

A Study on Work-Life Balance and Job Satisfaction of Women Employees in BPO Sector of Delhi NCR

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ABSTRACT

Objective: The present study examines the impact of work-life balance on job satisfaction of female BPO sector employees of Delhi NCR.

Methodology: For this purpose a total of 280 women employees were selected from three different BPOs i.e. domestic, international and domestic-international through purposive sampling procedure. The study was analytical and descriptive in nature. Multi-method approach of data collection was used. Data collected with the help 5point likert scale questionnaire.

Result: 74.8% of employees believe that their pay has a significant influence on their job happiness. Employees believe that safe and healthy working conditions, as well as a nice working environment, have a significant influence on job satisfaction (74.1% and 77.2%, respectively). Work-life balance is critical for the work satisfaction of 73.6% of employees. Employees rated organizational support, advancement, and job security as vital in 67.7% and 54.8% of cases, respectively. Employees rated all QWL elements as important in terms of work satisfaction.

Keywords: Work Life Balance, BPO, Female Employees, Job satisfaction

INTRODUCTION

The quality of work life is a measure of how helpful the work environment is for the employees. Compensation, self-development, justice, autonomy, work participation, supervisor and peer support, safe workplace, possibilities for growth, job stress, and training are some of the aspects considered. Different academics have discovered several aspects that influence employees' satisfaction of work life. The common thread in all of these studies is that the researchers all agree that the quality of work life may improve employee welfare. Workplace life quality may be utilised as an effective intervention to improve employee welfare. Worrall and Cooper conducted a study in 2006 that discovered that a low level of WLB resulted in a 5 to 10% yearly loss in GDP. Because of this, firms must consider this part of their employees' lives.

Employees value the notion of work-life balance as well. Employees are under great stress as a result of objectives and a hefty workload. There is no work security. The level of competition is really high. On the domestic front, joint families have given way to nuclear families, limiting the assistance of elders at home. The lady of the house must manage both domestic and professional commitments. Quality of work life balance has become an essential notion for the working people at this moment. If they have a good quality of work life at the workplace, it will help them perform better, decrease stress, and make their lives more pleasant.

1. The idea of work-life balance has been recognised by the industry as a key component in improving employee performance and, by extension, organisational performance. A strong quality of life at work is critical for both the organisation and the employees. It improves society as a whole. The significance of a great quality of work life may be understood as follows:
2. Working life balance of employees – It enhances how employees see their work life and environment, making them happier with their status at work.
3. Increases self-efficacy – A high quality of work life balance instills in employees the perception that the organisation is concerned about their well-being. This, in turn, gives them confidence that they will be able to achieve in their jobs. Their belief in themselves grows.
4. Increases productivity – Individual productivity rises as work life balance rises, and as a result, organisational output rises accordingly. Several studies have shown that work-life quality enhances productivity. For example, Singh and Srivastav performed a study in 2012 that indicated that the degree of work life balance in an

organisation might be connected to quantitative factors of organisational efficiency. In 2018, Al-Shawabkeh et al discovered that the statistical influence of work-life balance on organisational performance is considerable.

5. Increases job satisfaction- Employees that have a high quality of life at work are more engaged in their work. Workers are more interested in their employment. This results in higher levels of work satisfaction.
6. Reduces absenteeism and turnover of employees – Employees are more confident when they have a great quality of life at work. Workers become more immersed in their work and report a high degree of job satisfaction. As a result, absenteeism is minimised.
7. Reduces stress and burnout- Employees are less stressed when they have a decent work life balance. A solid salary package, a sense of security on the job, better working circumstances, and helpful colleagues are just a few of the many elements that might assist an employee relieve stress at work. There is a broad sense of well-being. Stress-related burnout is also decreasing.
8. Improves physical health of employees – Poor ergonomic practises are minimised when more attention is devoted to work-life quality. Employees' mental stress is lessened. This lowers the incidence of hypertension, heart disease, and diabetes.
9. Improves work life balance – Ensuring that employees have ample time to spend with their families leads to happier employees. This is especially true for female employees. A good quality of work life initiative helps employees' balance between their personal and professional lives, resulting in happiness on both fronts.
10. Increases productivity of the organisation – Employee happiness and individual productivity increases have a favourable influence on the organisation. The organization's total productivity rises.

POSITIVE EFFECTS OF WORK LIFE BALANCE

An employee's work life balance has a significant influence on his behaviour and performance in the organisation. Many research have established a link between a work life balance and specific job-related characteristics. Efraty and Sirgy conducted a research on the impact of work-life balance on employee replies in 1988. They discovered that job happiness, organisational identity, job participation, and job performance are all positively associated to work life balance. They also discovered that poor work life balance contributes to employee alienation. The following are some major aspects that influence work life balance.

1. Work satisfaction is the degree to which an employee is self-motivated, fulfilled, and pleased with his or her employment. Workers that have a great quality of life at work have higher levels of job satisfaction.
2. Job participation - The degree to which a person is emotionally and mentally invested in his or her job. It has been discovered that top achievers in organisations have a greater level of job participation. Work life balance is closely associated to job participation, implying that a good work life balance leads to a high level of job involvement.
3. Organizational identification is the degree to which employees believe they are one with the organisation or describe themselves as members of the organisation.
4. Work performance - An employee who has a great work life balance performs better on the job. Greater job participation and job satisfaction lead to improved performance.
5. Organizational performance -An improvement in individual employee performance leads to an increase in overall organisational performance.
6. Absenteeism and turnover are reduced - It has been found that employees who have a great work life balance at work have a lower rate of absenteeism. Attrition rates in such organisations are also lower than the industry average.

Given the foregoing, any researcher would be interested in researching the quality of work life. Scholars in this discipline have undertaken several studies. The next chapter, which is based on a survey of literature on work-life balance, provides an overview of such research.

LITERATURE REVIEW

Adriana AnaMaria Davidescu et al. (2020) restructure Human Resources Management (HRM) for long-term development as one of the upcoming issues. HRM should design appropriate work hours and responsibilities so that employees may maintain a work-life balance. They should provide for work flexibility and the appointment of qualified personnel. Job happiness and performance are significant factors in balancing work and family life. If an employee is

happy with his job, he will perform well, and therefore the employee will be able to handle this. HRM's assistance is critical in this regard. If it is practicable in the future, the option of working entirely or partially from home will be offered. Because this would help both professional and personal and family life by allowing employees to focus on both work and family. As a result, HRM should work to develop and execute appropriate policies.

Andrea Gragnano et al. (2020) conducted study on work-life balance, focusing on work and family domains. But, the labor force is currently diversified in nature, and they may prioritize non-working domains other than their family. This study article seeks to investigate the significance of such additional non-working domains in work-life balance, with a particular emphasis on health. Furthermore, the study discovers the significance of the influence on work-family balance and work-help balance on job satisfaction level that has been explored in this study. The study also investigated the two previously mentioned points in terms of job satisfaction, which alter despite changes in worker characteristics such as age, gender, workability, and parental status. The authors did an online questionnaire survey of 318 workers to obtain data on the relevance of non-working women, which was then compared using a t-test. The survey showed that workers place similar value on their health as they do on their families.

Ms. Bhagyalaxmi Koti's (2020) discusses policies and procedures for women employees in Indian IT organizations. Work-life balance is a battleground for women, with work on one side and family and relationships on the other, and women in the center attempting to manage everything. As mentioned by the author, the need for work-life balance practices is increasing owing to an increase in the number of working women. This is especially relevant in the case of mother working women, single parent families, dual role management, employee well-being, legislation, and so on. If workers can manage their work-life balance, it will benefit both the organization and the employees. According to the report, one IT business, Infosys, has implemented a policy of working from home for 9 days every month, up from 4 days previously. According to the poll, this firm has the highest score for work-life balance, followed by TCS.

According to Dr. G. Balamurugan et al. (2020) quality of life of female employees will be good if she receives appropriate incentive in her working life to support her family. The problem that female employees encounter is related to their health, pregnancy discrimination, workplace harassment, inequitable salary, and so on. Female employees in the IT sector place a premium on balancing work and family life. As a result, female professionals in the IT field have significant obstacles in balancing their professional and personal lives. The balance between enjoyable and serious activities is influenced by a variety of factors, including segment factors and individual factors. As a result, female employees must balance their job and personal lives. The authors discovered in their article that regardless of the amount of respondents they encountered on the questionnaire, they appear to be content with their work and personal lives and have adjusted to them appropriately. As a result, it has been discovered that women working in the IT sector successfully balance their job and family lives.

Reena Chopra et al. (2020) balance work and life. The surge in female employment, increased working hours, and yet low pay have made it difficult to combine work and life. The arrival of digitization has had an impact on how people work. Work has moved online, and letters have been supplanted by mail and SMS. Traditional obstacles such as geographical areas and time have been addressed through digitalization. Productivity has also grown as a result of digitization. Yet, digitization has merged work and home life. People can be found conducting office work from home. Numerous official mails, SMS, and phone calls are received during personal family time, while personal phone calls are received during office time. And none of this can be avoided. In this research, the author gathered a sample of 71 employees. According to the findings, just 5% of employees have a decent work-life balance.

Dr. Sonia Delrose Noronha and Dr. P. S. (2020) discusses the difficulties that women in teaching face in achieving a work-life balance in Karnataka State. The 422 teachers were studied for this purpose. According to the findings of the survey, respondents are suffering moderate degrees of difficulty. The many obstacles were such that women do not have the authority to make decisions, some confront challenges of insufficient earnings to repay loans, suitable attention is not able to be given to the family and health, dissatisfaction with their professional choices, and stress.

According to Tahani H. Alqahtani's (2020) study report, women face greater role conflict issues than males. Work-family conflict occurs when a person has contradictory expectations from both family and job, and it is difficult to meet both at the same time. This causes an imbalance in work-life balance. When a person cannot leave her family, negative consequences on work are observed in the form of stress, absenteeism, health effects, labor turnover, and so on.

Chunyu Zhang et al. (2021) collected a sample of 267 Chinese university counsellors, where the three work-family interaction profiles: slightly conflict (51%), slightly higher than the mean level of work-to-family and family-to-

work conflict and slightly lower than the mean level of Work-to-Family Enrichment (WFE) and Family-to-work Enrichment; Work-to-Family conflict (15%) with high level of Work-to-Family conflict and low level of Family-to-work conflict, Work-to-Family Enrichment and Family-to-work Enrichment; and enriched.

Dr. Jyoti Sheoran, Pallavi, (2021) seen as an essential component of human life. Humans have been involved in a variety of activities such as agriculture, mining, hunting, the service industry, building, and so on. According to the author, there are three major terms from the definitions of work life: work, home, and personal life. And these three must be balanced. This research addresses work-life balance difficulties and their effects. The person must confront several problems while balancing the tensions. Work-interfering-with-family (WIF) and family-interfering-with-work (FIW) are two forms of conflicts. WIF conflict occurs when work activities are carried out at home, whereas FIW conflict occurs when family tasks and obligations are carried out at work.

According to Christena Sneha G et al (2021) research, career and professional development are the most essential aspects of everyone's life. The nicest thing about any woman is that she moves forward in her career by having her aim in mind. They went through numerous changes in their family and job requests. Every woman's life will henceforth be determined by her personal and financial circumstances. This article discusses the many aspects of work life balance in women's careers, such as professional career progress, work stress, job choice, work-family conflicts, child care, and parenthood in relation to Work Life Balance. Numerous researchers have evaluated the past literature studies on various elements of work-life balance (WLB). This study focuses primarily on the work-life balance of female employees, and the work was completed while keeping the study's aims in mind.

Yet, Ms.Neenet Baby Manjaly et al. (2022) contend that human resources are being squandered as a result of hidden and overt unemployment, skill obsolescence, a lack of job opportunities, bad personnel practises, and difficulty adapting to change. Human resources account for a substantial amount of a country's productivity, and correctly developing them has huge potential to increase the country's wealth. The human factor gives physical resources worth, which also provides the economy with the necessary dynamism. Individuals with drive can create organisations. Effective personnel may increase an organization's effectiveness. With the aid of talented and motivated personnel, a company may fulfil its goals.

According to Ms. D Archana et al. (2022) employment and its link to life outside of work was heavily impacted by the social, political, and economic structure of societies. Work is still necessary in today's world, but it should also be a source of personal fulfilment. Worklife perks and programmes are one means of achieving professional and personal objectives. The phrase 'work-life balance' refers to the relationship between obligations at work and outside of paid job; having a suitable work-life balance indicates that the individual is in the correct position. Work-life balance does not have a one-size-fits-all definition. Work life balance refers to the efforts made on a daily basis to create time for friends, community involvement, family, spirituality, personal growth, self-care, and other personal interests in addition to the obligations of the office.

Shraddha Goled (2023) Demand for women in the workforce in India is being driven by the IT Enabled Services (ITES) and Business Process Outsourcing (BPO) industries. According to a survey released today by job search engine foundit (formerly Monster), the two industries accounted for 36% of total positions in February 2023, up from 30% the previous month.

DATA ANALYSIS AND INTERPRETATIONS

TABLE 1: COMPENSATION PROVIDED FOR MY JOB IMPACTS MY SATISFACTION AT WORK

RESPONSES	N	%
Strongly agree	102	36.4
Agree	108	38.4
Neither agree nor disagree	19	7.0
Disagree	31	11.1
Strongly disagree	20	7.1
Total	280	100

The above categorization depicts the responses of 280 female employees to the statement 'Compensation supplied for my employment effects my job happiness at work' in terms of their level of agreement or disagreement. According to the study, 74.8 percent (38.4% + 36.4%) of workers agree with the statement, 18.2 percent (11.1% + 7.1%) disagree with the statement, and seven per cent are in agreement or disagreement with the statement.

TABLE 2: SAFE AND HEALTHY FOR ME TO FEEL SATISFIED AT WORK

RESPONSES	N	%
Strongly agree	98	35.0
Agree	110	39.1
Neither agree nor disagree	29	10.5
Disagree	23	8.2
Strongly disagree	20	7.1
Total	280	100

The above categorization depicts the replies of 280 employees to the statement "Safe and healthy working conditions in my organization are important for me to feel satisfied at work." According to the study, 15.3 percent (7.1% + 8.2%) of workers are opposed to the statement, 74.1 percent (35.8% + 39.1%) of employees support the statement, and 10.5 percent are neither in agreement nor disagreement with the statement.

TABLE 3: A GOOD WORKING ENVIRONMENT FOR MY JOB IS ESSENTIAL FOR ME TO WORK IN A SATISFIED MANNER

RESPONSES	N	%
Strongly agree	99	35.1
Agree	118	42.0
Neither agree nor disagree	17	6.3
Disagree	22	8.0
Strongly disagree	24	8.6
Total	280	100

The distribution of the sample of 280 staff members in terms of degree of concurrence and degree of dissent for the above statement 'A decent workplace for my job is vital for me to work in a satisfied way' is shown in the above categorization. According to the data, 77.2 percent (35.2% + 42.0%) of workers agree with the statement, 16.6 percent (8.0% + 8.6%) disagree with the declaration, and 6.3 percent do not agree with the contention.

TABLE 4: THE WORK LIFE BALANCE IN MY JOB IS ESSENTIAL FOR MY JOB SATISFACTION

RESPONSES	N	%
Strongly agree	98	35.0
Agree	108	38.6
Neither agree nor disagree	21	7.5
Disagree	30	10.5
Strongly disagree	23	8.4
Total	280	100

The distribution of the sample of 280 employee responses in terms of degree of concurrence and degree of dissent for the aforementioned statement 'The work-life balance in my job is vital for my job satisfaction' is shown above. According to the research, 73.6 percent (38.6% + 35.0%) of employees agree with the statement, while the remaining 7.5 percent neither agree nor disagree.

TABLE 5: SUPPORT PROVIDED BY MY ORGANISATION FOR DOING MY JOB PROVIDES ME WITH SATISFACTION

RESPONSES	N	%
Strongly agree	94	33.4
Agree	96	34.3
Neither agree nor disagree	12	4.3
Disagree	50	17.8
Strongly disagree	28	10.2
Total	280	100

The breakdown of 280 employee replies concerning degree of agreement and degree of disagreement for the above statement 'Support offered by my organization for completing my work fills me with satisfaction' is shown in the above categorization. According to the study, 67.7 percent (33.4% +34.3%) of workers support the statement, 28.1 percent (17.9% + 10.2%) do not support the declaration, and 4.3 percent do not agree or disagreement with the statement.

TABLE 6: JOB SECURITY AND GROWTH OPPORTUNITIES IN MY JOB ARE ESSENTIAL FOR MY SATISFACTION

RESPONSES	N	%
Strongly agree	70	24.8
Agree	84	30.0
Neither agree nor disagree	35	12.7
Disagree	49	17.5
Strongly disagree	42	15.0
Total	280	100

Above table displays the responses of 280 sample employees in terms of degree of disagreement or agreement to the statement 'Job stability and growth possibilities in my job are crucial to for my happiness'. According to the research, 54.8 percent (30.0% +24.8%) of employees support the statement, 32.5 percent (17.5% + 15.0%) oppose the declaration, and 12.7 percent are indifferent..

TABLE 7: SUPPORTIVE AND CONGENIAL COLLEAGUES MAKE ME HAPPY WHILE DOING MY WORK

RESPONSES	N	%
Strongly agree	71	25.4
Agree	99	35.4
Neither agree nor disagree	62	22.0
Disagree	36	13.0
Strongly disagree	12	4.3
Total	280	100

The sample's distribution of 280 staff members for the degree of agreement and degree of dissent for the statement 'Supportive and friendly coworkers make me happy while completing my work' is depicted above. According to the data, 60.8 percent (35.4% +25.4%) of employees agree with the statement, 17.3 percent (13.0% +4.3%) disagree with the statement, and 22 percent are in disagreement with the statement.

CONCLUSIONS

The following conclusions concerning the influence of quality of work life elements on job satisfaction are based on a study of responses provided by a sample of female employees from BPOs in Delhi NCR.

- 74.8% of employees believe that their pay has a significant influence on their job happiness.
- Employees believe that safe and healthy working conditions, as well as a nice working environment, have a significant influence on job satisfaction (74.1% and 77.2%, respectively).
- Work-life balance is critical for the work satisfaction of 73.6% of employees.
- Employees rated organizational support, advancement, and job security as vital in 67.7% and 54.8% of cases, respectively.
- Employees rated all QWL elements as important in terms of work satisfaction.

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