Work-Life Conflict among IT Professionals at Udaipur City

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Abstract: Work-life balance and burnout have multiple consequences, especially organisational consequences. In a long way, better performing employees at work become more committed to the organisation, and ultimately contribute to the growth of the economy. It is important for managers to consider the characteristics and preferences of their professionals when implementing programs aimed at reducing work-life conflict. The present study was intentionally restricted to a single occupation with an emerging professional orientation and conducted on service industry. In this paper Factors predicting Work-Life Conflict and Work Life Balance and organization commitment are measured in the IT industry of Udaipur by using correlation and multiple regression method by SPSS software to Identified dimensions could serve as a platform to develop work-life balance guidelines and HR policies to address the conflict. The paper revealed that Work-life conflict is a real phenomenon that has serious consequences for both individuals and organizations. Further, organizational support is a key variable in determining the level of work-life conflict experienced. These results are important for practical attempts to retain skilled and experienced employees.

I. INTRODUCTION

Work-life balance has importance in forming employee attitudes towards their organization. One of the elements for work-nonwork interfaces is the conflict that a person may experience between the work role and other life responsibilities. Work–family conflict is a source of stress to many professional in present competitive environment among the industries. Thus, it has become a much investigated topic in today's organizational behavior research. Conflict is defined as the simultaneous incidence of two (or more) pressures such that compliance with one would make more difficult compliance with the other (Kahn et al., 1964). Factors such as the progress in information technology and information overload, need for speedy response and constant availability, concern towards customer service quality, longer working hours, overtime and the growth in weekend workload can be potential sources of work pressure (Guest, 2002; Valk & Srinivasan, 2011; James, 2014). In social perspective, there is also a growing anxiety about deteriorating quality of home and community life. Changes in the family structure, growth of single parent families, higher proportion of women (from all social class) in paid employment, ageing parents and having working spouses depart less scope for "quality" family time (Lee and Maurer, 1999; James, 2011). The result of these changes in patterns of work and lifestyle present a complicated multi-variable scenario which requires a balancing act in different parts of individuals' life (Cooper at el., 2001). Employees' strong support for the importance of achieving a successful work-life balance has remained relatively constant since past decade for IT industry in India (Mc Gee, 2003; Rajadhyaksha et al., 2013; Sardeshmukh & Srinivasan, 2014). The present study focuses on employees of IT and ITES Industry including software engineers, project heads and team leaders to find antecedents and consequences of Work-Life imbalance.

IT industry in India is characterized as a matured, project-oriented organization handling major outsourced strategic projects from western countries (Ethiraj, Kale, Krishnan, & Singh, 2005). Hence, software professionals faced an environment of uncertainty and instability, with pressure of the time-zone differences with the Western and European countries (Scholarios & Marks, 2004). Furthermore, the project-based work are generally described by unpredictable workloads, requirements of in time delivery (without critical bugs) and the need of frequently changing skill set of IT professional (Mathew, 2007). Apart from core technical tasks of software development, workers are required to involve in negotiations with users/clients, communication and co-operation within project teams (Barrett, 2001). This often demands extra resources like travel, co-ordination and skill development for software professionals to keep up with these changes (Armstrong et al., 2007; Bohle et al., 2011). Over the last decade, Indian society is also in a transitioning state where increase involvement of women in IT sector challenges the traditional role of women as homemakers (Valk & Srinivasan, 2011). The current study assumes that Technology workers may be more prone to imbalance effects than other groups of employees as workers frequently face extended work schedules and unrealistic deadlines without the necessary resources (Moore, 2000; Niederman & Sumner, 2004; Agarwala, 2014).

The IT industry has enjoyed considerable labour market power which creates more mobility across organisations rather than promoting loyalty to a single organization (Cappelli, 2000; Scholarios et al., 2004). Also, the academic literature has recorded various consequences of work-life conflict, including decreased levels of job satisfaction (Bruck, Allen, & Spector, 2002; Parasuraman & Simmers, 2001), increased turnover intentions (Greenhaus, Parasuraman, & Collins, 2001) and career dissatisfaction (Parasuraman & Simmers, 2001). Research specific to the knowledge worker like IT professionals has also demonstrated that conflict is associated with lower levels of job satisfaction and organizational commitment (Goldstein & Rockhart, 1984; Igbaria & Greenhaus, 1992), as well as greater turnover intentions (Moore, 2000). Of these, the most threatening consequence for the IT industry is turnover. Career mobility and boundary less working environment enjoyed by IT professionals significantly influence the higher turnover rate. This revolving door scenario can prove to very expensive for the employers. Turnover also create a loss of human capital including tacit knowledge related to IT systems (Hacker, 2003; Watson,2000; Dorege & Hoobler, 2003). Moreover, employees also thought that their employer had a role to play in helping their employees to balance work with other aspects of their life (Scholarios, 2004). Thus, it is increasingly important for

organizations to make efforts to understand the employees' work-life conflict and attempt to moderate such conflict whenever possible.

Present study on work-life balance analyze by collecting data on employer provision of work-life balance practices and policies; employee take-up of, and demand for, these initiatives. The present paper examines sources of conflict from work responsibilities across some demographic characteristics like gender, parental and marital status; and also analyzes impact of Work-Life imbalance on organizational Commitment. The following section describes various potential sources of work-life conflict, advanced by research methodology. The ending segments conclude result of data analysis with implications of the research for the IT industry.

II. REVIEWS OF LITERATURE

Earlier research from Kanter (1977) define the work and non-work spheres as `integrated' rather than `separated' for the typical software worker's life. The work-family balance has been conceptualised as an individual's orientation across different life roles (Marks & MacDermid, 1996). In year 2000, Clark proposed `work/family border theory', arguing that individuals merely reacted to events in one or other domain. Traditionally, research on the work-family interface has been dominated by a conflicting perspective focusing on negative effect such as work stress (Greenhaus & Parasuraman, 1999). But study by Finegold, et al. (2002) on family-friendly policies, have shown a positive outcomes for the job satisfaction of technical workers; as well as for organisational commitment, reducing turnover and absenteeism (Scandura and Lankau, 1997; Russell et al., 2009).

Greenhaus & Beutell (1985) presented three factors that lead to work-life conflict. They defined these factors as behavior-based conflict, time-based conflict, and strain-based conflict. Behavior-based conflict refers to the concept where behaviors expected in one role may be in opposition with the desired characteristics of another role. IT workers are expected to behave in an impersonal, logical manner at work but are desired to be emotionally open with a spouse or children at home (Hyman et al., 2003). Time-based conflict or role overload refers to a situation where additional time spent in one domain (i.e., work) prevent individuals from investing that time in another domain like personal relationships (Kahn et al., 1964). It is possibly the greatest contributor of work conflict (Moore, 2000; Brauchli et al., 2011). Work related sources for time based conflict can be number of hours worked per week, overtime, irregularity of shift-work and changing work-schedule (Pleck et al., 1980; Burke et al., 1981). These extended demand forces IT worker to bring work at home and on weekends (Fox & Dwyer, 1999). Prior studies confirmed that employees involved with weekend work and overload suffered higher levels of burnout and health problems (Jamal, 2004) and also recognized as a significant predictor of emotional exhaustion and turnover among IT worker (Sethi, 1999; Moore & Love, 2005; Michel et al, 2011). Time-based conflict is likely to lead to additional strain that produces tension between work and nonwork life. For instance long working hours and shift work lead to disruptions in an employee's nonwork life responsibilities, sleep deprivation and physical drains (Byron, 2005; Messersmith, 2007; Allen et al., 2012). In similar vein, family role characteristics also create time based conflicts. Married person and parents experience more work-family conflict compared to unmarried and non-parents (Greenhaus & Beutell, 1985). Moreover, parent of younger children; employees live in larger families and spouse

employments may also contribute to work conflict (Keith & Schafer, 1980). Presumably, spouse dissimilarity in fundamental beliefs and absence of mutual support in family can produce stress. Beutell and Greenhaus (1982) found that career oriented women with dissimilar attitude about life roles, with their husband, experience relatively intense conflict.

Greenhaus and Beutell (1985) describe that strain-based conflict occurs when the strain created in one role makes it difficult to meet the expectations of another role. It can lead to both adverse physical and psychological states that spill over into other areas of an employee's life (Edwards & Rothbard, 2000). Additionally, Batt and Valcour (2003) found that usage of technology is significantly associated with work-life conflict. This is of particular concern to IT workers because their jobs may require them to plug into devices more regularly than other. An additional element of conflict is role ambiguity, which happen when an employee is unsure of their job demands and the boundaries for their positions, leading to strain-based conflict (Boyar et al., 2003). Role ambiguity can be particularly problematic for IT personnel because of their boundary-spanning activity. Many IT professionals like system analysts and designers perform in a great deal of boundary spanning, as their positions require them to interact with end users, developers, marketers, vendors and suppliers (King et al., 2005; Michel et al., 2011). Studies from Baroudi (1985) and Guimaraes (1992) found that higher levels of role ambiguity were associated with turnover intentions, lower levels of job satisfaction and less organizational commitment among IT workers. The role of Work Place support has consistently emerged in literature as an important factor that influences work-family balance in a positive manner. Low levels of leader or supervisor support and interaction facilitation appear to produce work family conflicts (Jones & Butler, 1980). Social support from the work domain was measured as organizational support is related in reduction of work-life conflict (Eisenberger et al. , 1986; Foley et al., 2005). Moreover, Ezra and Deckman (1996) found that organisational family friendly policies and supervisor understanding of family duties are positively related to Job satisfaction.

While much of the literature are gender neutral, but some studies confirms that the above mentioned work-life conflict variables have a greater impact on women at work (Webster, 2002). As women continue to be the primary provider for domestic and childcare responsibilities around the world. Studies on women software workers found that women value their career and experience a sense of empowerment and identity from their work (Fuller & Narasimhan, 2007; Shaffer et al., 2003; Bures et al., 2011). The current study also focuses on examination of gender neutrality in work-life conflict.

III. METHODOLOGY

To the best of researcher knowledge, there are very few other studies in the context of the Indian software industry, which attempt to capture the unique dimension on managing life and work responsibilities. The study was based on an employee questionnaire distributed to select multinational corporations and Indian software companies of Udaipur. Udaipur is the tourism capital city of the Rajasthan state.

Background data on company history, operating procedures was also gathered. The respondents were selected using convenience sampling from different organisations namely (Argate, Fusion, Godha enterprises, Converse and observe) of the IT industries.

All selected employees within the eight software centers received a survey questionnaire as part of data collection process. Surveys were distributed directly to employees during February month of 2018. The total number of respondents contacted was 275, but due to incomplete responses and other faults, the final responses subjected to data analysis were 260. The high response rate of 94 percent was the effect of the constant direct contact and reminders between employees and researcher. Respondents regularly used skills or knowledge related to a technical role including programming, testing, systems analysis, software design or user support and project management. Following hypothesis has been formulated to attain research objectives.

H1: Work-life conflict is similar among demographic characteristics
H2: Factors identified for work life conflict significantly explain for the imbalance.
H3: There is no relationship between Work life imbalance and organisational commitment.
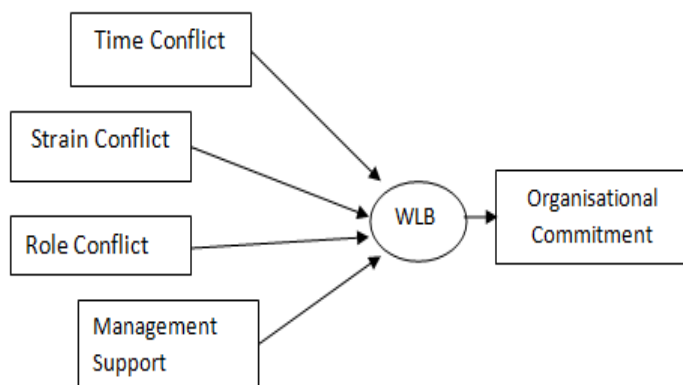

Figure: Research Model

Statistically tools like ANOVA analysis was employed to determine the presence of differences among respondents and demographic variables. Regression analysis is used for determining the major predictors of imbalance and correlation for understanding the type of association between work-life balance and employee's organization commitment.

Measures

Control variables like age, gender, household status (single or joint family), dependent responsibilities, work experience and management level were measured as either dichotomous or nominal variables. While one of the objectives of this was to understand the sample characteristics and other is to conduct analysis in the demographic context to understand the variation in the behavior manifestation by people with different demographic background. Multiple items were considered to be more reliable measures for the present sample. Dependent variable of organisational commitment was measured using two scale items of Allen and Meyer's (1990). Independent variables like Work-life boundary flexibility was measured as the supportiveness of the immediate supervisor, time flexibility for personal demands and whether employees were expected to sacrifice non-work commitments for career progression in the company. Majority of scale items for work-to-non-work imbalance is adopted from Greenhaus and Beutell's (1985) dimensions of strain and time-related worklife spillover. These items capture different aspects of supportiveness for work-life balance which would be relevant for software workers. The respondents were asked to rate different items capturing their perception using a 5-point likert type scale where 5 indicated Strongly Agree while 1 represented Strongly Disagree. Major sources and Cronbach alphas values of scale reliability for different scales are presented in Table 1.

Table1: Construct Table

Conflict sources	Scale Items (with codes used in SPSS)	Major Source	Cronbachs' Alpha
Work Life Imbalance	▪ My work often interferes with my family responsibilities. (WLB1) ▪ I am not able to maintain an appropriate and healthy balance between my work and personal commitments. (WLB2)	Greenhaus and Beutell (1985)	0.892
Time based conflict	▪ I often bring work to home to do weekends and evenings (Time1) ▪ It's hard to get time off/leave to take care of family or personal matters. (Time2) ▪ I have to miss family activities due to the amount of time I must spend on work responsibilities. (Time3) ▪ My work takes up time that I would like to spend with family/friends. (Time4) ▪ I feel guilty for spending too much time at work and not enough time with my family. (Time5)	Greenhaus and Beutell (1985), Hyman et al. (2003), Pleck et al. (1980), Moore & Love (2005)	0.752
Strain based conflict	▪ When I get home from work I am often feel physically exhausted to participate in family activities. (Strain1) ▪ The stress from my job often makes me irritable when I get home. (Strain2) ▪ Tension and anxiety from work often pinch into my family life. (Strain3) ▪ I often feel emotionally drained when I get home from work that prevents me from contributing to my family. (Strain4)	Stephens and Sommer (1996), Edwards & Rothbard (2000), Greenhaus and Beutell (1985)	0.836
Role ambiguity	▪ I receive assignment without adequate resources. (Role1)	Greenhaus and Beutell (1985)	0.745

	▪ I often receive assignments out of my expertise and capability (Role2)			
Management support	▪ My supervisor is supportive in fulfilling my non-work responsibilities (MgmtSprt1) ▪ Management in my company are only interested in profits and efficiency (MgmtSprt2) ▪ Welfare of employees is least important in my company (MgmtSprt3) ▪ It is the employer responsibility to help people to balance work and their life (MgmtSprt4)	Cook and Wall (1980), Duxbury et al. (1992)	0.713
Organisational commitment	▪ It would be very hard for me to leave my organization (OrgCmmt1) ▪ I feel a strong sense of belonging to my company (OrgCmmt2)	Allen and Meyer's (1990)	0.762

IV. RESULTS

Characteristic wise respondents profile is presented in table below and briefly discussed to better understand the characteristics and other company policies regarding work life balance.

Table:-2: Sample demographics

(a) Sample Demographics

Characteristics	Category	Percent	Family status with earning responsibility	Percent	Dependent Responsibility and Earning Status	Percent
Age	20-25	23%	Nuclear Family	**83%**	Dependent Children	**73%**
	26-35	52%	Single Earner	30%	Single Earner	20%
	>36	25%				
Gender	Male	51%	Dual Earner	70%	Dual Earner	80%
	Female	49%				
Work Experience	1-2 yr	14%	Joint Family	**17%**	Parents	**11%**
	2-5 yr	42%	Single Earner	33%	Single Earner	47%
	>5 yr	44%				
Management Level	Junior	57%	Dual Earner	67%	Dual Earner	53%
	Middle	43%				

(b) Working statistics

Sample Company	Average working hr/day	Count of Unpaid overtime	Time off
Accenture	9.00	15	5
Amdocs	8.00	20	0
Bitwise	9.10	4	16
BNY Mellon	9.10	19	1
IBM	8.65	20	0
iGate	9.45	20	0
Infosys	8.65	17	3
TCS	9.30	20	0

(c) Company policies

	No. of respondent	Overall %
Treatment of Overtime		
Paid	0	0%
Unpaid	135	84%
Company provide time off	25	16%
Flexible Working Arrangement		
Work from home	48	30%
Can demand for flexible working hours	119	74%
Work part time for a time period	54	34%
Can share job with other colleague	110	69%
Leave Arrangements		
Parental leave	89	56%

Maternity Leave	84	53%
Time off in emergency for dependent	88	55%
Medical Leave	150	94%
Child Care Facility		
Childcare facility by employer	29	18%
Financial assistance for childcare	43	27%
Flexible working hours	72	45%
Child Medical allowance	16	10%

In this survey, employees were asked a series of questions on their hours of work and company policies for managing work life balance. None of employee are working in a part time or contracted hours from the company. Sample companies have no provisions of paid overtime. According to responses received during discussions, the primary reason which comes out behind this is the nature of projects that the IT companies take up. In most of the companies, the overtime work hours are never preplanned and employees have to work based on the project's requirements abruptly. Eight in ten employees i.e. about 80 percent of respondent work more around 9 hours per day. As the majority of population of IT professionals working is living away from their native places, most of the respondents live either alone or with their spouses. 83 percent of respondents live in nuclear family, from which 70 percent are dual earners where both husband and wife contribute to the family income. This trend actually indicates that the high cost of living in metro cities which puts huge pressure on the earning member of the family. 84 percent of the respondents stated that they have dependent responsibilities like children and parents.

The concept of the working from home is still new in India and very few companies allow their employees to make use of this facility. Companies providing work from home facility generally do this for the senior level employees with some exceptions. Around 30 percent of the respondents stated that they can avail work from home and 74 percent professional agreed that their companies allow flexible working hours which helps them fulfilling the family responsibilities. In cases

of emergencies, most of the employees share their job with their colleagues but this is mostly at a personal level. Majority of companies have conventional leave arrangements like medical leave. Few companies provide other leave facility including parental leave. Maternity leaves are still an issue with a number of companies, making hard for female workers to perform child and parental responsibilities. Employers like Accenture and Amdocs provide childcare facility. IBM has provisions of financial assistance, flexi working hours and child care allowance. Only 18 percent of respondents agreed to have childcare facility from employer and 27 percent of them stated that they could avail financial assistance for childcare.

This section deals with the testing of hypotheses by using appropriate statistical tools using significance level at 95% confidence level. SPSS-19 software has been used for the purpose of analyzing responses gathered on given dimensions for measuring perception of employees on work-Life balance.

a. Demographics and Work life balance

The current study attempts to ascertain differences across age groups and gender, if any, on the work life balance issues. Results may be useful to organisations designing gender specific measures to address work life imbalance. As discussed earlier given hypothesis is tested using ANOVA analysis.

H1: Work-life conflict is similar among demographic characteristics (like age, gender, management Level, work experience, dependent responsibility, earning responsibility, family status.)

Table-3: ANOVA result Table

Demographics	WLB Mean	Std. Deviation	F	Sig.
Age				
20-25	3.2353	.95533	4.570	.012
26-35	2.9651	.99938		
>36	2.5750	.84391		
Gender				
Male	2.9375	.90489	.026	.872
Female	2.9125	1.04571		
Work Experience				
1-5 yr	2.8750	1.00614	.343	.559
>5 yr	2.9659	.95230		
Management Level				
Junior	2.8352	.99179	1.801	.182
Middle	3.0435	.94612		
Dependent Responsibility				
Child	2.8784	.99247	4.475	.013
Parent	3.1695	.93131		
None	2.5185	.89315		
Family Status				
Nuclear	2.9173	.97736	.049	.825
Joint	2.9630	.97985		
Earning Responsibility				
Single	2.6531	.80496	5.657	.019
Dual	3.0450	1.02147		

Both men and women reported experiencing work life imbalance. Result shows that there is no statistically significant difference across gender, work experience and management groups regarding intensity of Work life imbalance. But the imbalance is found significant among age brackets. Workers of age group between 20-25 years experience more imbalance as compared to higher age employees. Employees with dependent responsibilities like children, aged parents and having dual earning liability experience greater imbalance when compared to workers with no dependent responsibility and are single earner. With greater urbanization and the shift to work in the formal sector, current work scenario, intense pressure and changing demographics has put pressure on the dual earning parents. Urbanization and westernization have broken our joint family system. In our study it has found that the work life imbalance is similar among joint and nuclear family status.

b. Factors predicting Work-Life Conflict

As discussed in previous section, following hypothesis has been used to test the association between dependent and independent variables.

H2: Factors identified for work life conflict significantly explain for the imbalance.

To test this hypothesis, respondents were asked to display their degree of agreement/disagreement on the statements on a five-point Likert rating scale. Summated scales are often used in survey instruments. Scale reliability comes to the forefront when variables developed from summated scales are used as predictor components in objective models. Study used a popular reliability statistics called Cronbach's alpha (Cronbach, 1951). Cronbach's alpha determines the internal consistency or average correlation of items in a survey instrument to gauge its reliability. To test the reliability, the prepared questionnaire was demonstrated to 50 respondents consisting of students pursuing higher education, software professionals and managers of a private sector IT companies. Table-4 presents Cronbach's alphas values of each dimension, where all has exceeded the reliability estimates of 0.70 recommended by Nunnally (1967). Moreover, the overall Cronbach's alpha value for all scales is 0.849, which is considered as a good sign of reliability of the questionnaire. Further, the scale items and the questionnaire were presented to set of 10 experts to test the face validity and their inputs are incorporated in final version of questionnaire.

Table-4: Regression Result-Predictors of work life conflict

Coefficients[a]					
		Unstandardized Coefficients		Standardized Coefficients		
Variables	B	Std. Error	Beta	t	Sig.
(Constant)	.242	.285		.847	.398
Strain1	.388	.060	.431	6.430	.000
Strain2	.184	.076	.192	2.434	.016
Time3	.151	.066	.183	2.291	.023
Role2	.188	.094	.118	1.992	.048
a. Dependent Variable: WLB					
Model Summary				**ANOVA**	
	R	R Square	Adjusted R Square	Std. Error of the Estimate	F	Sig.
	.673[d]	.452	.438	.76633	32.020	.000[d]
d. Predictors: (Constant), Strain1, Strain2, Time3, Role2, *p < 0.05					

Information in the Model summary Table indicates that 44 percent (Adjusted R^2=43.8) of the variation in the Work Life Balance among the respondents is explained by given regression model. In general, R square always increases as independent variables are added to a multiple regression model. It has been clear from the ANOVA table that the regression model is statistically fit with F=32.020 (p<0.05). It can be concluded from the coefficient table that there are four independent variables are all significant at the 95 percent significance level (B $_{Strain1}$=.431, t=6.430, p= .000<.05; B $_{Strain2}$=.192, t=2.434, p= .016<.05; B $_{Time3}$=.183, t=2.291, p= .023<.05; B$_{Role2}$=.118, t=1.992, p= .048<.05). The sign associated with coefficients shows that the association between independent variable and dependent in Positive. It can be concluded that strain factors like feeling of physically exhausted, irritation; Time constraints like missing family functions due to work responsibilities and Role related factor of receiving assignments out of employee expertise and capability are statistically significant to predict the Work Life conflict in IT sector.

c. Work Life Balance and organization commitment

The intent of the study is also to find out the relationship between work life balance and organizational commitment among the IT professionals. *Descriptive statistics and Statistical tool of Pearson Correlation is used to test the variables of work life balance and organizational commitment.* Following hypothesis is made for testing the relation.

H3: There is no relationship between Work life imbalance and organisational commitment.

The r- value is found to be -0.316 and p value is 0.001. It shows that the work life imbalance is nagative and significantly influences the organizational commitment. Work life balance is an indicator of organizational commitment for the IT professional. These findings are in line with previous studies (Lambert, 2000; Eaton, 2003; Deery, 2008; Wayne et al., 2013).

Table-5: Correlation result

Dimension	Mean	Std. Deviation	Pearson Correlation	Sig. (2-tailed)
Work Life imbalance	2.9313	1.02253	-.316**	.000
Org. Commitment	4.2406	.61932	**Correlation is significant at the 0.01 level (2-tailed)	

CONCLUSION

After liberalization, Indian organizations are trying to enable work life balance through flexible times, work from home, and provision of child care. But the nature of IT industry such as project work environment with peak load days, working at odd hours, multiple roles play and extensive travel makes the work-life balance more difficult to manage for software professionals as compared to other industries. Respondents of the present study have reported their inability to balance work and home. The majority of IT professional, regardless of any gender differences, admitted that they are not able to spend enough time with their family. The findings of the present study show that work-life imbalance is negatively associated with job commitment in IT industries. It implies that when employees are able to pay equal attention to both personal and professional lives, they like their jobs and feel committed. There seems to a dearth of formal friendly initiatives practiced in IT companies to provide supportive work culture and informal friendly environment that can benefit the employees and organizations. Analysis of the study reveals key messages for practitioners on work-life conflict matters. Work-life conflict is a real phenomenon that has serious consequences for both individuals and organizations. In line with the previous research, statistics on burnout cited clearly show that IT workers experience both time, strain and role based conflicts, and this conflict has implications for the satisfaction and organizational commitment. Lastly, organizational support is a key variable in determining the level of work-life conflict experienced. The majority of employees also agreed that employers should make a special effort to accommodate difficulties of parents of young children and aged parents. These results are important for practical attempts to retain skilled and experienced employees. The results presented by the current research in important from an academic and practice point of view. Organizations may not be effectively utilizing their talent if HR policies and practices would not facilitate workers in pursuing their career goals and dependent care responsibilities. Organizations have a wide variety of options at their disposal to increase the work-life balance of their IT workers. Family-friendly policies adopted by the organizations can help the employees to decrease the work-family interface. As discussed by Tausig and Fenwick (2001), providing employees with control over their own schedules is often important in improving perceptions of balance than implementation of specific family- and life friendly policies. Apart from personal attitude, training and education of Indian values, beliefs, time management principles and spiritual inclination can assist employees to balance their work and life efficiently. Behavioral interventions will help an employee to take responsibility for work-life balance, while structural interventions will facilitate employees in their work and life endeavor (Kanwar et al., 2009). IT professionals could achieve the balance by setting priorities in their work and personal lives and by having support systems both at work through supervisor and co-worker; and at home through their spouses and children.

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