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# The Role of Human Resource Policies on Work Life Balance Among Information Technology Sector of Women Professionals

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## Abstract

Work life balance is the relationship between, how much time and effort someone spends to work and how much time and effort spend to other elements of their life, such as family, children, friends etc., HR policies are the organization's continuing guidelines for managing its employees. As in this study, it mainly focuses on what are all roles played by the human resource department on balancing work and life in the Information Technology sector of women professionals. For this research, descriptive research was done with a sample of 200 women professionals from selected IT companies in Chennai using simple random sampling technique. The questionnaire was created using the independent variable of HR policies on work life balance and mediator of continuance commitment with a dependent variable of work life balance. The statistical tools used in this study are CFA, Discriminant validity and Composite reliability with the assistance of SPSS and AMOS software. The research found that, all the item used in the study are reflect a good measure of the variables.

**Keywords:** Work Life balance, Information Technology, Women Professionals, HR Policies, Continuance Commitment.

## 1. Introduction

Work Life balance is the great solution in which an employee can split her time and energy between work and other vital elements of their lives. HR policies are defined as a set of concepts and standards that regulate a company's interaction with its employees. Role of HR policies is that, the policies which are provide how much support to the women professionals when they try to balance their work and life. Continuance commitment is that, the degree to which we believe quitting the company would be costly. It is that, if we have high level of commitment to staying with an

organization, we will do so, because we feel obligated to do so. This continuance commitment is playing the mediating variable for the role of HR policies and work life balance. The role of HR policies with continuance commitment in a balancing of work and life is a daily challenge for women professionals to manage her life. Indian businesses are well-known over the world. With the shifting demographics of the workforce, regulations that are geared toward women are no longer relevant. Apart from the technological adaption and female workforce, the strategic deployment of work life balance policies in Indian enterprises is quite difficult. As the organization, it is responsible for ensuring its successful implementation and budget management. Despite the fact that several top IT companies have taken the initiative to deploy the work life balance policies [4].

## **2. Literature Review**

### **2.1. HR policies on work life balance**

Examined based on empirical research, gives an in-depth look at the work-life balance of working moms in the public and private sectors. Organizations must establish and implement successful work-life balance policies, and employees must be encouraged to use these policies. Employees are unaware of organizational policies regarding work-life balance. This could be included in an induction session to ensure that employees are informed of company policies [15]. Identified a conceptual model that explains regarding influence of work-life balance policy and practice behaviors of floor managers, and the influence of employee work-life balance experience in their workplaces. The study offers suggestions for identifying the essential factors that impact line manager work life balance policy and practice [17]. Investigated the link between contemporary life-friendly HR management policies and individual work life balance as well as the impact of managerial support on the policies. The author presented to enable firms to contemplate the application of life-friendly policies, resulting in a convergence between employee well-being and effectiveness of the organization [27].

### **2.2. Continuance Commitment**

Through the mediation of employee commitment, this paper investigated the impact of strategic human resource management on human capital development. Nursing Personnel, who are often dissatisfied owing to a lack of professional progression chances, should focus on developing career opportunities and dedication. As a result, healthcare executives should devote greater resources to formal training and organizational programs aimed at improving employees' skills and competences in relation to the organizations strategic goals [1]. The research aids in the optimization of organizational commitment in the areas of work life balance, person job fit, and condition of work also job satisfaction as mediation. One of the research findings is the confirmation that higher job satisfaction among private sector employees reflects

more affective organizational attachment. Employees in private sector firms would feel absorbed and have excellent job satisfaction, resulting in higher commitment, when they exercise person job fit, continue fairness between family life & work, and benefit from pleasant working conditions [12].

**2.3. Work life balance**

Has articulated the factors that influence the employee’s perceptions of the team leaders attitude. There are some of the issues that employee in IT organizations experience, which contributes to a high degree of stress among them. The study is focused on the elements that contribute to employee depression in IT organizations, as well as the involvement of the team leader in all of these issues. The study concluded that, the importance of keeping people satisfied in a sector with such a large global footprint cannot be overstated. When employees are happy and pleased, they are more likely to work hard to enhance the industry as a whole [13]. They measured the prevalence of work-life balance among women working in an information technology (IT) sector in Kerala. Women employees whose spouses worked in business had a much weaker work-life balance than women employees whose spouses worked in other private or government jobs. It may be inferred that women working in the IT sector in Kerala are mildly affected by work life balance [8].

**3. Conceptual Model**

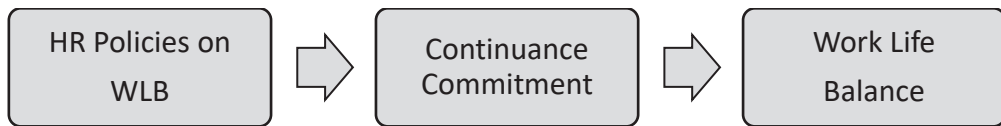


Figure1. Role of HR polices on Work-life balance

In balancing the work & life, the HR policy plays a vital role. HR policies differ from company to company, as every company follows a separate rule under the guidance of government regulations. HR policies mainly regarding for the women is transportation, as in the IT industry many of the time have to work night shift, and if it is a safety transport facility for late night drop, then for women, they can balance in their life little better. As because of this, once they reach home without trouble, then they can start their day without any delay.

The degree to which you believe that leaving the company will be costly is referred to as continuance commitment. If women professionals have high level of commitment, then undoubtedly she feels that, she must work with that company. If incase, she may be concerned that quitting her job may result in an unacceptably long period of unemployment. On the other side, she may feel that she will lose a certain degree of status if the company is a well-respected company. In a life, for women professionals in an IT industry, with her all continuance commitment, she has to balance her life with the role played by HR policies.

## **4. Research Methodology**

### **4.1. Data Collection**

This current research is an empirical study. The data has been collected through primary as well as secondary. Primary data was collected by the structured questionnaire with the demographic section of multiple choice and the forced choice questions. Secondary data was collected from various researches such as journals, magazines and websites.

### **4.2. Sampling Selection**

Sample size is 200 respondents from selected IT companies of women Professionals. The data has been collected from the working women professionals. Simple random sampling technique was used.

### **4.3. Questionnaire Design**

An identification code is created for each indicator as a measurement tool for the variables, and it is measured using a five point Likert scale type as: 5 - Strongly agree, 4 - Agree, 3 - Partially agree, 2 - Disagree and 1 - Strongly disagree.

### **4.4. Statistical Softwares**

Cronbach's alpha values were computed using SPSS 20.0 software, while the measurement model validity was tested using AMOS 21.0 software using a confirmatory factor analysis [9].

## **5. Validation of Data**

### **5.1. Validity**

The most crucial condition for a test's quality is its validity. The concept "validity" relates to whether or not a test actually measures what it claims to. The items on a test with a high level of validity will be closely related to the test's intended purpose. The extent to which the scores from a measure represent the variable for which they were constructed is known as validity.

### **5.2. Reliability**

One of the most essential aspects of test quality is reliability. In a brief, it relates to a measure's consistency. It has something to do with consistency, or reproducibility of a test taker's performance. One of the common used methods for finding internal consistency reliability is Cronbach's alpha. The cronbach's alpha value is being

impacted by group variability. Score reliability, number of items, sizes of the sample and the instrument’s difficulty level.

**5.3. Validity and Reliability Test**

To ensure that the measurement instruments are internally consistent, a reliability investigation was carried out. For the validity, when all item loadings are greater than 0.5, convergent validity is adequate [25]. Cronbach’s alpha coefficients are more than 0.7 for all constructions, indicating that, they are reliable [19]. The AVE values are greater than 0.5 for all items and Composite Reliability values are bigger than 0.7 that indicates the perfect association of items with their constructs.

No	Variable	Indicator	Factor Loading	Reliability Value - Cronbach's alpha	AVE	CR
1	HR Policies on WLB	HRP1	0.7130	0.8730	0.5105	0.8043
2		HRP2	0.6710			
3		HRP3	0.8440			
4		HRP5	0.6090			
5	Continuance Commitment	CC4	0.7920	0.9050	0.5189	0.7629
6		CC3	0.6990			
7		CC1	0.6640			
9	Work Life Balance	WLB7	0.5170	0.9010	0.5137	0.8400
10		WLB6	0.5070			
11		WLB4	0.7260			
12		WLB2	0.7370			
13		WLB1	0.7860			

Table 1. Shows Factor Loading, Cronbach’s alpha, Average Variance Extracted (AVE) and Composite / Construct Reliability (CR)

The table presented the validity and reliability values as well as fit indices for the constructs of the model. The result is that, all items were found to be valid and reliable after a validity and reliability test.

## 6. Data Analysis

In data analysis, here CFA was used to see if constructs had reasonable validity and reliability in assessing the model's factor loadings for a group of items. By comparing the average variance extracted (AVE) to the square correlation between constructs, the discriminant validity was determined. As a result, the AVE estimate was utilized as a supplement to other composite dependability measures [21], [22].

### 6.1. Discriminant Validity

The Discriminant validity is another significant sort of validity to consider when evaluating models. The Validity assures that the model does not contain any redundant constructs. An index summary for all constructs was created to assess discriminant validity. To examine the discriminant validity of the three components, the average variance (AVE) was used. The finding on AVE for HR policies on work life balance, Continuance Commitment and Work life balance is 0.5105, 0.5189 and 0.5137. While CR for HR policies on work life balances, continuance commitment and work life balance is 0.8043, 0.7629 and 0.8400. Each variables factor loading is significant, indicating a good comprehensive model as proposed by [6].

### 6.2. Measurement Model

The measurement model explores the link between the latent variables and their measures. The link between the observable and latent variables is depicted in the measurement model. Observed variables can be observed directly, but the latent variables that cannot be directly measured. The latent variables are measured using observed variables. Confirmatory factor analysis (CFA) is a measuring model that is part of Structural equation model (SEM) and is mostly used to see if the scale structure matches the real data [23].

### 6.3. Confirmatory Factor analysis (CFA)

Validating the measurement model by confirmatory factor analysis, which is also known as the measurement model, was also tested by applying the structural equation model using AMOS\_V(21.0) for all multivariate analysis approaches and measuring the goodness of fit. Confirmatory factor analysis was run on all of the construct's items to see if the modified items were appropriately loaded on the respected construct as expected by the study model [5]. The measure of goodness-of-fit of the model, and the significance statistical measurement include the chi-square test ( $\chi^2$ ), the normed chi-square (CMIN/DF) = (chi-square/degree of freedom), P value, Goodness of fit index (GFI), The Adjusted goodness of fit index (AGFI) and Comparative Fit Index (CFI). First, the measurement model was connected with the three variables of HR policies on work-life balance, continuance commitment and work- life balance. The following CFA model illustrates the conceptual model of, the role of HR policies on work life balance.

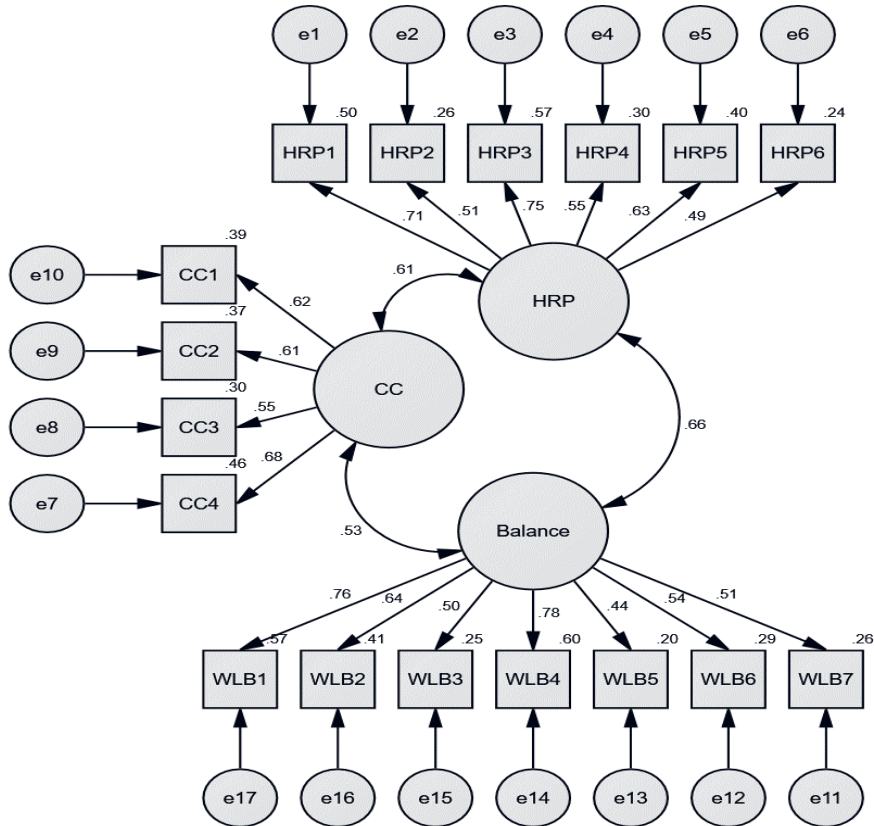


Figure 2. The Conceptual model of CFA

However, based on the above CFA model, the values of the fit indexes of the model were unreasonable. The values obtained as CMIN/DF = 4.143, P value = 0.000, GFI = 0.754, AGFI = 0.675 and CFI = 0.698. The values show that the fit indices of the model were unreasonable. Therefore, some items with low factor loadings were deleted [24].

#### 6.4. Confirmatory Factor Analysis (CFA) model Fit

To get the fit model, in each variable, some of the items were deleted. In the independent variable of HR policies on work life balance, the items of HRP4 and HRP6 have been deleted. In the mediating variable of Continuance commitment, the single item of CC2 has been deleted. In the dependent variable of work life balance, the items of WLB3 and WLB5 have been deleted. The unobserved variables of E16 and E14 have been connected under the dependent variable of work life balance as both got the high value of modification indices.



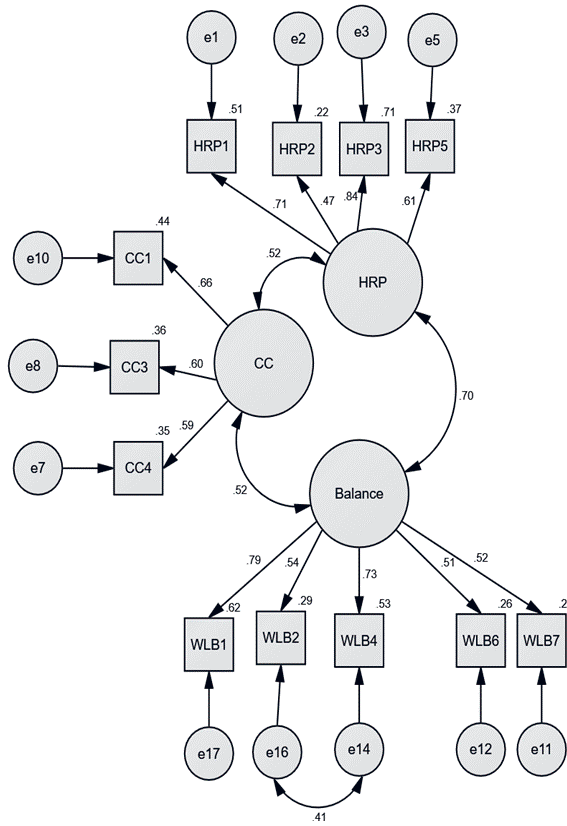


Figure 3. The goodness of fit CFA Model

The following table shows the goodness of model fit indices, source by [10].

Model Fit Summary		
Indices	Value	Suggested Value
CMIN	4. 149	<5
P Value	0.000	<0.05 [10]
GFI	0.84	>0.80 [11]
AGFI	0.85	>0.80 [2]
CFI	0.80	>0.80 [2]

Table 2. Model Fit Indices

After removing the item of each variable and connecting the unobserved variable, get the values of CMIN/DF =4.149, P value=0.000, GFI=0.84, AGFI=0.85 and

CFI=0.80. All the values are fitted with the model fit indices based on the above model fit table, and the AGFI value alone nearly match with the given suggested value of model fit. In this study, all the variables and their items are fit in this CFA model, shown in Figure 3.

## 7. Discussion

The study's major goal is to look at the role of Human Resource policies on work life balance among women professionals in Information Technology (IT) sector. From all the results, all of the items are used to measure the analysis of the results are statistically significant. All of the measurement model scale items included in the CFA were good measures of their related construct. In CFA, All the values reached the required cut-off for both validity and reliability, leading to the conclusion that all variable's measurements were valid and reliable. As a result of our findings is that, we may conclude that all of the items reflect a good measure of the variables.

The study has been found that, there is a significant positive relationship between HR policies and continuance commitment with work life balance. This study is consistent to the findings of [20] is that normative and continuance commitment and all antecedent variables have positive and significant effects with affective commitment. Then again consistent to the findings of [14], found that HR practices are positively correlated with organizational commitment, job satisfaction and organizational fairness. The findings of the study is consistent with [3] as suggested that, HR Professionals in India have to verify their current policies and practices about work life balance and restructure correspondingly.

## 8. Conclusion

The concern of the HR profession for a better workplace is to solve work-life balance concerns and create a fantastic place to work. Work life balance concerns must be approached from several perspectives, such as mentoring, counselling and teaching employees to deal with problems as they emerge. Female-friendly work environments should be prioritised, including pay equality policies, telecommuting choices, job sharing and so on. Organizations should keep an eye on what's going on in best-in-class organisations and implement policies ahead of time [15]. Work-life balance harmonies are designed to assist employees in achieving a decent balance in both their personal and professional lives. It has been proven that strong work life balance programmes lead to reduced stress and enhanced workplace performance, loyalty and motivation [16]. In the absence of employee commitment, employees intent to quit or even act to leave increases, lowering overall organizational performance. When people are happy in their jobs, they are more likely to committed to their company. Employees that are satisfied and devoted are more eager to undergo training and are more interested in advancement chances [1]. Work life policies help to retain talented people by increasing their dedication to their company, which minimises attrition and absenteeism. The availability of work life balance policies minimises employee absenteeism, which is a cost advantage to a business [7].

This study tested the relationship between the variables in the model and all the variables are significant. Finally, the role of HR policies mediating the continuance commitment with work life balance. Work and life has to be balanced by the women professionals based on the roles played by the HR department as well as with women's continuance commitment.

## 9. Recommendations

The HR department needs to help their employees to keep going work life balance. Given some of the decision in which HR can help in, that, providing flexi approach towards work, effective communication systems, family get together at works and workers participation in management [18]. The researcher suggested the recommendation of work life balance to the hotel employees is that, listen to employees, provide more free time, increase the flexibility of the work schedule and provide work place support on family matters [26]. Organization should keep in mind about the women professionals before framing the HR policies. Here, listed out some of the recommendations for the IT industry when they frame the HR Policy:

- Offer flexible timing to boost the employee happiness
- Provide correct remuneration for the productivity instead of hours worked
- Provide performance bonus to improve the work efficiency
- Provide health insurances, which will support their life
- Paid sick leaves to encourage them to work
- Provide alternate shifts, which will help them to plan their personal work accordingly
- Provide work from home option, when needy situation arise
- Provide proper break hours
- Give Maternity leave with payment
- Give Gratuity and provident fund

The current research found the above recommendation for HR policies. The role of the HR policies by every industry is that, it has to be framed with little concern of women professionals, thus will make the women professionals to stay in an organization, then that will be the good sign for any Industry. Website: <https://study.com/academy/lesson/organizational-commitment-definition-theory-types.html>

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