the focal point of study by HRM experts and by managing teams of corporate. It is about effectively managing the balance between paid work and other activities like spending time with family, taking part in sport and recreation, undertaking further study. Earlier Companies attract and retain candidates by just providing effective training or Job security. But many employees in 21st century see 'Work life balance policies'- as a critical factor for selecting the companies. As employee conclusions are quite logic that it is easier to find a new job than finding a new spouse or a family.*

I. INTRODUCTON

PERFORMANCE APPRAISAL:

Performance appraisal is a method by which the performance of an employee is measured (generally in terms of quality, quantity, cost and Time). The roots of *Performance Appraisal* can be found in Frederick Winslow Taylor's time and motion study. Performance appraisal is a part of career development.

II. NEED FOR THE STUDY

- Self-development & individual counseling.
- Organized training & development.
- Team building.
- Performance management.
- Strategic or organization development.
- Validation of training and other initiatives.

III. SCOPE OF THE STUDY

The following four forces have encouraged the rapid growth of 360-degree feedback in the recent years:

- Changes in the roles of the employee and what the organization expects of the employee such as

encouragement given to collaboration and team working, continuous improvements, reduction in employee numbers and levels of management, flexibility etc.

- An emphasis on measurement within organizations to assess views, suggestions, attitudes, motivations, morale, personalities, aptitude, skills, potential and career ambitions of employees.
- The influence of new management concepts.
- Management attitudes and receptiveness.

IV. LIMITATIONS OF THE STUDY

Though the research was done in a systematic and planned manner, there were a few hurdles that could not be overcome. These constituted the limitations of the research. Care was taken that the below limitations did not affect the research results as much.

- Time constraint was the biggest limitation. The project had to be completed within 3 months and hence the sample size had to be lesser.
- Area selection had to be done on a random basis.
- In some cases managers were not ready to give the information.
- One problem that every interviewer faces is the willingness of the customers in filling up the questionnaire.
- The respondents have some confidential issues over the company. So, it is difficult to find out the opinion exactly.

The influence of the competitors cannot be measured by means of this study.

OBJECTIVES OF THE STUDY

PRIMARY OBJECTIVE

- To evaluate the overall performance of employees.
 - To evaluate the performance of the organisation.
- The components of the study includes:
- Determining employee's contribution & commitment towards performance appraisal system.
 - Determining the steps taken by the organization to carry out the performance appraisal.
 - Determining the effectiveness of steps taken to carry out the performance appraisal.

Manuscript published on 28 February 2019.

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Research Methodology

The research method used for the research purpose is descriptive in nature. The population for this study is large scale IT companies in Chennai. Therefore the study has done on census survey.

A list of large IT companies (only public limited) functioning in Chennai(223) was prepared and these companies were stratified into Application programming, Client server, E-Commerce, Embedded/EDA/VLSI/ASIC/Chip Design, Software programming, Mainframe, ERP/CRM, DBA/Warehousing, QA/Testing, Network Admin/Security and Tech support/Telecom/Hardware.

Based on judgment and owing to time constraint the researcher identified 130 employees for personal interviews. The levels of these employees are General Manager, Assistant Manager and Manager.

In this study primary data is directly collected from managers with the help of scheduled questionnaires and interview method respectively.

The researcher has also collected data from secondary sources. Some of the secondary sources are:

- Websites
- Magazines
- Books

TABLE 1 TABLE SHOWING HOW THE EMPLOYEES FIND THE JOB

S.NO	CHOICE	NO OF RESPONDENTS	PERCENT AGE (%)
1.	EXCELLENT	34	26.15
2.	GOOD	62	47.69
3.	SATISFIED	27	20.77
4.	BAD	7	5.38
TOTAL		130	100

**SOURCE: PRIMARY DATA
INFERENCE & RESULTS**

47.69% of the employees find the job to be good, 26.15% of the employees finds the job to be excellent, 20.77% of the employees are satisfied with the job whereas in few cases the employees finds the job to be bad.

CHART SHOWING HOW DO THE EMPLOYEES FIND THE JOB

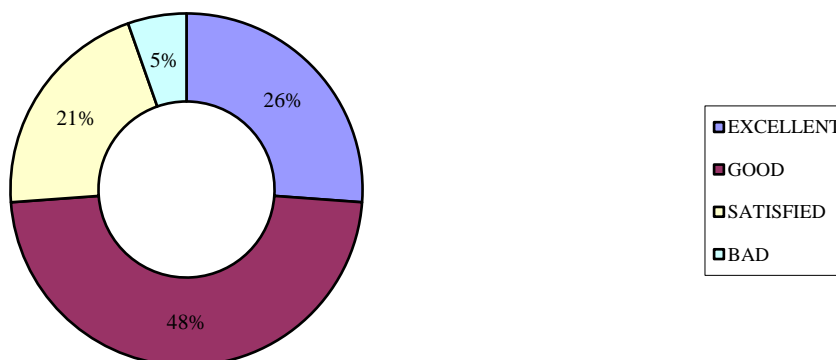


TABLE 2 TABLE SHOWING IF YOU HAVE TO DO A WORK WHICH IS ENTIRELY DIFFERENT FROM THE PRESENT ONE, CAN THE EMPLOYEE EXCEL

S.NO	CHOICE	NO OF RESPONDENTS	PERCENT AGE (%)
1.	NEVER	9	6.92
2.	SOMETIMES	38	29.23
3.	OFTEN	24	18.46

4.	ALWAYS	59	45.39
TOTAL		130	100

**SOURCE: PRIMARY DATA
INFERENCE:**

If the employee is asked to work alone 45.39% of the employees will always excel, 29.23% of the employees will sometimes excel, 18.46% will often excel whereas in few cases the employee never excel.

CHART SHOWING IF YOU HAVE TO DO A WORK WHICH IS ENTIRELY DIFFERENT FROM THE PRESENT ONE, CAN THE EMPLOYEE EXCEL

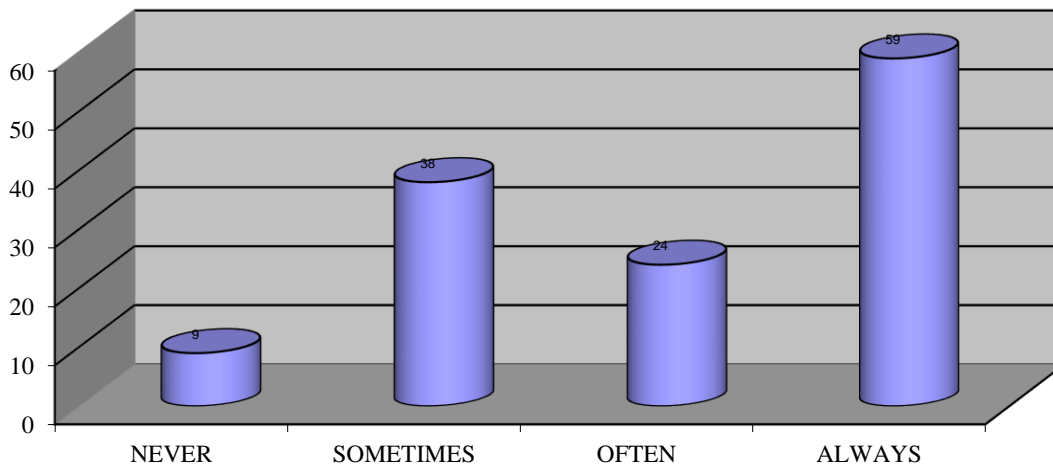


TABLE 3 TABLE SHOWING WHETHER THE EMPLOYEE NEED TRAINING

S.NO	OPTIONS	NO OF RESPONDENTS	PERCENT AGE (%)
1.	YES	90	69.2
2.	NO	40	30.8

TOTAL	130	100
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SOURCE: PRIMARY DATA

INFERENCE:

69.2% of the employee need training whereas 30.8% of the employee does not training.

CHART SHOWING WHETHER THE EMPLOYEE NEED TRAINING

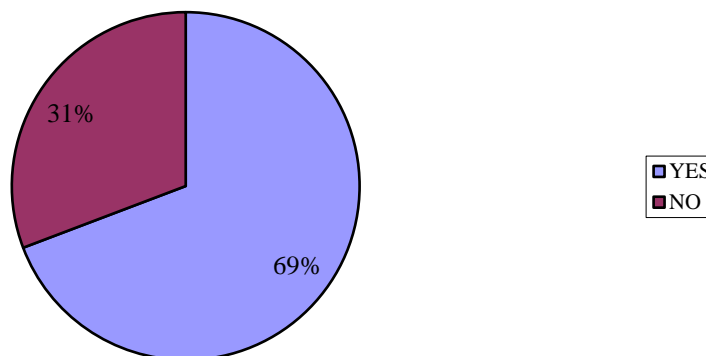


TABLE 4 TABLE SHOWING WHETHER THE SUPERIORS ALLOCATE THE WORK WHICH ARE HIGHLY CONFIDENTIAL

S.NO	CHOICE	NO OF RESPONDENTS	PERCENTAGE (%)
1.	NEVER	42	32.31
2.	SOMETIMES	28	21.54
3.	OFTEN	24	18.46
4.	ALWAYS	36	27.69

TOTAL	130	100
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SOURCE: PRIMARY DATA

INFERENCE:

32.31% of the superiors never allocate the work, which are highly confidential, 27.69% always allocate the work which are highly confidential, 21.54% will sometimes allocate whereas in few cases the superiors often allocate the work which are highly confidential

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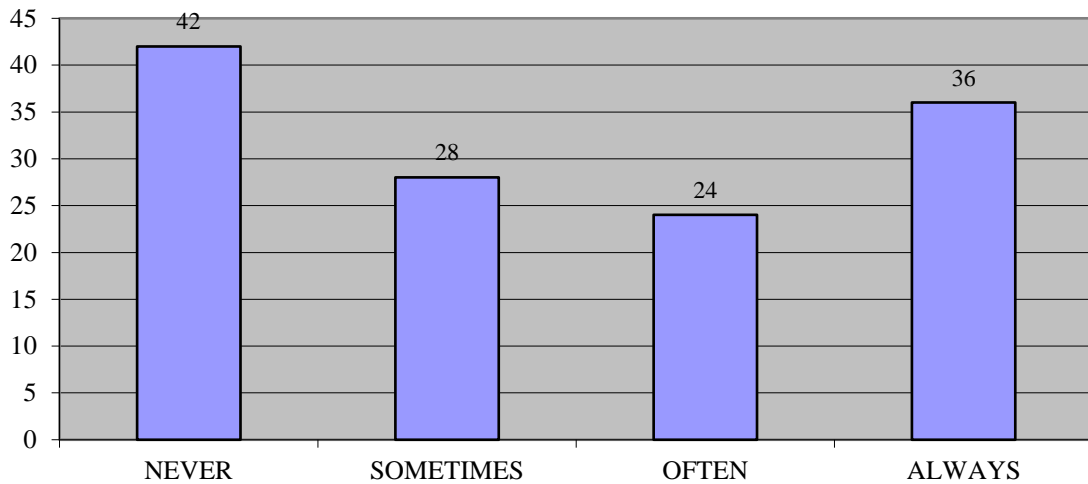


TABLE 5 TABLE SHOWING WHETHER THE EMPLOYEES GET ON WITH OTHERS IN THE COMPANY

S.NO	CHOICE	NO OF RESPONDENTS	PERCENTAGE (%)
1.	UNSATISFACTORY	26	20
2.	AVERAGE	67	51.54
3.	OUTSTANDING	37	28.46

ING		
TOTAL	130	100

SOURCE: PRIMARY DATA
INFERENCE:

51.54% of the employees get on with others in the company, outstanding relationship is only 28.46% and unsatisfactory is 20%.

CHART SHOWING WHETHER THE EMPLOYEES GET ON WITH OTHERS IN THE COMPANY

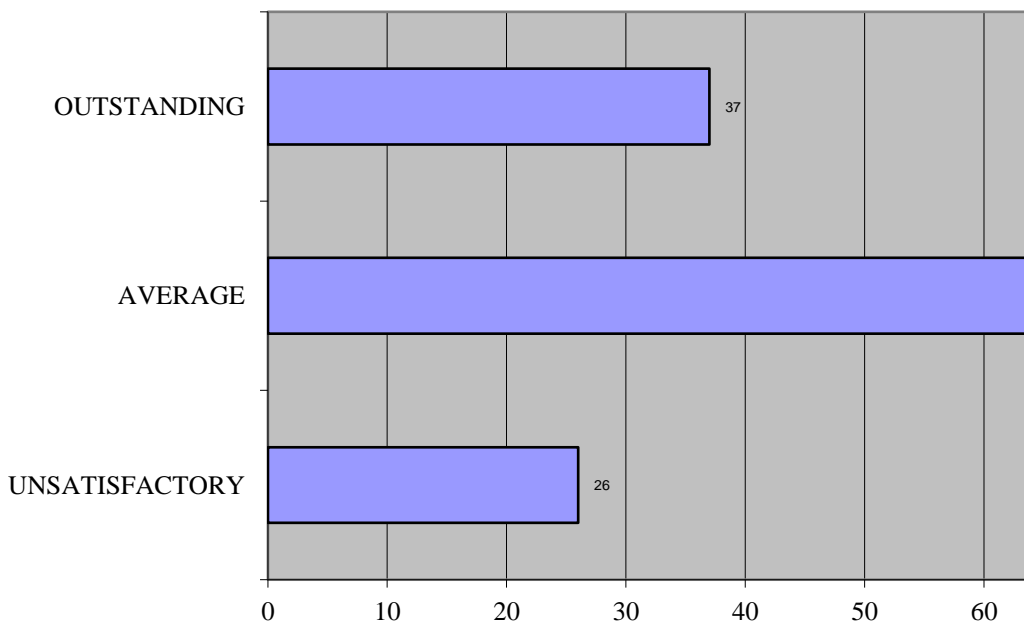


TABLE 6 TABLE SHOWING WHETHER THE ABILITIES CAN BE BETTER UTILISED

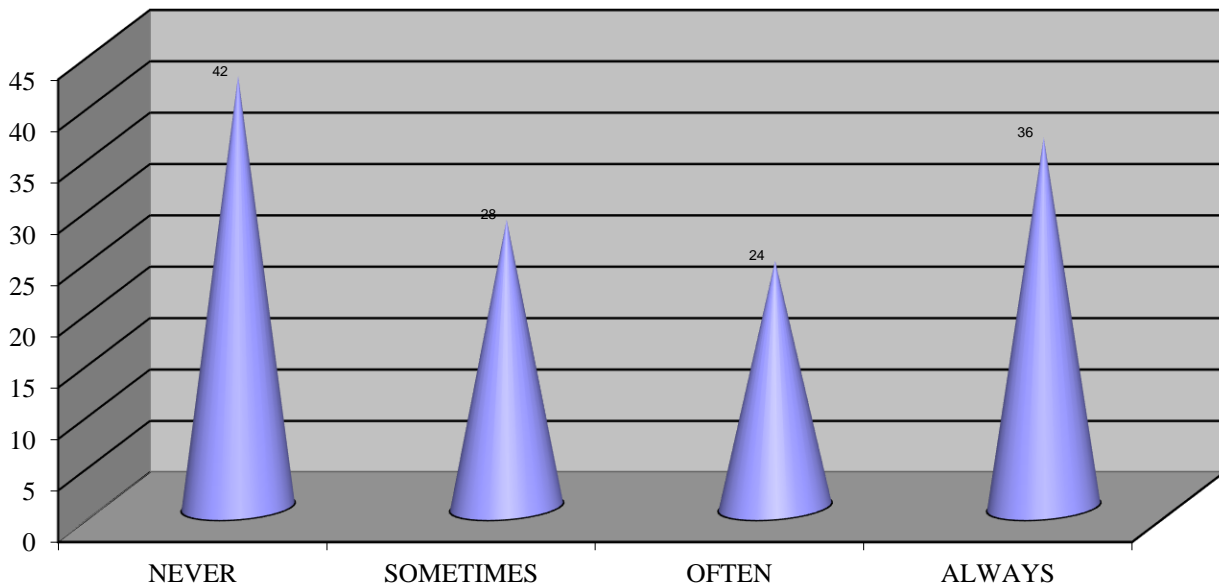
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4.	ALWAYS	36	27.69
TOTAL		130	100

**SOURCE: PRIMARY DATA
INFERENCE:**

32.31% of the abilities can never be better utilized, 27.69% can always be better utilized, 21.54% can be sometimes utilized whereas in few cases it is often.

CHART SHOWING WHETHER THE ABILITIES CAN BE BETTER UTILISED



EMPLOYEE ASSESSMENT QUESTIONNAIRE

FINDINGS OF THE STUDY

- * If the employee is asked to work alone 44.6% of the employees sometimes excel, 36.9% of the employees will always excel, 10.8% will often excel whereas in few cases the employee never excel.
- * If the employee is made part of a team, 45.39% of the employees will always get things done, 29.23% may get the things done 18.46% will often get the things done whereas in few cases the employee never get things done.

- * 47.69% of the employees find the job to be good, 26.15% finds the job to be excellent, 20.77% are satisfied with the job whereas in few cases the employees finds the job to be bad.
- * If the employee asked to work alone 45.39% of the employees will always excel, 29.23% will sometimes excel, 18.46% will often excel whereas in few cases the employee never excel.
- * 69.2% of the employee need training whereas 30.8% of the employee does not training.

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- * 32.31% of the superiors never allocate the work which are highly confidential, 27.69% always allocate the work,21.54% will sometimes allocate whereas in few cases the superiors often allocate the work which are highly confidential.
- * 51.54% of the employees get on with others in the company, outstanding relationship is only 28.46% and unsatisfactory is 20%.
- * 32.31% of the abilities can never be better utilized, 27.69% can always be better utilised,21.54% can be sometimes utilized whereas in few cases it is often.
- * 36.92% of the employees will sometimes accept responsibility for decisions, 23.08% will often & always accept the responsibility whereas in few cases it is never.
- * The ratings of the employee assessment questionnaire for the particular factors are mostly sometimes, in some cases it is always whereas in few cases it is never in case of all the factors of employee assessment questionnaire.
- * 36.92% of the employees will sometimes analyze and identify the problems,31.54% will always analyze and identify the problems, 22.31% will often do the job, whereas in few cases it is never.
- * 44.6% of the employees will sometimes identify the possible causes of problems and takes corrective action, 36.9% will always identify, 10.8% will often do the job whereas in few cases it is never.
- * 44.62% of the employees sometimes plan responsibly for departmental budgeted areas, 29.23% will always plan, 16.92% will often plan whereas in few cases it is never.
- * 30.77% of the employees always make difficult commitments, 29.23% sometimes make difficult commitments, 28.46% often make it whereas in few cases it is never.
- * 36.92% of the employees sometimes report on internal customer satisfaction, 23.08% will often and always report whereas in few cases it is never.
- * 52.31% of the employees sometimes identify the customer needs,30.77% will often identifies,9.23% will never do the job whereas in few cases it is never.
- * 38.46% of the employees never listen to problems with genuine interest,36.92% sometimes listens with genuine interest,30.77% will always listen whereas in few cases it is never.
- * 34.62% of the employees often encourages the free expression of opinions without being defensive,33.85% always encourages,28.46% sometimes encourages whereas in few cases it is never.
- * 36.92% of the employee's decisions often balance company's profitability and customer needs,34.62% always balance,19.23% sometimes balance whereas in few cases it is never.
- * 40.77% of the employees always select good people,37.69% often select good people,16.15% sometimes excel whereas in few cases it is never.
- * 35.38% of the employees will often train and develop employees,32.31% will always train,24.62% will sometimes train whereas in few cases it is never.
- * 49.23% of the employees always conduct staff meetings,38.46% never conduct meetings,26.15% sometimes do whereas in few cases it is never.
- * 46.92% of the employees often sets challenging goals for self and others,30.10% always set the goals,16.15% sometimes set challenging goals whereas in few cases it is never.
- * 39.23% of the employees often allocate decision – making responsibilities to the staff,31.54% always allocate,18.46% sometimes allocate whereas in few cases it is never.
- * 39.23% of the employees always provide encouragement necessary to get the work done,30.77% often does the job,21.54% sometimes whereas in few cases it is never.
- * The ratings of the employee assessment questionnaire for the particular factors are mostly sometimes, in some cases it is always whereas in few cases it is never in case of all the factors of employee assessment questionnaire

SUGGESTIONS & RECOMMENDATIONS

The top management should take up periodic programs to explain the objectives and the related issues to the executives and queries should be thoroughly cleared.

It is necessary to improve the performance analysis and review system in following areas:

- ❖ There should be clear definition of rewards based on performance
- ❖ PA'S should have direct bearing on promotions
- ❖ Self-appraisal discussion with the assessing officer & then the officer recording his appraisal will be ideal.
- ❖ Every year an appraisal letter should be given to employees because that can make an employee to show great affection to their job ascertained
- ❖ Subordinate & peers also should have a role in individual's assessment
- ❖ Before or during PA, the reporting officer may discuss with the employee about his plus or minus points in order to educate & improved the employee's performance in future.
- ❖ Most of the assessment is based on personal interaction with evaluating officer
- ❖ Instead of giving overall rating in the paper, good workers should be appreciated by the way of given extra perks or increment

- ❖ Existing system is good
- ❖ The decision obtained at performance analysis should be implemented

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