



**Work-life Balance and Employee Commitment: Case Study of
Indian IT Sector**

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Abstract

The information technology and the enabled services sector is one of the important and concurrent changes of globalisation in the Indian IT sector. As the changes are undergoing different modifications as to reshape the business standards from the liberalisation time in 1990, the IT industry in India has created comprehensive opportunities and job satisfaction from the contemporary commercial society for emphasising the workplace culture and environment. As job satisfaction and sophistication is one of the most important attributes for managing and influencing the work-life balance, the organisational sector should maintain these balances.

The meaning and the scope of the research is to understand the system's ethical framework of the work life balance and the harmonious workplace commitments by evaluating the role of the employee engagement and motivation policies by achieving the satisfactory work life balance of Indian IT industry. The fundamental purpose of the research is to analyse the marketing segments by understanding the engagement policies, procedures, the role of employment obligations and concept of work life balance in Indian IT and ITEs.

In this research, the main objective is to examine the importance of the work life balance with the job satisfaction functions that can be seen in the Indian IT sector that is rated with the success factor of the business and also with the employee engagements.

Throughout the research paper, the literature on the Indian IT sector work life balance is being depicted and the justification of the choices is being provided in a clear way by selecting the appropriate data collection method that is to be used in the whole study for getting the accurate database. For conducting the research, the ethical considerations are also being followed appropriately. The quantitative data analysis is being considered in the research paper by considering the primary data collection method. A detailed analysis is also performed in each of the survey questionnaires for obtaining the desired results.

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Chapter 1: Introduction

1.1 Introduction

Globalisation and technological advancements have brought concurrent changes within the Indian Information Technology (IT) sector. Aggressive outsourcing of services and regional subsidiary schemes of multinational corporations alongside Indian tech companies have integrated global teams to work towards a common goal. Meanwhile, the concept of work-life balance and employee commitment is becoming an integral aspect of modernized Indian IT infrastructure due to its valuable contribution in strengthening employee engagement and workplace wellness. As high employee turnover, poorly maintained workplace culture and corporate governance continue to impose greater threats to achieve workplace inclusion, diversity and productivity. The notion of work-life balance and psychological wellbeing have become more prominent than ever to embrace higher commitments and multidimensional efforts. Aiming Covid-19 consequences and changing workplace culture, IT companies are making enormous efforts and proactive engagement policies to maximize organizational competency and adaptability to ensure physical and psychological wellbeing and employment obligations. This systematic empirical framework intends to explore key challenges of maintaining work-life balance and a supportive work environment while considering theoretical perspectives, employment obligations and psychological well-being.

1.2 Research Background

The Information Technology and Information Technology Enabled Services (IT- ITes) sector is undergoing enormous changes and modifications, and effectively reshaping business standards since India's liberalisation in the 1990s. The IT industry created comprehensive employment opportunities and job satisfaction is becoming an integral part of contemporary commercial society to emphasize workplace culture and environment. Job satisfaction and sophistication attributes are highly influenced by work-life balance, compensation packages, organizational structure, culture and politics, company benefits, career opportunities and performance-based rewarding schemes are becoming motivational factors to achieve benchmark success. The sector includes software development, consultancies, software management, online services and business process outsourcing mechanisms, and employs more than 502 million people with multicultural and multilingual attributes and contributes 7.5% of India's GDP. According to a report published by the National Association of

Software and Services Companies (NASSCOM), the Indian IT sector secured a growth rate of 13% during the 2016-17 financial year and became a major contributor in the global offshore IT industry. In 2020, the industry secured \$194 billion and is expected to reach \$300-\$350 billion revenue with a 10% growth rate which indicates more employment opportunities. (Soni *et al*, 2021). The report described that availability of abundant talent, creation of urban infrastructure, operational excellence, conducive business environment and continuously improving domestic IT sector are significantly assisting the industry to become one of the emerging markets as a pillar of Modern India. However, fluctuating macro-environmental factors, global economic recessions and the high supply-demand gap heavily influenced commercial ventures to increase productivity and efficiency of employees to ensure competitive advantages and profitability despite having inadequate infrastructure, inadequate resources and limited flexibility in working schedule. Although, growing foreign direct investment and domestic IT sector alongside enormous requirements of digital products have created comprehensive employment opportunities, the industry is still suffering to embrace a modular working schedule, empathic management hierarchy and supportive workplace. Poorly maintained employee engagement increases psychological stress generated by enormous work pressure and profit-driven business policies. The IT industry is highly competitive and has various potential players including Wipro, TCS, Cognizant, Google, Accenture and Infosys that are procuring enormous job opportunities in India. Such companies along with the MNCs take employee wellbeing and employment obligations more seriously to cope with employee turnover and emotional burnouts, and are committed to leveraging a well-rounded work-life balance and supportive environment to characterize organizational competencies in improving employee commitment (Pawar, 2018). Moreover, a shortage of skilled workforce, inadequate management practices and workforce development programs continue to create bottlenecks such as lack of commitment, motivational issues and sense of belongingness. Companies are taking multidimensional efforts to improve individuals' career prospects, growth and opportunities.

1.3 Research Problem

The Indian IT industry is becoming globalized with the presence of MNEs, MNCs and domestic IT companies and is progressive to create a standardized and inclusive workplace culture and governance initiatives to ensure productivity and efficiency. However, work-life balance seems like an impossible feat due to growing job-specific work pressure, fear of job

loss and technological accessibility issues. As remote working conditions, flexible working schedules and engagement of the global workforce are reshaping business standards and employee engagement policies, employees are struggling to maintain personal and professional life. According to a survey conducted by the Harvard Business School, a whopping 94% of working-class professionals claimed that they are working more than 50 hours per week and 50% mentioned working more than 65 hours. Moreover, industry statistics and growing turnover rates have shown that the compounding stress from the 5-day working policy, intensified internal competition and lucrative career prospects have been affecting both personal and professional behaviours. Human-to-human interactions, personal relationships, health and overall happiness are also being affected due to this policy (Yadav *et al*, 2019). Such issues are affecting organization-wide collaboration and commitments. Productivity and quality of services are highly affected by financial reimbursement, poor job satisfaction, workplace stress and rigid work schedule. Moreover, the bureaucratic workplace environment and lack of adequate recognition and entertainment resources create comprehensive limitations for individuals to split time, energy and resources into two distinct aspects of life. Lack of sense of belongingness, longer working hours due to economic recessions and overlapping time zones are affecting tech employee's efforts to protect family commitments and inclusive workplace attributes. Such issues have adequately influenced the researcher to consider the underpinned topic to assess and evaluate IT industry standards and employment obligations in India.

1.4 Research Rationale

It has been identified that the Indian IT sector lacks appropriate employee engagement policies and guidelines to mitigate contemporary constraints and configurations associated with employee satisfaction and sophistication attributes. As today's world is becoming more employee-centric and inclusive, a diverse work environment and interdisciplinary approaches alongside proactive retention policies are creating massive opportunities to improve organizational competencies and adaptability properties. Companies are lacking to secure a feedback-safe environment and employee-centric entrepreneurship spirit to uplift both the physical and psychological well-being of a diversified workforce (Kasbuntoro *et al*, 2020). The key rationale behind the underpinned research is to inform about the necessity and urgency of work-life balance and to describe the implications of fact-driven perceptions and employee commitments towards commonality and inclusive goals. The researcher adequately

identified that poor job satisfaction, workplace stress and lack of appropriate recognition and rewarding schemes have been hindering the company's functionalities and productivity. Lack of open communication channels and over scheduling issues remain unresolved. However, gradual social and demographic shifts towards sustainability and lifestyle alongside regulatory compliances and newly created employment obligations have empowered modern workers to seek a personalised and appropriate balance between professional and personal life. For example, computer related equipment are manufactured and disposed of in an eco-friendly manner. Within the Indian IT industry, lengthy working hours, congested commute issues, deceptive management involvements and intensified workplace-specific responsibilities are imposing negative effects on employee happiness and wellbeing which cause comprehensive limitations ranging from sleeping issues to mental health, emotional burnouts to engagement issues (Khan *et al.* 2021). These concepts alongside growing challenges of Covid-19 consequences, monotonous lifestyle and conservative workplace culture and policies have influenced the researcher to undertake this systematic empirical research. The researcher is determined to demonstrate the critical success factors in achieving a satisfactory work-life balance amongst IT professionals while exploring major challenges and limitations faced by the industry. This research is considering quantitative data and aims to find the relationship between work-life balance and employee commitment.

1.5 Research Aims, Objectives and Questions

Research Aims

This systematic empirical framework regarding the importance of work-life balance and harmonious workplace commitment aims to evaluate the role of employee engagement and motivation policies in achieving satisfactory work-life balance in the Indian IT Industry. The fundamental purpose of the research project is to analyse market segments, engagement policies and procedures of tech firms and the role of employment obligations and concepts of handling work-life balance.

Research Objectives

- To examine the importance of work-life balance and job satisfaction within the Indian IT sector and success factors associated with employee engagement and employment obligations.

- To understand the concerns and dissatisfactions of Indian IT sector employees about poorly maintained employee relations and work-life balance
- To provide extensive recommendations for improving work-life balance and harmonious workplace relationships in ensuring higher organization-wide commitments and inclusiveness.

Research Questions

Question 1: Why Is the Indian IT Industry facing high employee turnover and conflicting issues?

Question 2: What are the major barriers to work-life balance for IT industry professionals?

Question 3: What are opportunities available for tech firms to deal with work-life balance and harmonious workplace culture?

1.6 Thesis Structure

This systematic empirical framework is segmented into five distinct chapters with distinct sub-phases and features: Introduction, Literature Review, Research Methodology, Data Analysis and Conclusion. In the introduction section, the researcher effectively elaborates the industrial background and contextual information of the underpinned research project about work-life balance and employee commitment in the Indian IT industry while disclosing rationale, aims, objectives and research questions. In the literature review section, the investigator discusses various associated literary sources and relevant theoretical perspectives and frameworks to haunt core insights of the industry in accordance with predetermined objectives. In the research methodology section, the researcher describes various research paradigms and data collection and analysis methods for incorporating adequate quantitative

databases. In the Data analysis chapter, the researcher is determined to conduct a close-ended survey questionnaire within a selected participant group to ensure data availability and integrity. Meanwhile, in the concluding chapter, the investigator summarises overall study findings and literary criticisms, and incorporates fact-driven decision-making attributes to provide extensive recommendations for futuristic advancements and further research scopes.

Chapter 2: Literature Review

2.1. Introduction

According to (V, T and D, 2021) The working life balance depicts how the job relates to obligations and how they affect one another in life. Workforce engagement needs to be maximised by employers, and governments by incorporating a holistic approach and periodic employee engagement surveys. However, several individuals fail to manage employment and the responsibility of taking care of infants, family members or ageing parents in a busy life. It is also not easy for most employees to take time outside for training, voluntary work, or entertainment. There is no perfect balance in work life; everyone is different, and over time the balance of 'appropriate' can shift as families get older and personal responsibilities change. Options about how employment is organised allow workers to manage their work and living requirements in workplaces that help meet their obligations. Implementation of proactive provisions, comprehensive employment benefits, in-house healthcare services and sophisticated HRM practices have become an urgent necessity to leverage the physical and emotional well-being of employees. (Aldamoe, Yazam and Ahmid, 2012) The overall standard of companies prospers also from the stronger morality and loyalty of workers. The ability of managers to manage flexible job conditions is an antidote to expertise and experience loss and the high recruiting and retention expenses in a dynamic labour market. Employers who have versatile employment opportunities win comparative advantage in the labour market as 'employers of preference (Rao and Venugopal, 2009)

2.2. Concept of Work-Life Balance and Employee Commitment in the Indian IT Sector

The present market shows that a happier worker is a better worker. Many traumatic life activities include in a workplace such as loss of safety at work, shifts in operating hours, changes in working environments, redundancies, downsizing, organisation, etc. To promote its exponential development and competence in the international sector, the IT industry in India has long been exempted from labour regulations. While this is a good reason for the continuation and expansion of economic development in our emerging country, it must also be checked that the workforce of the sector does not bear the pressure. Recently, shifts in schedules have been seen. Therefore, a major part of the Indian IT business is switching from an 8-hour day standard to a 24-hour day-to-day operation for 7 days a week. Many staff still have to serve on Saturdays and Sundays. (R. Helmle, C. Botero and R. Seibold, 2014) In

addition, the schedule in the operating hours differs greatly from the regular pattern that usually runs from 9 am to 5 pm. During the regular time, certain workers have to be ready for work and usually begin early in the night and last long into the night. And much more than the usual eight hours they have to serve. Increased workloads also made it more apparent for staff to show their dedication to work. As a result, many of them appeared for longer periods to be in their workplace and thereby reduced the time that they were accessible at home.

The article in (Sirgy and Lee, 2018) explores how technological advances and globalization's beginning have created a "24/7 availability phenomenon." The mobility of devices such as smartphones, BlackBerrys and PDAs has allowed staff to carry out job responsibilities from across the globe. According to (Naim and Lenka, 2018), the need to resolve the tension between work and other personal obligations among employees is increasingly evident. Managing work/life Balance International (2007) released the Way Ahead Study, which tracks the findings of the annual baseline surveys on the condition for organisations' work/life balance systems around India. The study encourages staff engagement and therefore sets a norm to aim for by organisations.

There are accessible academic papers to assess the results of workplace programmes aimed at minimising conflicts between job and personal life (Yordanova and Kirov, 2020), for instance, stating the minimum contribution made by family-friendly policies (FFPs) to the feelings of inter-play between the workforces. The employee services will, therefore, be able to strengthen worker ties with the organisation (Sovacool, *et al.*, 2017). Results confirm this assumption, but the correlation is provided for management support and the lower impact of utilising FFPs. Workers may think it is damaging their careers if they accept personal advantages such as maternity leave. Managerial assistance, coupled with cultural support, contributes to a healthy work-life balance and organisational engagement in family-friendly activities.

The analysis was similarly focused on the premise that low levels of disagreement and high standards of procedural fairness contribute to the employee result – which combines to affect organisational engagement (Kusbiantoro, *et. al.*, 2020). The results were often favoured by employees. Johari *et al* in (2018) summarises the work-life dispute analysis conducted by IT practitioners of India in a study that shows that conflicts between work and life are adversely linked to the organisation.

Bjärntoft *et al*, (2020) has also shown that those who use communication technologies more often during working hours, report higher ambitions and work engagement degrees in the partnership of work-life balance and organisational commitments. Although there is no connection between communicative technological usage and emotional organisational engagement, the use of these technologies during the non-work time has a positive correlation with work-life tension between employees. (van Zoonen, Sivunen and Rice, 2020)

It should be remembered that organisation, as a job no longer needs to be an important source of identification, is an evolving dynamic. Dhaini, *et al*, (2018) explores the intentions of young generation professionals who are allegedly placing more attention on the achievement of a work/life balance than previous generations. He argued that these staff frameworks, burnout, willing, owing to the competitive labour market and high job loss trends, to their involvement with the organisation. The Working Team (1987) assesses the degree to which employment is of central importance for life: "Will you still work, if you receive sufficient funds to never work again?" While one would see their reason for working as a result of the desire to earn money, this consciousness may be questioned if confronted with the choice to give up work.

2.3. Concept of Burnout and Engagement and Its Interrelated Relationship with Work-life Balance

According to a study conducted by Myers in 2000, negative emotions outnumber positive emotions by a 14:1 ratio and negative work-based outcomes outnumber positive work-based outcomes by a ratio of 15:1. Such results in the context of human psychology have been influencing demographic shifts from weaknesses and malfunctioning to human strengths and optimal functioning (Olson *et al*. 2019). As fluctuating job demands and job resources continue to shape the workplace environment, appropriate application of comprehensive models are significant to predict and rationalise the relationship between the increasing employee burnouts and positive work-place engagements. To describe the relationship between burnout and engagement, implementation of the Maslach Burnout Inventory (MBI) in human services can be significant to maximize understanding and support. In MBI Framework, burnout is often considered as a metaphor for mental weaknesses and is an integral part of human services (Lim *et al*. 2020). According to Portoghese *et al*. (2018), workplace burnouts are decorated with three distinct dimensions; exhaustion, cynicism and

professional efficacy related to occupational achievements. Exhaustion defines individuals' fatigue and tiredness associated with intense work and cynicism reflects a distant attitude towards work, and professional efficacy confines both social and non-social aspects of benchmark achievements. The researcher suggested that high-level of exhaustion and cynicism and lower professional efficacy are the foundation of workplace burnouts. In contrast to modernised commercial settings and occupational complexities, job engagement has become an integral part of modernized commercial ventures to tackle exclusive and frequent burnouts as it allows uplifting confidence, a sense of belongingness and job satisfaction and sophistication attributes. While describing the relationship between a positive workplace environment and job satisfaction, Kemper et al. (2019) explained that three dimensions such as energy, involvement and efficacy are the core features of employee engagement. Appropriate alignment and mismanagement of such dimensions can alter burnouts and engagement factors, and engagement follows the opposite scorecard of burnouts to measure the engagement level of individuals. The model exclusively considers burnout and engagement as the opposite poles of a continuum. However, the idea of the MBI framework is challenged by various scholars as Knox et al. (2018) showed convincingly that rather than two opposite poles of a bipolar dimension, positive and negative emotions are two independent states which can be triggered and measured by different factors.

According to the two contradictory and yet effective frameworks of evaluation, the role of positive and negative emotions cannot be eliminated from the work-life balance due to their cyclical nature of occurrence and effect-based scenarios. To measure each state, individuals must consider different perspectives and measurement indicators for greater consistency and accuracy. According to literary findings, engagement can be referred to as a persistent and pervasive affective-cognitive state and is influenced by various human psychological factors including vigour, dedication, commitment and absorption (De Beer and Bianchi, 2017). The core idea of burnout can be defined as a negative state of mind which is influenced by work-related stress, negative emotions, lack of adequate sense of belongingness and by-product of micromanagement. Both states are significantly related to work-life balance as engagement improves collaboration and commitment whereas burnout eliminates the scope of relationship-driven partnership approaches and people-oriented management practices.

2.4. Concept of Job Resources and Job Demands and Their Implications on Work-life Balance

Modern-day commercial ventures are extensively influenced by fluctuating macro-environmental factors, employment obligations, environmental consequences and regulatory affairs which imposed comprehensive limitations to secure resources and establish an appropriate balance between supply and demand (Ghanayem et al, 2020). As demographic shifts, sustainability-consciousness, eco-friendly credentials and employee well-being are becoming emerging trends within the global employment sector. Skaalvik and Skaalvik, (2018) commented that two sets of variables; job demand and job resources need to be considered to demonstrate the notion of employment. Job demand is considered as a defined state which requires rigorous attention and response from a standardized environment to characterize tasks and complete distinct work. As job demands encompass physical, psychological, social and organizational dimensions and aspects, adequate allocation of resources and physical and psychological efforts are essential to complete within agreed parameters which affect both physical and psychological state of wellness. Such effects are directly responsible for growing depression, anxiety and burnout. Meanwhile, job resources are defined as a prominent solution of those social, physical, psychological and organizational aspects of a job that assist to reduce physical and psychological costs, facilitate the achievement of functional goals and mitigate the notion of personal development, learning and growth (Cha and Kim, 2020). Thus, appropriate job resources are highly important to control work-related stress and disruptive barriers. Job resources can be incorporated by multidimensional efforts ranging from job-specific skills and experience to financial and management support, organizational culture to the collaborative environment (Guidetti et al. 2019). As work-life balance and supportive work environment are highly influenced and affected by fluctuating job demands and availability of adequate resources, proactive provisions and knowledge-oriented decision-making processes in fact-driven resources utilisation schemes are significantly important to maximize individuals' well-being and sustainable development.

2.5. Conceptual framework

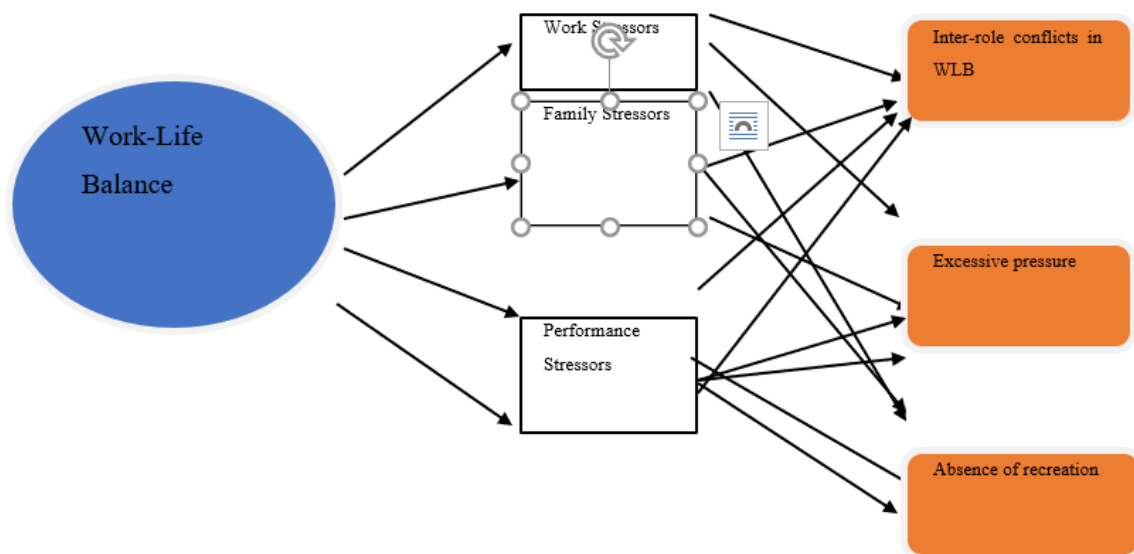


Figure 1: Conceptual Framework (Source: Self-developed)

According to (Naim F. and Lenka U, 2018), the conceptual understanding and the related framework of work-life balance is rather comprehensive than one can assume. Work-life balance is a simple balance through management that one has to inflict in their life to be available for both: office duties and the personal life. In this busy modern world, there is relatively very little a person can do to satisfy the family while keeping sanity for themselves. The job roles are complex and on the other hand, the access to peek into acquaintances' life is rather easy which serves as the inspiration for upgrading the lifestyle. The organizations have started to realize this urgency for the people to attain certain daily goals in both the worlds, leading to this, there have been several reforms to support the employees. The reforms measured and achieved by IT organizations in this aspect are quite indispensable, these include: work from home, weekends off, sharing of the work, adjustable working hours, etc.

According to (Gokhroo N., 2019), there are several that in combination even out the difficulties one is facing in work-life balance. The author has explained the basic challenges of the balance that could be replenished with the help of understating the conceptual framework. Disparity handling is a primary skill that needs to be accompanied by composure and patience for developing the balance at the initial level, as explained by the author. The work-life balance faces issues when the person is either incapable of managing his time or

exploring the new pathways to knob the aspects parallelly. Time management is as competent in developing a conscious daily routine as it is in stabilizing a business plan. For one, the priority should be ascertaining the time that is required by the job role and pledging on spending the leftover space in personal activities. This should be a praised negotiation by all the employees whether living with a family or not since the imbalance of this has negative impacts straight upon the working capacity and quality. The latter issue, that is, unventured pathways is rather non-conventional because of the uncertainty. But as discussed by the author, what could go wrong if one is unable to even out the time spaces. The author gives importance to developing new possibilities while combating the issues and establishing a correct lane for stability. The composition of emotions also has a vital role in creating the balance and assigning the proportions as well as concentration to each role.

The role of understanding and management is mandatory if one wants to achieve absoluteness in the same. Several challenges can cross a person`s path with weak time management and result in less productivity and commitment. One of the major challenges discussed by the author is inter-role conflict, this is further categorized into work-family conflict and family-work conflict. The work-family conflicts arise when an employee is given excessive consideration to the job role and is spending almost all of the time in the office, working. Such kind of conflict and negligence are well-known to plant root for the feeling of abandonment by the family. On the other hand, family-work conflicts arise when a person is not providing the required response to the job role and is overlooking the obligations associated with it. The emotions that a person can face in both the contrasting situations are quite similar: depression, pressure, feeling of being misunderstood and also these emotions along with the mentally oppressive surroundings can result in lack of attention, absence of commitment, deficiency in the work quality and even loss of employment. Furthermore, the discussed state of affairs can lead to social alienation and the absence of recreation. The post alienation stages are difficult for people to bear because of the nonappearance of peers which again can be very dangerous for mental health and can affect a person's developmental growth at the opportunist age.

2.6. Challenges Faced by the Indian IT sector

According (Ezzedeenanand Zikic, 2017), one of the biggest issues associated with work-life balance in the information technology sector revolves around operational efficiency.

Following traditional work-life balance theory, when individuals perceive their profession as an instrument to make monetary benefits, they are unable to achieve satisfaction. Therefore, this creates an inefficient performance of these associated elements in the workforce. In addition to that, this study also focuses on the mental health care aspects of units in the workforce unable to maintain a balance in professional and personal life. This establishes an outline for several diseases such as anxiety and depression which affects the professional life of an individual. Therefore, it can be concluded that the organisation itself should focus on the work-life balance of course by providing them sufficient time for the community making sure that this professional atmosphere is not affecting their wellbeing.

A similar study in this context (Lott, 2018) suggests that if the proportion of the workforce struggling to maintain a balance between work and professional life is high in an organisation its overall performance will be affected by it. This factor slowly erodes efficiency in organisational practices as the workforce will not be determined and focused on assigned jobs. In addition to that this study also focuses on highlighting minor problems such as the level of frustration and sleeping habits of the associated workforce. People belonging to the IT sector in India often tend to bring their work home due to the high-performance requirements of the organisations. This dynamic accumulates together and results in obstacles regarding the operational mechanism of the associated workforce.

Furthermore, this piece of literature also summarizes that organisation's negligence towards factors that results in a higher employee turnover ratio justifying the never-ending requirement for the workforce in the information technology sector. In addition to that this study also adds to the gravity of lower motivation levels in the workforce due to the absence of job satisfaction. The main reason behind the same is people belonging to the traditional work-life balance model do not appreciate their job and have a vision towards that making it only a means to earn money. Therefore, it also becomes a crucial issue associated with the growth and survival of the organisation in the competitive environment of the Indian IT sector. The study also states that organisations should take constructive steps towards establishing an outline for their workflow procedures in such a manner that the associated workforce does not face difficulties in maintaining a work-life balance following ensure prevention efficiency in operational mechanisms.

Following the viewpoint of Sarker *et al* (2018), another one of the issues arising due to inefficiency in work-life balance in the IT sector revolves around inefficiency in managerial practices. Management is a single thread in the organisation that goes through every single element of operation in synchronizing individual efforts and moves them towards the overall goals. Workforce with improper work-life management mechanisms is difficult to control as being a part of the organisation for a long period is not a requirement of workers in this situation. Therefore, Management has to invest additional efforts in time to construct specific courses of action to keep a check on workers in this scenario. Drilling machine management mechanism is directly proportional to organisational efficiency therefore extremely crucial for an organisation to modify their operation code of conduct to induce dynamics that accelerates work-life management.

Considering the results drawn in similar literature (Kim and Cho, 2017) constant change and technological requirement is also a huge challenge for the IT sector in India. The market is filled with new technologies and associated organizations have to acquire the same following their needs. Although work-life balance does not create an obstacle in this process, after the procurement of new technological advancement the workforce needs to be trained and developed accordingly. Since people under inefficient work-life management criteria have lakhs of motivation towards professional roles and responsibilities, it becomes difficult to educate the workforce in this scenario. This problem is an extension of the aforementioned problem associated with hindrances in management procedures as the management has to induce additional efforts to enlist motivational catalysts of every element in the workforce to establish a rigid outline for training and development procedures of the associated workforce.

2.7. Theories and models to understand Work-Life Balance

There are various models and theories which are being utilised for maintaining the work-life balance which is being described below:

1. Traditional work-life balance model
2. Work-life balance model (No balance)
3. Work-Life balance model (For the purpose)

According to Okulicz-Kozaryn and Golden in 2018, the traditional work-life balance model revolves around setting clear boundaries and defining a fine line between work and life. Under the considerations of this approach, work is treated separately from personal life and it is said that this model works efficiently with a 9 to 5 work schedule. This approach is developed based on several premises such as the individuals taken into consideration do not engage in work-related activities once they step out of office. In addition to that, under this model people do not even mention the details of their work to anyone outside their office and therefore it can be concluded that they lack passion in their working situation.

This article also reflects that people taken into consideration under this approach have a tendency to treat work just as a means to earn money and do not have any additional moral attachment towards their work. Furthermore, in this article, it is also seen that most of the people in this approach dislike the work they are assigned, in other words, these people will complain about their working situation as well as other words related dynamics a lot and are constantly looking towards a new job that offers significantly higher pay. In case when they switch to a new job that pays them comparatively higher the same cycle continues, thus, it is safe to say that the vision of associated people under this model is based on this loophole. People under the traditional work-life model are mostly stressed at work and tend to feel relaxed at home or on vacations when they do not have to worry about work at all. This article also suggests that the workforce in the Indian IT sector will have enthusiasm on Friday evenings as compared to Monday mornings. Therefore, based on the aforementioned discussions, it is safe to say that the considerations of this model are not registered as it revolves around treating work only as leverage to earn money.

According to (Feeney and Stritch, 2019), work-life balance model (no balance) focuses on individuals who do not treat work as a separate identity with their boundaries of work-life spread deep within their personal lives. People in this model work comparatively longer working hours and tend to love their job and work to the fullest every day. In addition to that, this piece of literature also summarizes that these people often bring their work home and sometimes use it as an instrument to avoid personal events and engage in discussions associated with their working life frequently. If they are forced to become a part of any social gathering, they keep checking their emails or spend time talking to someone from work. These people love the technological aspect of their job to a point that they can be considered as being obsessed with it. In addition to that, people under this methodology tend to take

more time in completing a project than it requires. This piece of literature also discusses that these people do not even care about how much they are getting paid. The segments of the workforce are happy in doing their day-to-day job and are not looking to switch as they are afraid that they might not get to do this fun activity in their current job structure. People belonging to this model feel relaxed when they are working and at the house are mostly thinking about their work-life change. Work is their priority. Therefore, based on the aforementioned discussions, it is safe to say that although this model focuses on prioritizing work, it costs the luxuries of personal life.

Another piece of literature (Kossek and Lee, 2017), establishes an outline for the Work-Life Balance theoretical framework where the purpose is induced. This study summarizes that people belonging to this model have an understanding associated with the single-entry concept in life which suggests that every experience that an individual has both in work and in personal life are part of a single living entity. In addition to that this study also reflects that people identified under this model have a determined purpose and meaning to their life which is usually aligned with the nature of work undertaken to buy them professionally which factors them and accumulation of satisfaction and monetary benefits. Furthermore, these people are extremely passionate about their professional courses of action and tend to keep searching for a job until they are satisfied with one. Therefore, it is safe to say that these people have drawn a fine line between their work and their personal life and can take a break from their professional life if it is necessary.

A similar study conducted by Molina, (2020) adds to the gravity of positive attitude associated with individuals found under this model. This group of people creates a balance between their professional and personal life keeping their family, friends and community happy by spending quality time with them. In addition to that, it can also be concluded that these people do not run behind money until they are engaged in an activity that they love. Thus, based on the aforementioned dynamics and discussion, it can be said that this model is the most appropriate work-life balance mechanism establishing an outline for efficient performance in both entities of life.

2.8. Literature Gap

The study conducted by Chaudhuri *et al*, 2020 revolves around determining the negative impacts of an inefficient work-life balance associated with an information technology

organisation. This study concludes that the results of the negative impact in severe mental health care diseases such as anxiety and depression along with frustration and insufficient sleep cycle, these factors accumulate together and create an obstacle in the inefficiency of the workforce impacting the growth factor of the organisation. In addition to that, this study also revolves around concepts such as motivation and employee satisfaction which are directly proportional to efficiency in the work-life balance mechanism.

However, this study does not reflect upon the courses of action that can be undertaken by an organisation to modify its operational mechanism to induce work-life balance in the workforce. Although the organizations in the IT sector are aware of this problem, the counter actions are not taken into consideration while constructing this piece of literature. This gap in literature establishes an outline for unreliable final results, in other words, this piece of literature cannot be considered to be executed properly unless it does not focus on the mitigating factors undertaken by the associated organisations. This gap can be filled using primary data findings reflecting upon the viewpoints of the workforce suggesting the potential modifications that organisations can induce in their operational mechanism to enable the workforce in maintaining a work-life balance.

Considering the key dynamics and discussions (Peter and Kavitha, 2020), work-life balance is entirely based upon three major triggers. These triggers are work stressors, family stressors and performance stressors. These three are the key units existing in an individual entity. Not being able to fulfil any of these three requirements can result in excessive pressure on an individual. Being extraordinary in work at the same time being ignorant to society and community as to whereas vice-a-versa can impact on the image of the associated person, therefore, this study suggests that there should be a balance between these dynamics. This approach revolves around introducing these three as different dimensions and inducing efforts for the sole purpose of achieving equal points in all of them. According to the author, keeping a balanced scorecard of these three dynamics can help an individual in bifurcating his efforts in all of these dimensions. Although there was a contradicting theory suggesting that these dynamics should be considered as different segments of a singular entity. In other words, managing work and personal life should not be two different aspects but components of a singular day-to-day course of action. The study continues and states that if an individual treats the segments as different entities the pressure associated with performing well in all of these areas increases significantly. To balance bonuses, an individual should be aware that

these dynamics are just a part of the day-to-day activities and should be treated with equal integrity.

A similar study in this context (TörnquistAgosti, et. al., 2017) focuses on the evolution of work-life balance models from traditional considerations to modern specifications. Play study involves the principle of psychology and the effect of vision held by the situated workforce on their work-life balance fixation. The study suggests that if an individual only sees a job as an instrument to make money and does not like the core considerations of a job then it will be impossible for that individual to succeed in work-life or to achieve personal goals and objectives. However, this piece of literature does not reflect upon the mechanism that could be undertaken by an individual to induce a change and their psychological vision for the sole purpose of making a shift towards maintaining a balance between professional and personal life. This gap between existing findings and possible aspects of change affects the overall quality of conclusions drawn in this literature. Therefore, it is safe to say that there are several enticed dimensions in this literature whose inclusion can help in establishing an outline for the future continuation of the study.

2.9. Counter-measures against challenges in the Indian IT sector

Following on the viewpoint of McDowalland Kinman, 2021, countermeasures undertaken to subdue the problems associated with work-life management in the IT sector in India should revolve around the ability of managers to manage flexible job conditions following expertise in experiences. In addition to that focus of Management should be on employee retention as well as training and development of the associated workforce. It is also found that management holds the power and authority to make modifications in organisational mechanisms in a manner that enables the workforce to maintain a balance between their professional and personal life. In addition to that this study also focuses on the management function to efficiently starvation outline for flexible job conditions considering the experiences and expertise of the associated workforce. Flexible working conditions if combined with improper management and distribution of authority as well as work irrespective of experience and expertise can result in performance pressure as well as an unsatisfactory workforce. Therefore, workers lose their motivation and are unable to put in inefficient efforts to maintain their performance in professional life. Furthermore, this piece of literature also focuses on the training and development of the workforce. Dynamics in

discussion in this study suggest that if the workforce goes through proper training and development procedures, they have already invested their time and effort in the organisation and will be more likely to keep up the performance level. This helps in making sure that the workers will be loyal to their roles and responsibilities and therefore the management can focus on developing a working code of conduct in a manner that asymmetry can be maintained within personal and professional aspects of an individual's life.

In addition to that Dhamija *et al*, 2019 suggests this motivation should also be used in the case of an employee who is being completely ignorant of his personal life. The management has to fulfil their ethical responsibilities and draw a fine line between prioritising work and being blindly devoted to it. It becomes an issue of the well-being of the associated workforce as well. Studies show that giving less time to social life can develop diseases such as anxiety and depression and it is the ethical responsibility of Management to subdue to overcome this challenge by providing different additional benefits as well. These benefits might include additional maternity leaves, developing a culture where the employees do not have to take their work home and educating the workforce about the theoretical concept associated with work-life management. The workforce should be well educated about the profession and personal life being two different components of a singular entity, thus, taking care of additional burden on the workforce.

According to the discussions and dynamics (Khan *et al*, 2020) for the sub during the threats associated with lack of motivation and employee retention the organisation can use an accumulation of different solutions. Management plays a key role in overcoming this obstacle as well; every element of the workforce is motivated by a different catalyst and therefore it is the job of managers to determine that source of motivation and use it as an instrument to initiate change in the team. One of the biggest challenges in work-life balance is associated with the vision of the workforce, in other words, if an individual sees a job opportunity only as a tool to earn money, then fullest efficiency cannot be expected in such cases. Therefore, the management has to use a combination of monetary and non-monetary benefits to slowly mould the vision of the individual into developing a sense of responsibility. All of these aforementioned countermeasures synchronize together and establish an outline for a lower employee turnover ratio. The reason behind the never-ending workforce demand in the IT sector is the high employee turnover ratio in the industry. To retain workers for a longer duration of time the principle of motivation can be utilised. For some elements of the

workforce, a motivating factor can be a non-monetary benefit such as recognition while for others it can be monetary incentives such as bonuses. The management of the associated organisation has to invest time and efforts to identify this motivation and use it to subdue problems associated with lack of responsibility, health goals and vision as well as employee retention.

2.10. Summary

Work-life balance is a grim and comparatively less explored lane but the application has several benefits to the people. From the discussion made in the segments above, the understanding can be drawn that after the accomplishment of the aforementioned balance, a person is likely to have a well-versed commitment towards the work-life along with proper mental health to escort it. The consequences of the unparalleled track between work and life make intellectual opportunities scarce because of the numbness of activities. The context presents a clear view upon the representations one needs to take to suffice both worlds with complete dedication to the possibilities that a job role has to offer. The problems that are caused by the imbalance of the factors are emotionally affecting and also not viable for an organization. From an organization point of view, the following non-establishment of the policies and procedures related to the other attribute can result as a hindrance in the quality production at a larger scale. Due to this, the organization has carried out reforms as per the law and order to acknowledge the issue and provide certain support to the employees. Realising the sorrow women have been fronting to juggle their perfect two-faced roles has allowed organizations to come up with facilities like day-time school for the children with working mothers and also maternity leaves for as long as 6-8 months.

Chapter 3: Research Methodology

3.1 Introduction

In the research methodology, the researcher refers to the empirical framework which compass different procedures, methods and techniques for identifying, analysing, evolutive the important information regarding the concerned topic. Based on the framework and also on the theories and perspectives, the methodology chapter mainly depicts the appropriate design, approach, philosophy, data collection techniques, data analysis method, ethical standards, population method, etc (Clark and Vealé, 2018). These perspectives of the methodology chapter provide the appropriate finding and also the description of techniques through which the research hypothesis and objectives can be assumed. In this research paper, the researcher is determined in conducting a standardised procedure for demonstrating the work-life balance of the employees and also the employee commitment within the Indian information technology sector. As per discussion the role and the importance of the work-life balance and the job satisfaction functions of the employees in the Indian IT sector that is associated with the employee engagement and obligations, primary quantitative data collection methodologies is incorporated for collecting analytical and numerical information by considering the importance of work life balance and harmonious employees commitment asked to revolute the roles of employee engagement motivational policies in Indian IT industry. According to (Aithal,2017), the researcher can consider the concept of research onion for developing the practice and strong methodology by constructing dynamic research design and also by introducing methods, instruments by establishing a methodical connection with explanation by providing the sampling and population process (Dougherty *et al.*, 2019).

This chapter will focus on the methods and techniques through which the desired results can be achieved in respect of the topic by selecting the appropriate sampling method, design, approach. In this part of the research, the researcher has maintained ethical considerations as to research in a more ethical way. This methodology chapter has exclusively shown the path by which the researcher can evaluate and interpret the concerns or the dissatisfaction issues of the Indian IT sector employees regarding the work-life balance in the workplaces.

3.2 Research Philosophy

The research philosophy is the kind of a thought process through which the researcher can extensively associate the data interpretation method. And through these data interpretation methods, researchers can gather, analyse, and use the specified phenomena of the research topic. The distinct research philosophy will allow in dealing with nature, subject, source and development initiatives that will help the researcher in formulating beliefs and assumptions regarding the concerned subject. This philosophy is serving as a foundation of a successful research strategy by the researcher in mentioning and prioritising how the information should be collected and to be analysed, implemented regarding the work-life balance of the employees by maintaining the employee commitment in the Indian IT sector. The research philosophy is categorised into four sections: pragmatism, realism, interpretivism and positivism. The pragmatism mainly defines the constructive paradigm having the usage of mixed methods and side steps for the real issue by focusing on the available solutions that can predetermine a research hypothesis and questions (Elliott *et al.*, 2018). This pragmatism philosophy can reject the contradictory position between the two viewpoints and can focus on the actionable knowledge production regarding the topic. Secondly, realism mainly depends on the independence of reality ideas that deal with the real-world scenario and that is based on scientific assumptions to develop the knowledge. Positivism philosophy is the kind of phenomenon that can be isolated as well as observed with the reason that is known as positivism research philosophy. The interpretivism Philosophy is the type of idea that mainly came from subjective conditions and phenomena like the kind of real invention that is easily understandable.

In this research paper, the researcher has used positivism philosophy because it will provide the passage to the researcher by eliminating any kind of personal beliefs and opinions regarding their work-life balance of the employees in the IT sector and it will also assist in understanding what life balancing situation of the employees in a more objective-driven way. As to justify the predetermined research objectives and hypothesis, the researcher can gain information from the factual observation by combining the positivism philosophy which will help the researcher in analysing and point out the logical reasons and importance of the work-life balance and Job satisfaction functions in the Indian IT sector by understanding the concerns of the dissatisfaction issues of the IT employees.

3.3 Research Approach

The research approach is the centralized plan which defines different distinct questions of the data collection and data analyses techniques by providing a detailed description of analytical methods regarding the concerned (Durana *et al*, 2020). This approach mainly deals with the development and identification of the prospective solutions by testing the underpinned objectives and hypotheses by specifying the logic and the usage of data. The research approaches are of two types and they are inductive deductive approaches. As to analyse the data, the research approach is very important and by using these two approaches the researcher used to conduct and opine the approaches. The deductive approach is used to make conclusions based on measurable and agreed facts. Moreover, building and establishing the facts for the deductive approach can help in creating deductive arguments also and his approach also follows a sequence that starts from the general principles through which the researcher will be able to take the deduction. The inductive approach mainly demands new facts from the observation and it also broadly deals with the emerging of new concepts and theories by attributing them to research topics.

In this research, the researcher has selected the deductive approach to examine and formulate the importance of work-life balance and employee commitment in the Indian IT sector by considering the quantitative databases on the concerned concept of work-life balances and employee engagement development in the Indian IT sector (Fiaz, Su and Saqib, 2017).

3.4 Research Design

The research design is the blueprint of the overall research paper which brings success in the whole framework by encompassing different research methods that are chosen by the researcher for the concerned topics. The design mainly facilitates the researcher in integrating the research components logically by explaining the type and also the scalability of the project. The research design in the methodology will allow the researcher to select the appropriate tools for measuring, collecting, and analysing information by eliminating biases and malpractices. While selecting an appropriate design the researcher should consider appropriate purpose statements and determine techniques, timelines for measuring and analysing transparency and accountability. The key characteristics of the research design mainly conclude reliability, validity, utility attributes that are essential for maintaining the

research methods and techniques. The research design can be categorised into five types and they are descriptive, experimental, explanatory, exploratory (Farhan, 2018).

In this research, the researcher is using a descriptive research design because this particular design will help in integrating the variables of the study. The work-life balance and employee commitment in the Indian IT sector is important to maintain the workplace culture and also the corporate governance. It is important that the traits are not being imposed on the workplace inclusion, diversity and productivity so the notion of work-life balance is very important for the psychological well-being of the employees as to embrace the higher employee commitments and for that reason the descriptive research design will allow the researcher in exploring and explaining the information about this particular topic.

3.5 Research Strategy

The research strategy is very important for conducting any project. There are two types of research strategy, they are quantitative and qualitative. The quantitative research strategy will help in quantifying the attitude and behaviour and also other variables. On the other hand, the qualitative research strategy will provide the full understanding regarding the opinions and motivations and the reason for this research work. In this paper, the researcher is using a quantitative research strategy to complete the research work.

3.6 Data Collection Techniques

The data collection technique can be defined as one of the systematic frameworks which have methodologies for collecting the appropriate and adequate information to trace the reliable sources and also to justify the research objective and hypothesis. These data collection techniques will facilitate the researcher in leveraging the facts and the knowledge-oriented decisions, attributes by assisting and interpreting the audiences and different sources.

Depending on nature, usability, and accountability, the data collection methods are of two types and are Primary data collection and collection methods (Beverelli *et al*, 2018).

Quantitative method is being connected with the primary data. The survey questionnaire can be used for collecting the quantity primary data. On the other hand, the secondary data can be collected from the earlier facts, theories and journals, books. Both these research techniques are used in any research paper to collect empirical data in the concerned research topic.

In this underpinned research, the researcher is considering a quantitative data collection method to ensure the productivity and efficiency of the world by collecting primary databases. The primary data is being collected by preparing a survey questionnaire and the collection is being conducted on first-hand information from the respondents selected. The secondary data is being collected by the researcher from the literature review section by reviewing the journal articles, books, research papers (Chen *et al*, 2020).

The survey questionnaire is one of the important primary data collection tools which facilitates the researcher in collecting appropriate information from the engaged respondents by gathering insights, opinions, preferences and feedback. While conducting surveys different respondents from multicultural, and multi-generational attributes have been considered. This collected information can be used for identifying the patterns and also to justify the research assumptions concerning the work-life balances and maintaining the employee commitment in Indian IT sectors. The customer survey questionnaire can help the researcher in discovering hidden insights (Zhou *et al*, 2018). As to evaluate the importance of the work-life balance and commitment of the employees in the Indian IT sector, the researcher is conducting a survey questionnaire with a very limited number of respondents with predetermined close-ended survey questionnaire the survey questionnaire will help in engaging the selected respondents and it will also help in understanding the descriptive statistics that include mean, median, percentage which is to be considered for greater accuracy and flexibility.

As to conduct the quantitative study, the survey method has also been used by the researcher asked to conduct an in-depth analysis of the relevant information. The survey has been conducted by conducting an online schedule as to liver is the quantitative data which will allow in maximising the research credibility and purpose. The researcher is using tools like digital platforms for conducting surveys with the employees of the IT sectors. By conducting the survey the employees of the IT sectors is one of the significant ways in maintaining research integrity of the technical skills. The survey questionnaires that have been asked of the participants are attached in Appendix 1 of this dissertation.

3.7 Sampling and population Method

The sampling method mainly depicts the organised research population and the selection method that will help the researcher in engaging the audience is by facilitating the appropriate

information regarding the population on the attitudes and perception of the engaged participants. As the sample and population method play an important role in the research process, it is important to incorporate the population factor and it will help the researcher in targeting the appropriate size of sampling for picking accurate results (Snyder, 2019).

In this research, the researcher is using quantitative data analyses by conducting a survey process. For conducting the survey, researcher has set up 10 close-ended survey questionnaires which have healthy research in discussing the prospects of the work-life balance of the employees in the IT sector and most of the questions were being related to the likes and dislikes and their opinions regarding the work and life balancing phenomena of the employees for that reason a Google form is created and distributed to the employees of the IT sector. To conduct the survey, the researcher has framed 50 IT employees from different IT sectors located in Bengaluru, Mumbai, Hyderabad.

3.8 Data Analysis

As to conduct the analysis the researcher is involving the data evolution through the charts and graphs. The researcher is using a Likert scale to accurate the data in the subject and the data to be collected from different respondents that are to be depicted in the next chapter by conducting an analysis process. The primary data is being analysed by conducting a survey questionnaire with the help of the Likert scale.

3.9 Reliability and validity

Reliability is very important for any research paper as it is the peak to the extent by which the consistent outcome can be produced. The repetition of the practises and the same outcome for each of the time the reliability of the procedure. Similarly, the validity of the research is concerned regarding the result or the outcome that is performed precisely or not. Therefore, the reliability and validity of this paper are maintained to the extent of conducting the research methodology.

3.10 Ethical Considerations

The consideration of ethics is very important while carrying out any research and by carrying out these ethical considerations. The researcher can avoid the different types of ethical issues which might bring dilemmas in the research process further. While conducting the research the researcher has maintained all the research guidelines and ensured integrity, quality and justice. The researcher has maintained the anonymity of the respondents by not disclosing any personal information of the participants and he has also obeyed all the ethical norms and regulations. The researcher while conducting the research has followed the data protection act 1998 which does full respect and the researcher during the research process has not forced anyone to take part in it, the research work was made voluntarily with the respondents by taking their free consent (Ragab and Arisha, 2018).

3.11 Timeline

Activities	1st to 2 nd week	3 rd to 4 th weeks	5 th to 6 th weeks	7 th to 8 th week	9 th to 10 th week	11 th week
Problem statement of research						
Aims and objectives of the study						

Literature context						
Research method						
Primary/Secondary data collection						
Recognition of the research technique						
Data interpretation						
Summary						
Conceptualisation of draft						
Final submission of the research						

Table 1: Timetable

(Source: Created by Researcher)

3.12. Summary

The researcher in this chapter has discussed the appropriate philosophy, design, approach, strategy and also the appropriate data collection method for this paper. The researcher has narrated the basic concepts percent upheld regarding the methods before applying those in the paper. To conduct this research methodology the researcher is using survey questionnaires and online interview methods for collecting the primary data and therefore this research has become faithful and authentic by using the appropriate approaches.

Chapter 4: Data Analysis

4.1 Introduction

The notion of work-life balance has become an integral property of the modern-day Indian IT sector to manage workplace inclusiveness, organization-wide commitments and ethical corporate governance principles. Maintaining healthy and prosperous professional relationships are significantly important to ensure productivity and efficiency alongside greater employee satisfaction and retention attributes. As intensified workplace competitiveness, growing supply-demand dynamics and unethical workplace practices continue to affect the physical and psychological wellbeing of employees, IT firms are taking well-tailored engagement policies and attractive motivation initiatives through compassion packages, flexible working schedules and employee benefits plan to instantaneously address work-life balance issues and regulatory compliances. As appropriate data analysis methods are important to evaluate, analyse and interpret collected information, the researcher is considering a close-ended survey questionnaire to collect and interpret adequate information regarding work-life balance in the Indian IT sector. The researcher has conducted a survey questionnaire through email by incorporating 20 close-ended questions related to demographics, commitments, emotional burnouts, work-life balance and employee engagement policies in the IT industry. The researcher also engaged 150 diversified IT professionals with multicultural, multilingual and multi-domain attributes to diversify information sources and gain different perspectives.

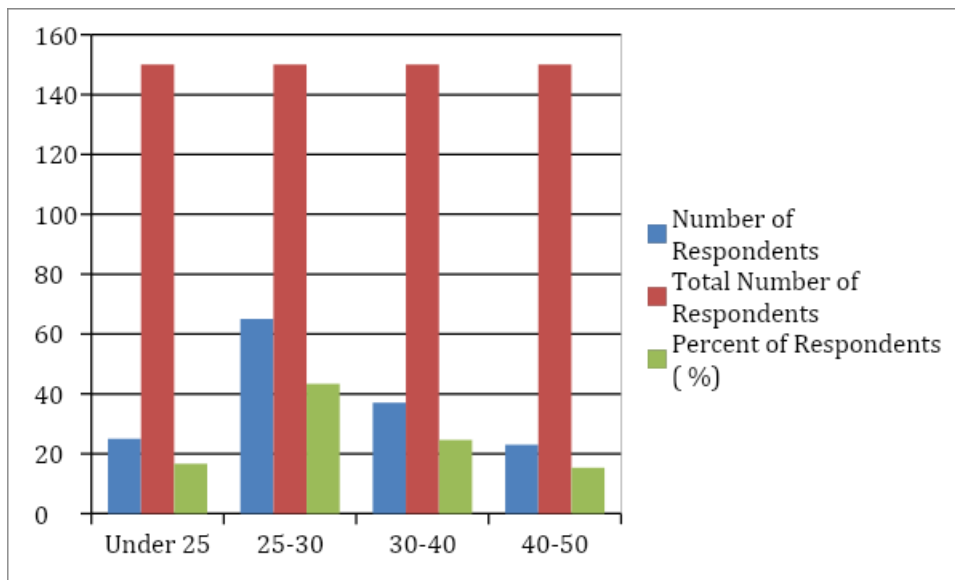
4.2 Survey Questionnaires

4.2.1 Demographic Information

Question 1: You belong to which age group?

Response (Years)	Number of Respondents	Total Number of Respondents	Percent of Respondents (%)
Under 25	25	150	16.66

25-30	65	150	43.33
30-40	37	150	24.66
40-50	23	150	15.33



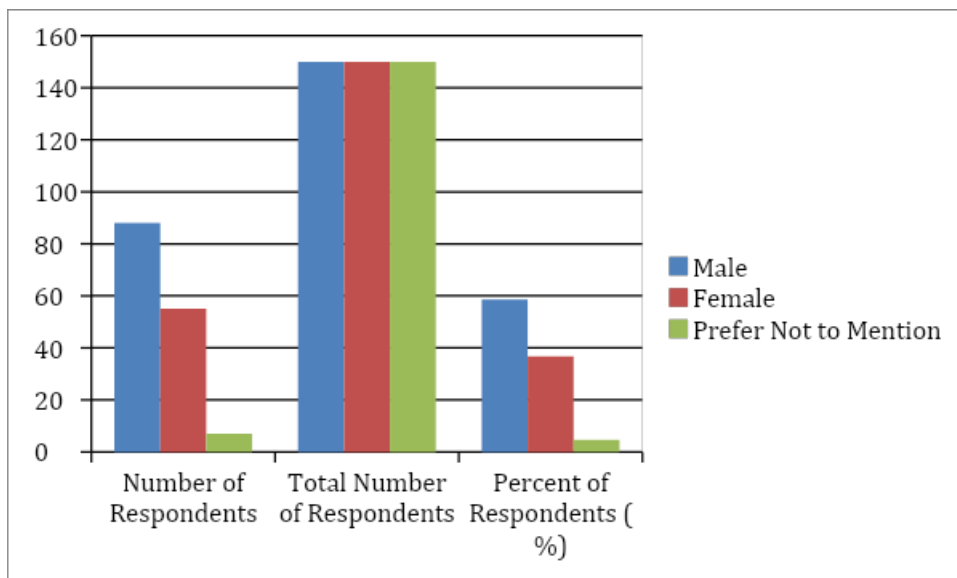
Graph 1: Age group

While conducting the underpinned survey amongst various IT professionals, the researcher asked the study participants to mention their respective age groups to understand participants' capabilities and knowledge-oriented decision-making attributes. Based on the survey questionnaire, 25 respondents among 150 study participants have mentioned their age under 25 years. Moreover, 43% of the engaged respondents have aged between 25 years to 30 years. The investigator also identified that 37 participants have aged between 30 to 40 years and uphold adequate information and knowledge regarding the Indian IT sector. The analyst also incorporated that 23 of the survey participants have claimed their age in between 40 to 50 years and working as senior executives and departmental managers. According to the study findings, the researcher successfully created a comprehensive and well-organised study participant group with multi-generational attributes.

Question 2: What gender do you identify as?

Response	Number of Respondents	Total Number of Respondents	Percent of Respondents (%)
Male	88	150	58.66
Female	55	150	36.66
Prefer Not to Mention	7	150	4.66

Table 2: Gender



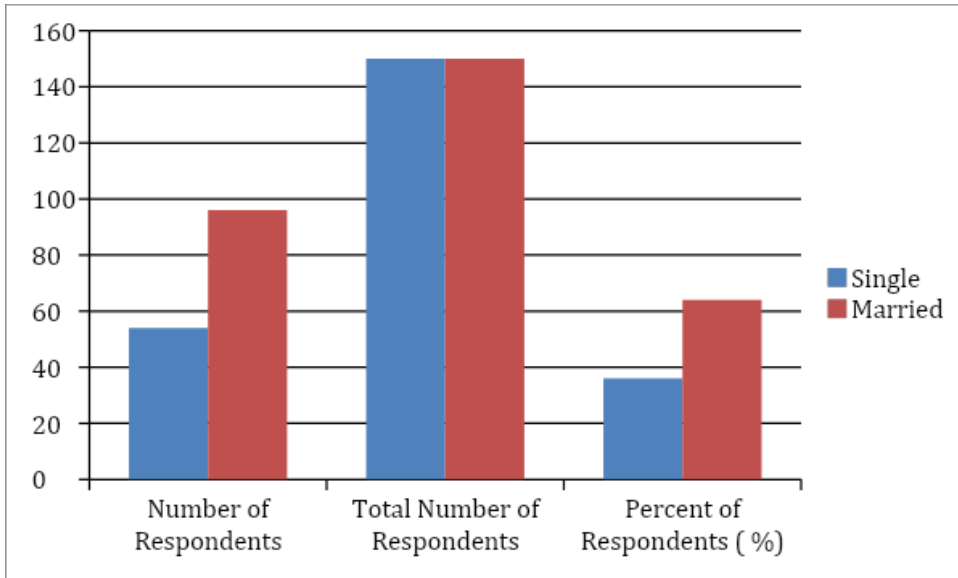
Graph 2: Gender

As gender equality, maternity and parental rights are reserved under the supervision of Indian IT regulations and socio-economic trends, the researcher is determined to ensure gender equality and diversity within the survey questionnaire and asked to mention their respective gender. According to the study results, 88 study participants have claimed themselves as male who are working in the Indian IT sector. Moreover, the researcher observed that 55 respondents have mentioned themselves as females who are closely related to the emerging IT sector. The researcher also found that 7 among 150 survey participants have prepared not to mention their respective gender due to unusual involvements and personal reasons. The researcher was effective in selecting a multi-gender participant group to incorporate different opinions and perspectives regarding workflows and work-life balance within the IT industry.

Question 3: What is your Marital status?

Response	Number of Respondents	Total Number of Respondents	Percent of Respondents (%)
Single	54	150	36
Married	96	150	64

Table 3: Marital Status



Graph 3: Marital status

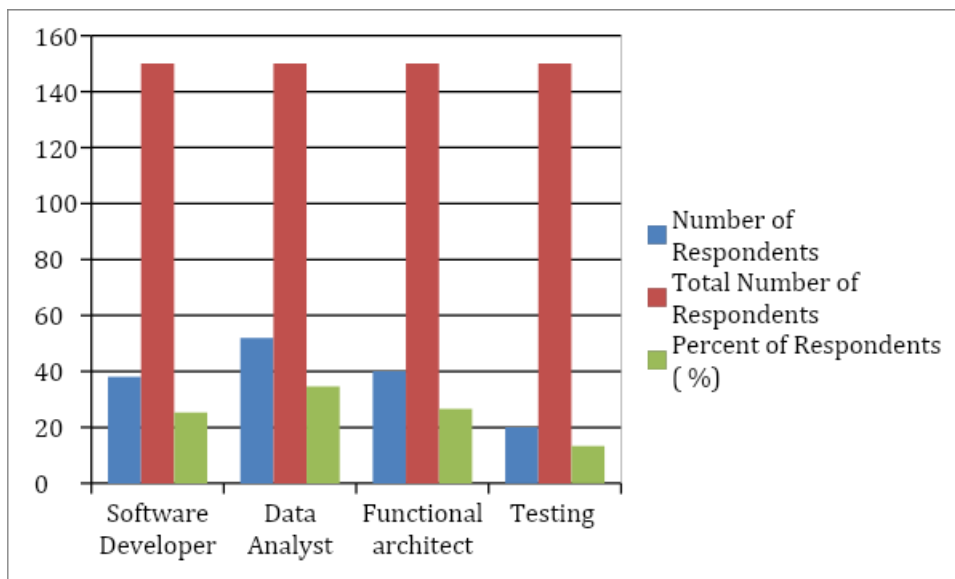
As the role of work-life balance is adequately synonymous with quality life, proactive personal and professional career alongside emotional and physical wellbeing, the researcher asked the participants to know whether they are married or single. According to survey findings, the researcher identified that 54 people are currently single and never married before. The researcher also found that 64% of the study participants working as IT professionals are currently married. Such findings have assisted the researcher to interpret different issues and challenges faced by both single and married IT professionals in the Indian context.

Question 4: What is your Job Title?

Response	Number of Respondents	Total Number of Respondents	Percent of Respondents (%)

Software Developer	38	150	25.33
Data Analyst	52	150	34.66
Functional architect	40	150	26.66
Testing	20	150	13.33

Table 4: Job Title



Graph 4: Job title

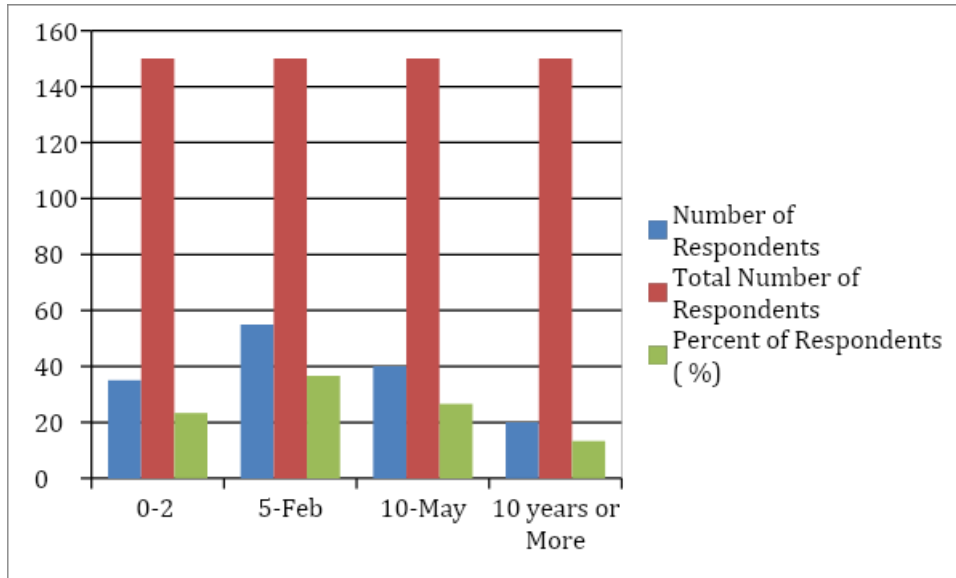
Job-specific skills, position in organisational structure and functional responsibilities are well-connected with work-life balance and job-specific expertise which influenced the researcher to identify individuals' roles and responsibilities within the Indian IT sector. The researcher questioned the respondents to showcase their positions and area of expertise. As per the researcher's question, 38 people have mentioned that they are working as software

developers and are less responsible for coding and analysis methods. In addition, 52 people have mentioned themselves as inspiring data analysts currently working on data analysis and interpretation skills. Moreover, the researcher identified that 26.66% of the study participants are working as functional architects within the Indian IT sector. In addition, 20 people are employed as testing professionals to serve rigorous testing and deployment activities. The researcher adequately engaged a diversified portfolio with different skill dimensions and job-specific expertise.

Question 5: For how many years have you been working in this organization?

Response (Years)	Number of Respondents	Total Number of Respondents	Percent of Respondents (%)
0-2	35	150	23.33
2 - 5	55	150	36.66
5-10	40	150	26.66
10 years or More	20	150	13.33

Table 5: Years of tenure



Graph 5: Years of tenure

As working experience and long-term professional career are largely driven by workplace environment and provisioned personal and professional life, the investigator intends to explore individuals' working experience within the Indian IT sector. According to the study findings, 35 people uphold professional experience of fewer than 2 years who are newly appointed or undergoing internship programs. In addition, 36.66% of people have work experience of 2 to 5 years and working efficiently within the industry. The researcher also incorporated those 40 participants who have professional experience of 5 to 10 years and established themselves as experienced IT professionals. In addition, 20 people uphold working experience of more than 10 years within the industry and are appointed as senior executives and team leaders in various departments of the IT industry.

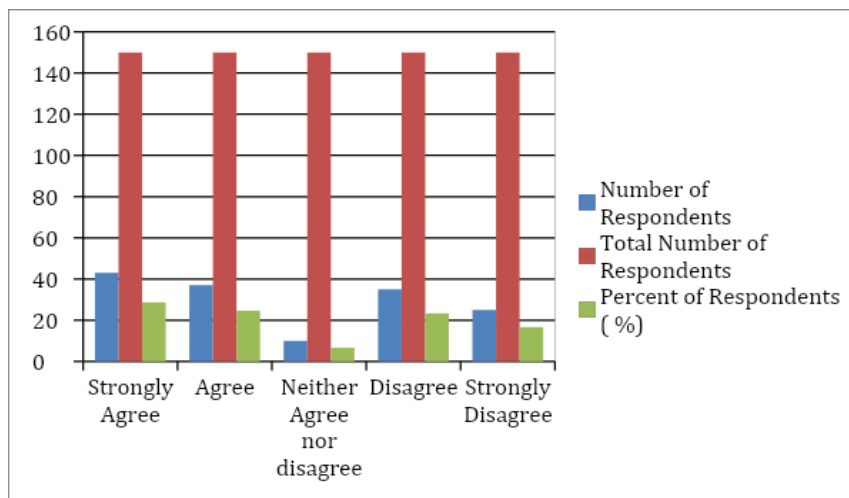
4.2.2 Work-Life Balance

Question 6: I have an adequate time work life and family roles

Response	Number of Respondents	Total Number of Respondents	Percent of Respondents (%)

Strongly Agree	43	150	28.66
Agree	37	150	24.66
Neither Agree nor disagree	10	150	6.66
Disagree	35	150	23.33
Strongly Disagree	25	150	16.66

Table 6: Adequate time work life and family roles



Graph 6: Adequate time work life and family roles

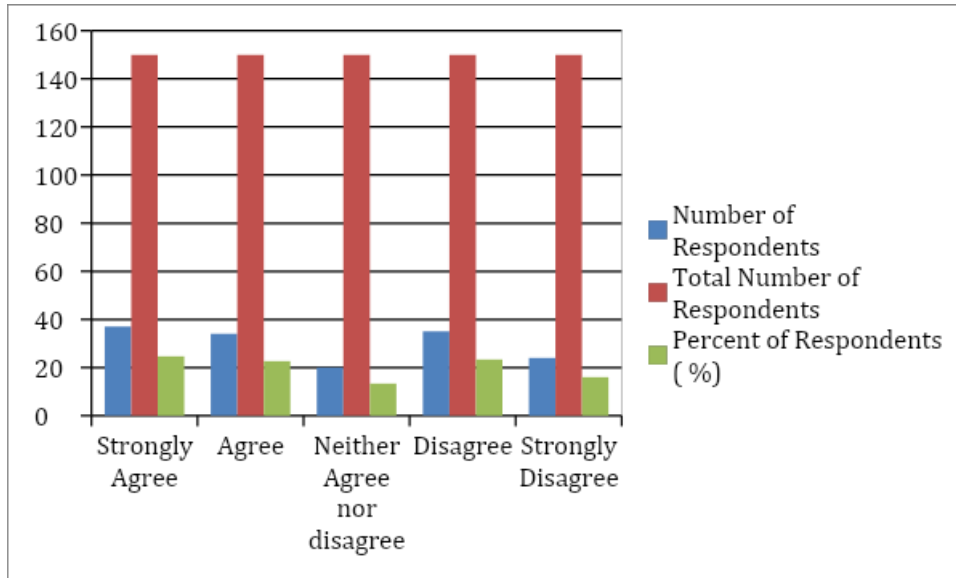
Managing personal and professional life is significantly important to maximize individuals' capabilities and performance which encourages the researcher to incorporate the underpinned statement. According to the study results, the researcher observed that 43 people have strongly supported the researcher's opinion and expressed a positive response. Meanwhile, 37 participants also agreed with the current statement regarding work-life balance and seemed to

be happy. The researcher identified that 10 respondents remained neutral regarding the topic and did not provide extensive insights. The researcher also incorporated that 35 people have shown adequate disagreements regarding the statement and expressed frustration due to poorly maintained engagement policies and job-specific roles. The investigator concluded that 25 participants have showcased strong disagreement with the researcher's opinion and expressed negative impacts due to low robustness, enormous work pressure and intercultural issues.

Question 7: I have enough time to fulfil my interests

Response	Number of Respondents	Total Number of Respondents	Percent of Respondents (%)
Strongly Agree	37	150	24.66
Agree	34	150	22.66
Neither Agree nor disagree	20	150	13.33
Disagree	35	150	23.33
Strongly Disagree	24	150	16

Table 7: Time to fulfil my interests



Graph 7: Time to fulfil my interests

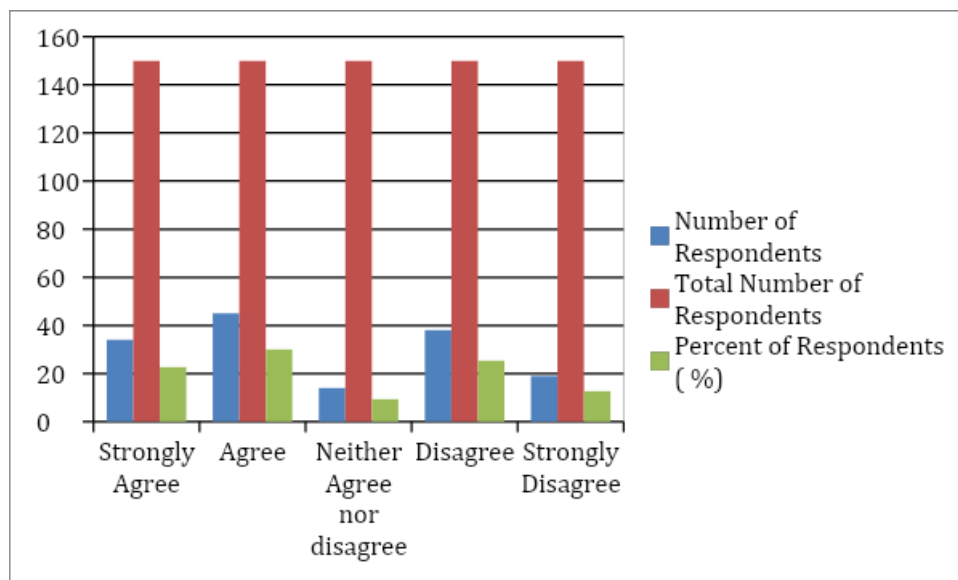
As personal preferences and desires are critically important to enhance workplace happiness index, cross-functional team collaboration and relationship-driven partnership approaches, the researcher incorporated the brainstormed idea to understand individuals' perspectives and experiences regarding the topic. Based on the survey questionnaire, 37 participants strongly believe that they have adequate time and consideration to fulfil personal activities and 34 people have agreed with the researcher's opinion. The researcher also found that 20 people have avoided the question and have not provided any information. However, 35 people have showcased disagreements about the scalability and satisfactory aspects of appropriate work-life balance due to enormous demands, unusual involvements and peer pressure. Moreover, 24 people have overturned the underpinned statement and expressed legitimate dissatisfaction issues regarding managing personal and professional life.

Question 8: I have enough time for my family and friends

Response	Number of Respondents	Total Number of Respondents	Percent of Respondents (%)

Strongly Agree	34	150	22.66
Agree	45	150	30
Neither agree nor disagree	14	150	9.33
Disagree	38	150	25.33
Strongly Disagree	19	150	12.66

Table 8: Time for family and friends



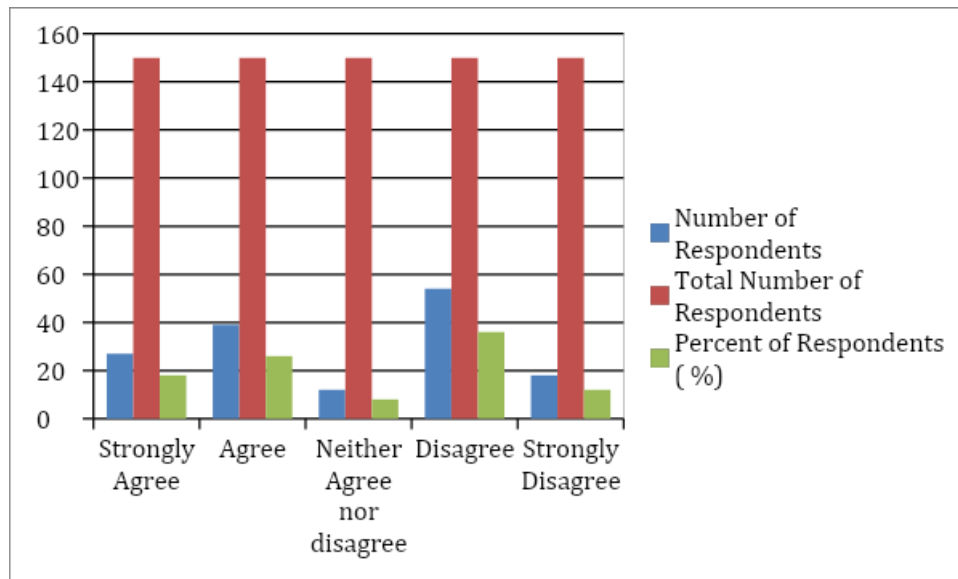
Graph 8: Time for family and friends

As spending time with family and friends is necessary to increase productivity, emotional and mental wellness alongside establishing a strong sense of belongingness and rejuvenation, the researcher stated the above-mentioned statement to incorporate adequate information for study participants. According to the survey findings, the researcher identified that 34 people have shown strong support for the researcher and 45 people agreed with the researcher's opinion. However, 14 people remained neutral regarding the scenario-based question. Moreover, the investigator concluded that 38 people are not happy with current measures and workflows due to lack of personal time. In addition, 19 respondents have claimed that they are extremely unhappy about the current settings and working schedule.

Question 9: My leave request is never denied by my manager

Response	Number of Respondents	Total Number of Respondents	Percent of Respondents (%)
Strongly Agree	27	150	18
Agree	39	150	26
Neither Agree nor disagree	12	150	8
Disagree	54	150	36
Strongly Disagree	18	150	12

Table 9: Leave request denied by manager



Graph 9: Leave request denied by manager

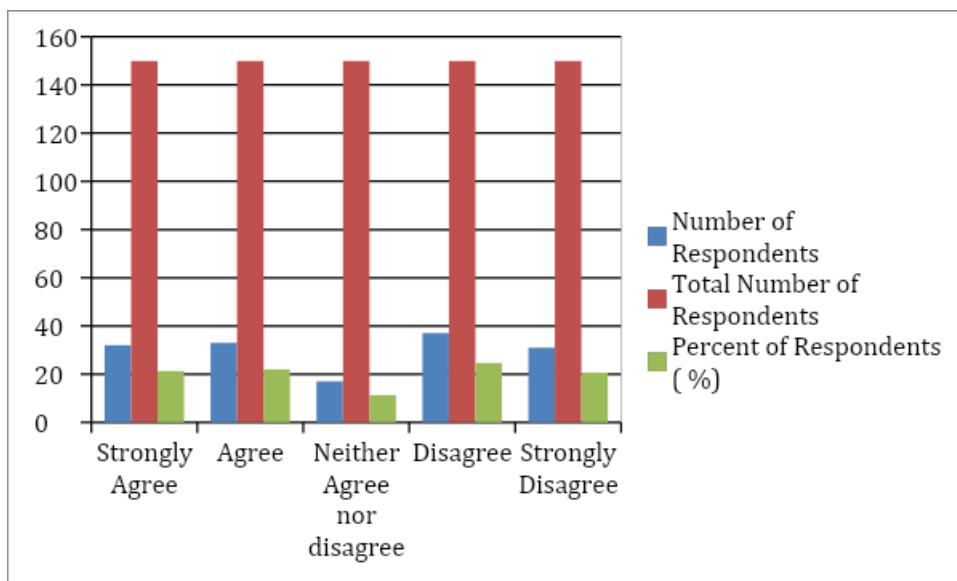
Taking leave and work offs are an integral part of employment obligations and ethical corporate governance principles which eventually influenced the researcher to identify the effectiveness of manager's roles and responsibilities regarding leave approvals and frequency. According to the survey questionnaire, 27 respondents have mentioned that managers are proactive in providing well-deserved leave and work breaks. Moreover, 39 people also claimed that they are satisfied with current employee benefits and leave settlements. However, 12 people stayed silent about the effectiveness of managers in providing leave. However, the researcher identified that 54 people have shown adequate dissatisfaction with the current leave policies of the Indian IT sector. 18 participants have claimed that managers are incapable and highly bureaucratic in approving leave due to unusual involvements, growing micromanaging activities and intensified workplace pressure.

4.2.3 Emotional Burnout

Question 10: In my job, it often occurs that I regularly need to suppress my feelings to appear free of emotions

Response	Number of Respondents	Total Number of Respondents	Percent of Respondents (%)
Strongly Agree	32	150	21.33
Agree	33	150	22
Neither Agree nor disagree	17	150	11.33
Disagree	37	150	24.66
Strongly Disagree	31	150	20.66

Table 10: Suppress feelings at work



Graph 10: Suppress feelings at work

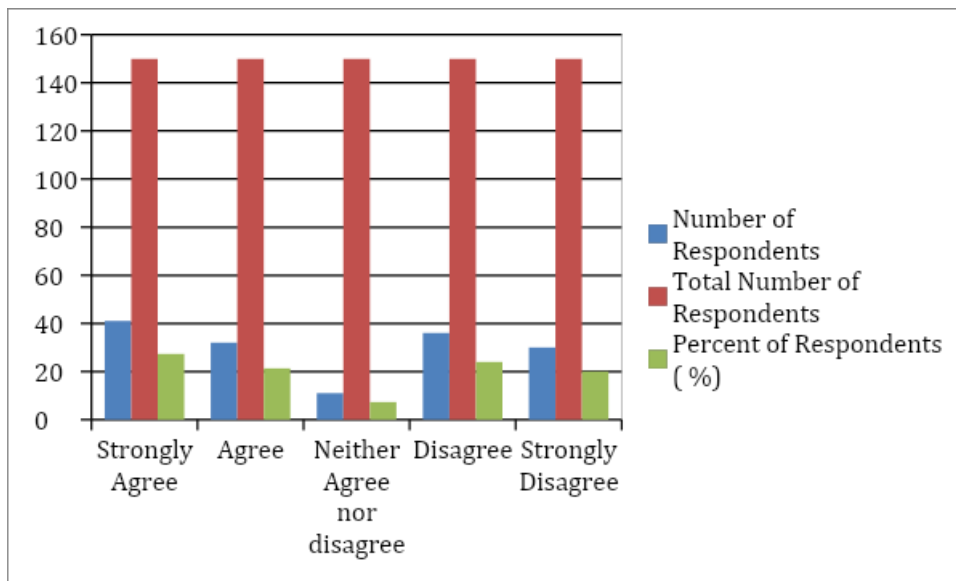
As enormous work-related pressure and poorly maintained work schedules drain both physical and mental energy and affect individuals' motivation and dedication attributes, the analyst positioned the current statement to gain core insights of various IT professionals. The researcher asked the participants to provide an honest review regarding work-related motivation and emotional wellbeing. According to the study findings, the researcher observed that 32 people strongly agreed with the researcher's opinion and pointed to emotional drainage as a prominent roadblock. Moreover, 33 participants also have shown adequate agreement regarding the underpinned statement and expressed significant concerns. However, 11.33% stayed neutral about the opinion and provided no concerns. The researcher also found that almost 25% of the underpinned study participants have disagreed with the same and expressed more resilient emotional intelligence. In addition, 31 people have strongly disagreed with the current statement and mentioned emotional wellbeing as a state of mind and perception.

Question 11: More frequently I talk about my work in a negative way

Response	Number of Respondents	Total Number of Respondents	Percent of Respondents (%)
Strongly Agree	41	150	27.33
Agree	32	150	21.33
Neither agree nor disagree	11	150	7.33

Disagree	36	150	24
Strongly Disagree	30	150	20

Table 11: Talk about work in negative way



Graph 11: Talk about work in negative way

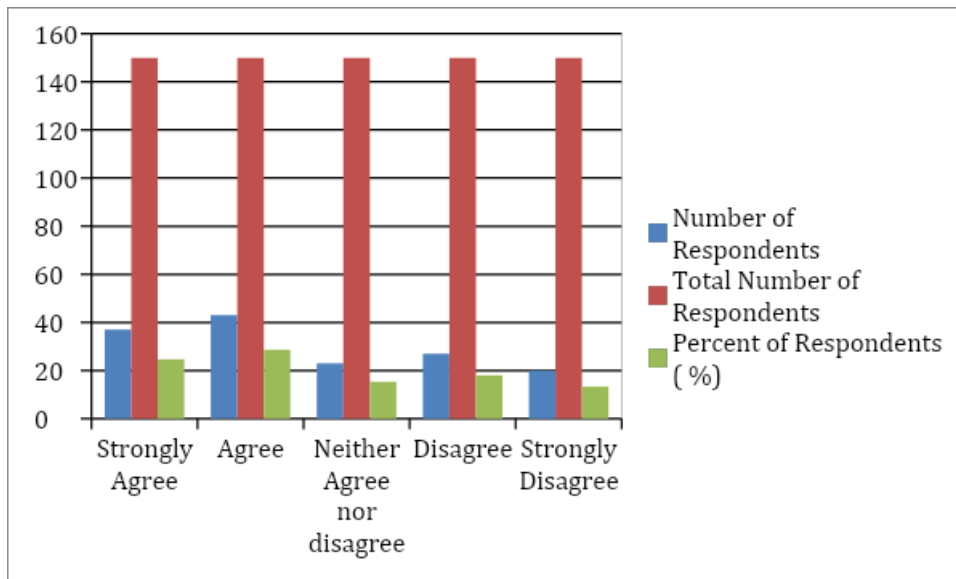
Real-life experience and sharing feelings are core components of the agile way of working which allows individuals to develop professional relations with subordinates which eventually influenced the researcher to collect adequate evidence regarding sharing negative criticism and feedback relevant to the job-specific position. According to the survey questionnaire, 27% of the people have strongly supported the researcher's brainstormed idea and mentioned that they are already engaged in sharing negative feelings with subordinates. In addition, 32 people have mentioned themselves being emotionally drained and participating in sharing negative feelings with colleagues and friends to gain emotional and mental support. The researcher also identified that 11 people stayed silent regarding sharing negative feelings. However, 24% of the respondents have shown disagreements with the researcher's statement and expressed positive feelings regarding their work. Moreover, 30

respondents have completely diminished such thoughts and claimed to be satisfied with the onboarding and engagement policies of the Indian IT companies.

Question 12: During my work, I often feel emotionally drained.

Response	Number of Respondents	Total Number of Respondents	Percent of Respondents (%)
Strongly Agree	37	150	24.66
Agree	43	150	28.66
Neither agree nor disagree	23	150	15.33
Disagree	27	150	18
Strongly Disagree	20	150	13.33

Table 12: Feel emotionally drained



Graph 12: Feel emotionally drained

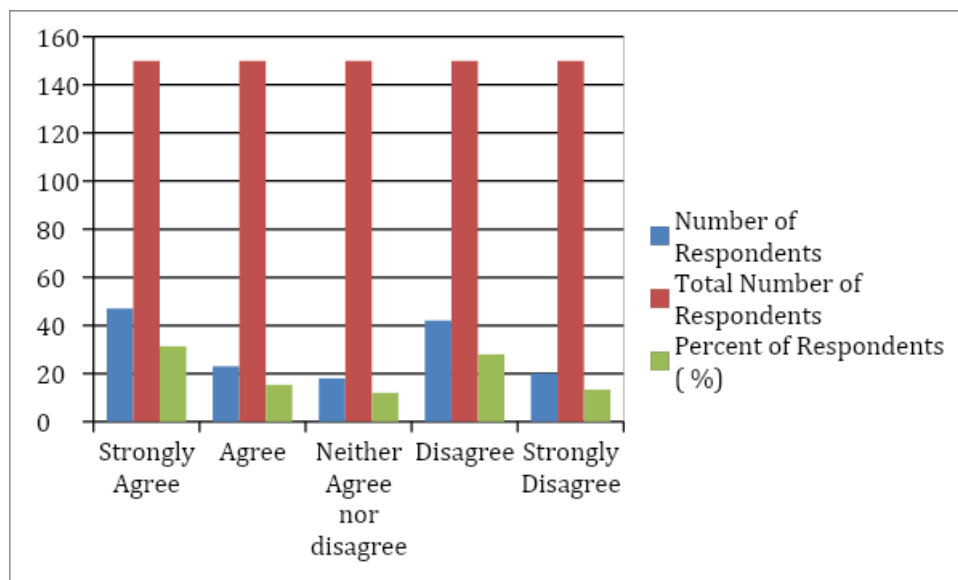
As long working hours, enormous work-related stress and monotonous lifestyle continue to compound uncertainties and emotional imbalance amongst the Indian IT professionals, the researcher incorporated the current statement to express his feedback regarding the relation between performance and emotional wellbeing. As per the survey findings, the researcher found that 37 participants have completely agreed that they feel an emotional imbalance and are devastating regularly in the workplace. 28.66% of the research participants also stated the same regarding emotional wellbeing and mentioned lack of emotional wellbeing as comprehensive limitations in managing productivity and efficiency. However, 23 people remained unchanged and provided no comments due to personal reasons. The investigator also found that 27 respondents have disagreed with the following statement and interpreted adequate free-time and agile ways of working have been improving their emotional wellbeing. In addition, 20 people have completely disagreed with the researcher's opinion and expressed positive feedback and suggestions regarding the Indian IT company working standards.

4.2.4 Job Satisfaction

Question 13: All my talents and skills are used in my job position

Response	Number of Respondents	Total Number of Respondents	Percent of Respondents (%)
Strongly Agree	47	150	31.33
Agree	23	150	15.33
Neither agree nor disagree	18	150	12
Disagree	42	150	28
Strongly Disagree	20	150	13.33

Table 13: Talents and skills are used in my job position



Graph 13: Talents and skills are used in job position.

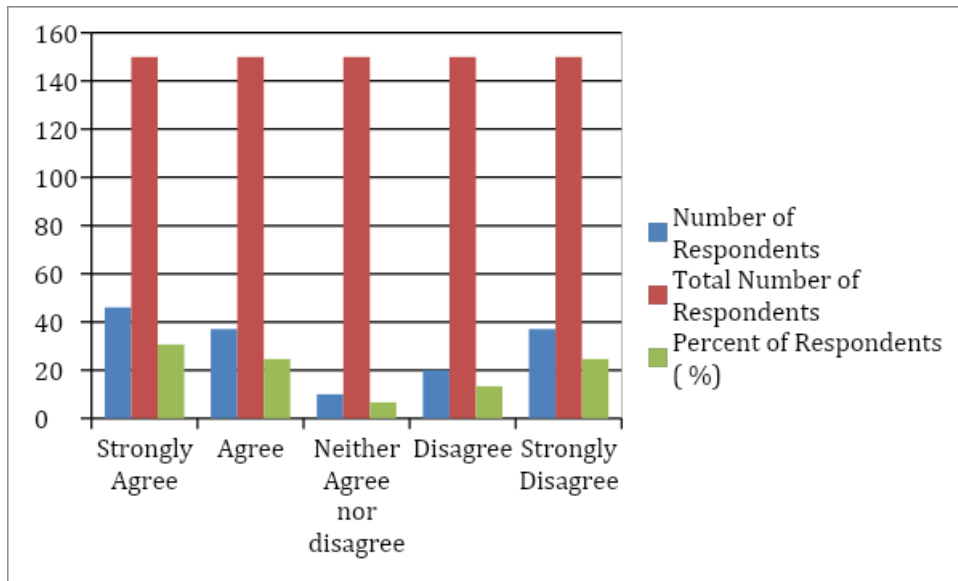
Competency-based recruitment and retention attributes, performance-driven rewarding schemes are significantly important to ensure emotional wellbeing and workplace motivation which encouraged the researcher to confine the opinion regarding appropriate usage of job-specific expertise and work-related skills. The researcher asked the participants to express their respective feelings about the allocation and delegation of tasks in the Indian IT sector. Based on the survey findings, the researcher incorporated that 31% of the study respondents have strongly agreed with the current statement and believe their skills are well-tailored and well-recognised by IT companies. Moreover, 23 people have somewhat agreed that skills and work-related experience are well-sourced and well-suited to perform distinctive activities. 18 participants have remained unchanged about the effectiveness of appropriate delegation and usability of job-specific skills. However, 28% of the survey participants have eliminated the claim and believe adequate frustration regarding skill usability and accountability of Indian IT companies. Moreover, 20 people strongly opposed the researcher's claim and believe their skills are not used properly due misinterpretation and poorly maintained employee engagement policies.

Question 14: I feel good about working at this company

Response	Number of Respondents	Total Number of Respondents	Percent of Respondents (%)
Strongly Agree	46	150	30.66
Agree	37	150	24.66
Neither agree nor disagree	10	150	6.66

Disagree	20	150	13.33
Strongly Disagree	37	150	24.66

Table 14: Feel good about working in the company



Graph 14: Feel good about working in the company

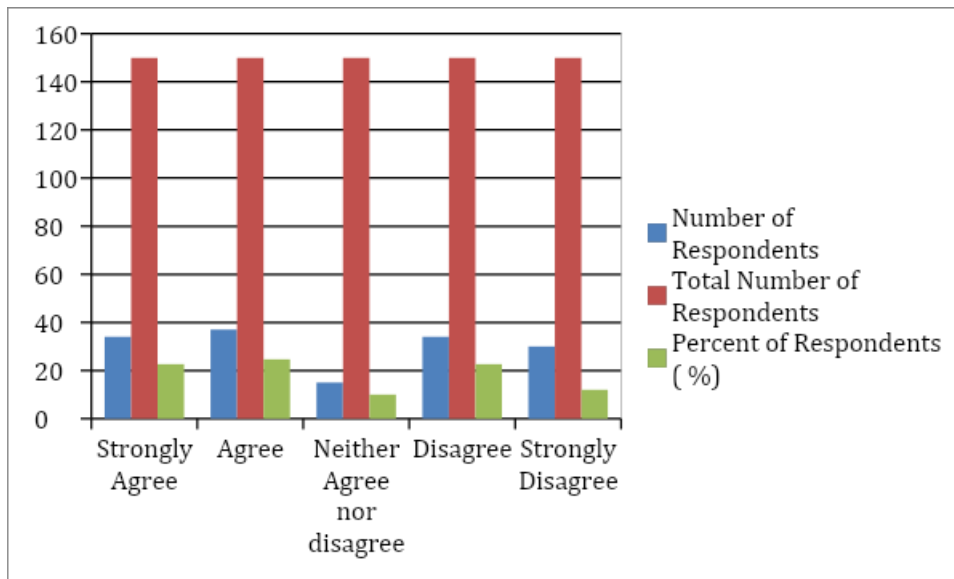
As work satisfaction and sophistication attributes are essential for long-term relationships and employment opportunities in the IT industry, the researcher stated that job satisfaction through motivation schemes and loyalty programs are effective to retain top talents and job-specific expertise. The investigator wanted to understand whether the engaged participants are currently happy and relieved with their current employers. Based on the survey findings, the analyst evaluated that 30% of the study participants are extremely happy and relieved regarding their respective employers due to high-level job satisfaction and sophistication attributes. 37 participants are also currently contentful and relaxed about their current job positions and satisfied with employment benefits. Although, 10 people have provided nothing valuable about the statement. The communicator found that 20 people are not satisfied with the ongoing engagement and employment benefits of their respective companies. Moreover,

almost 25% of the survey participants are highly frustrated and disappointed with current benefits and work-related experience in their respective companies.

Question 15: When I do a good job, I receive the praise and recognition I deserve

Response	Number of Respondents	Total Number of Respondents	Percent of Respondents (%)
Strongly Agree	34	150	22.66
Agree	37	150	24.66
Neither agree nor disagree	15	150	10
Disagree	34	150	22.66
Strongly Disagree	30	150	12

Table 15: Recieved deserved recognition



Graph 15: Recieved deserved recognition

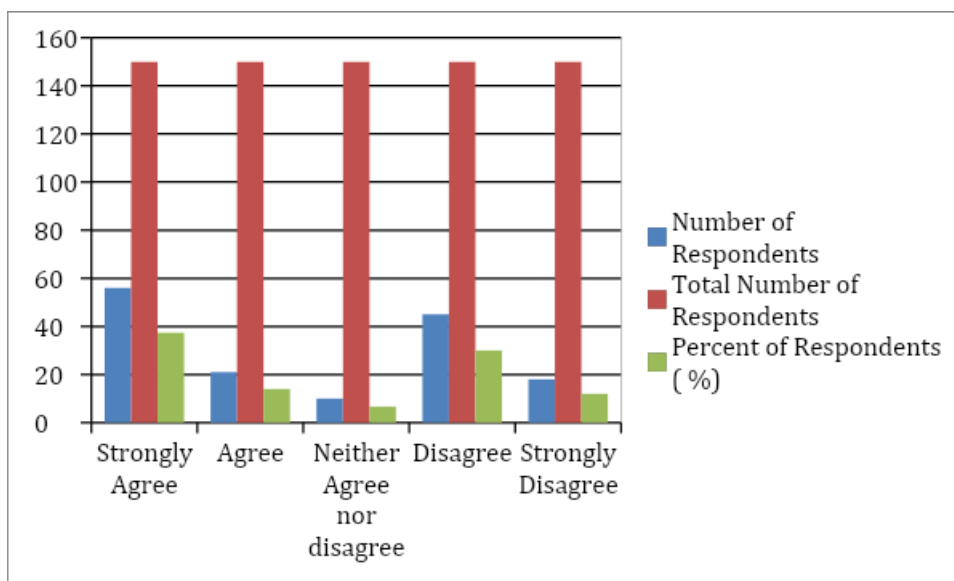
Performance Driven rewarding and recognition schemes are significantly effective in optimizing workplace inclusiveness and employee motivation which encourages the investigator to collect adequate evidence regarding individuals' perspectives and experiences within their respective IT companies. The researcher intended to diagnose study participants' perceptions about their company's motivation schemes. According to the survey findings, the investigator identified that 34 people have been extensively satisfied with revised recognition and rewarding schemes. 37 participants also expressed that they are well-recognized for their top-notch services in achieving professional goals. However, 15 people remained uncertain to answer the following question. The researcher also identified that 34 people are not satisfied with ongoing engagement and recognition policies due to unusual involvements and questioned neutrality in performance appraisals. Moreover, 30 respondents also stated that they are highly discouraged by maltreatment and favouritism practices in performance-driven rewarding and recognition schemes within the Indian IT sector.

4.2.5 Commitments

Question 16: This organization has a great deal of personal meaning for me

Response	Number of Respondents	Total Number of Respondents	Percent of Respondents (%)
Strongly Agree	56	150	37.33
Agree	21	150	14
Neither agree nor disagree	10	150	6.66
Disagree	45	150	30
Strongly Disagree	18	150	12

Table 16: Personal meaning for organisation



Graph 16: Personal meaning for organisation

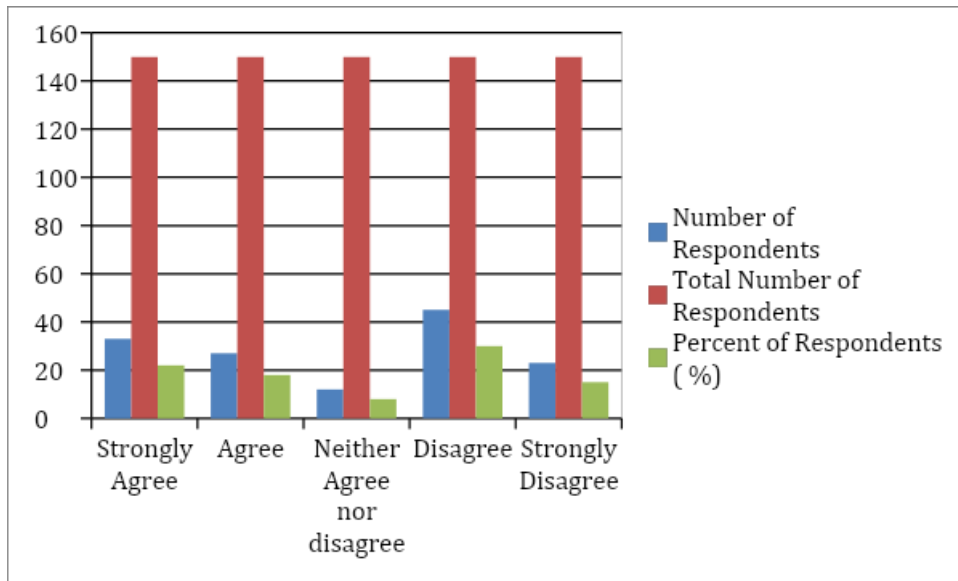
A strong sense of belongingness and rejuvenation alongside relationship-driven partnership approaches with employees are effective to enhance productivity and long-term benefits. Such factors alongside enthusiastic mindset and mega-trends have influenced the researcher to engage with diversified audiences to gain highly accurate information. Based on a survey questionnaire, almost 38% of the underpinned research participants have strongly agreed with the following statement and showcased that they are highly motivated and driven by the company's policies and HRM practices. Moreover, 21 people also claimed the same and articulated positive feedback regarding their respective company's stability and recognisable factors. However, 10 participants have stayed neutral. The study also concluded that 30% of the study participants are currently not satisfied with current employer-employee relations and find it difficult to personally engage with the company. Moreover, 18 people also mentioned that they are having significant challenges to personally relate with the company's centralised policies and practices due to high-level micromanaging attributes and bureaucratic workplace settings.

Question 17: Right now, staying with my job at this organization is a matter of necessity as much as desire

Response	Number of Respondents	Total Number of Respondents	Percent of Respondents (%)
Strongly Agree	33	150	22
Agree	27	150	18
Neither agree nor disagree	12	150	8

Disagree	45	150	30
Strongly Disagree	23	150	15

Table 17: Staying in the same job



Graph 17: Staying in the same job

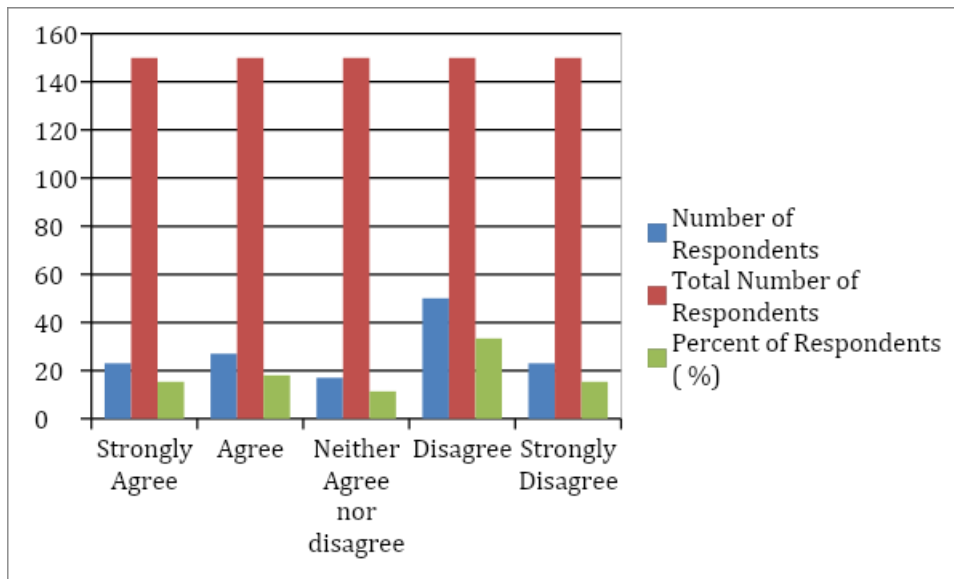
The ongoing Covid19, low robustness of supply-demand dynamics and fluctuating macro-environmental factors have increased unemployment rates and economic downturn which have been forcing IT companies to slash wages, cut down the operational team and state redundancy. Such factors have indulged the communicator to understand individuals' opinions regarding their workplace settings and employment security. According to the study findings, the investigator found that 33 participants have strongly claimed that they are considering current employment opportunities as a compulsive necessity. 27 respondents also agreed with the researcher's brainstormed idea and showcased employment openness as a prominent solution for financial sources rather than focusing on professional career prospects. In addition, 12 people stayed silent about the question. The study also found that 30% of the underpinned study participants have disagreed with the researcher's opinion and consider work as a prominent source of professional and personal pride. In addition, 23 also stated that

they prefer their respective jobs as an essential aspect of livelihoods and engage more rigorously on goal-oriented development.

Question 18: I would be very happy to spend the rest of my career in this organization.

Response	Number of Respondents	Total Number of Respondents	Percent of Respondents (%)
Strongly Agree	23	150	15.33
Agree	27	150	18
Neither Agree nor disagree	17	150	11.33
Disagree	50	150	33.33
Strongly Disagree	23	150	15.33

Table 18: Happy to continue in the same company



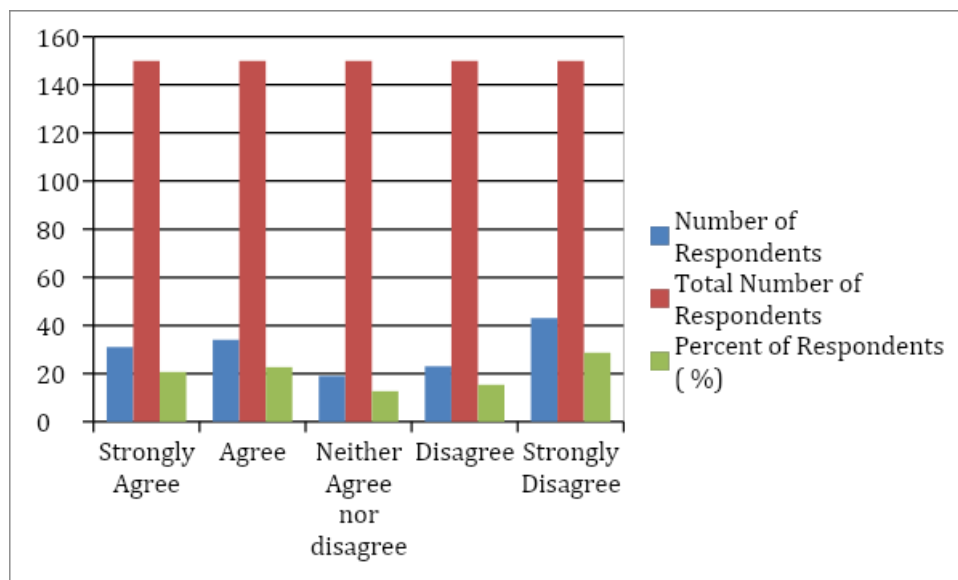
Graph 18: Happy to stay in the same company

As long-term employment and profession within one company is extremely challenging and rare, the researcher wanted to know whether the engaged participants are interested in staying with the company for the rest of their professional career in the Indian IT sector. The researcher asked the respondent group to express their respective feelings. According to the survey questionnaire, the researcher identified that 23 people wanted to stay with their respective companies due to the high level of job satisfaction and sophistication attributes. 27 respondents are also happy with current engagement policies and benefit plans which encourages them to stay engaged with the current company. A group of 17 people remained unchanged regarding the topic due to personal reasons. The investigator found that 33% of the participants are not interested in staying with their current companies and 23 people strongly opposed the researcher's opinion and wanted to leave their respective companies due to personal reasons and accountability issues.

Question 19: I Am personally committed to the changes that are being implemented in the organization

Response	Number of Respondents	Total Number of Respondents	Percent of Respondents (%)
Strongly Agree	31	150	20.66
Agree	34	150	22.66
Neither agree nor disagree	19	150	12.66
Disagree	23	150	15.33
Strongly Disagree	43	150	28.66

Table 19: Committed to changes



Graph 19: Committed to changes

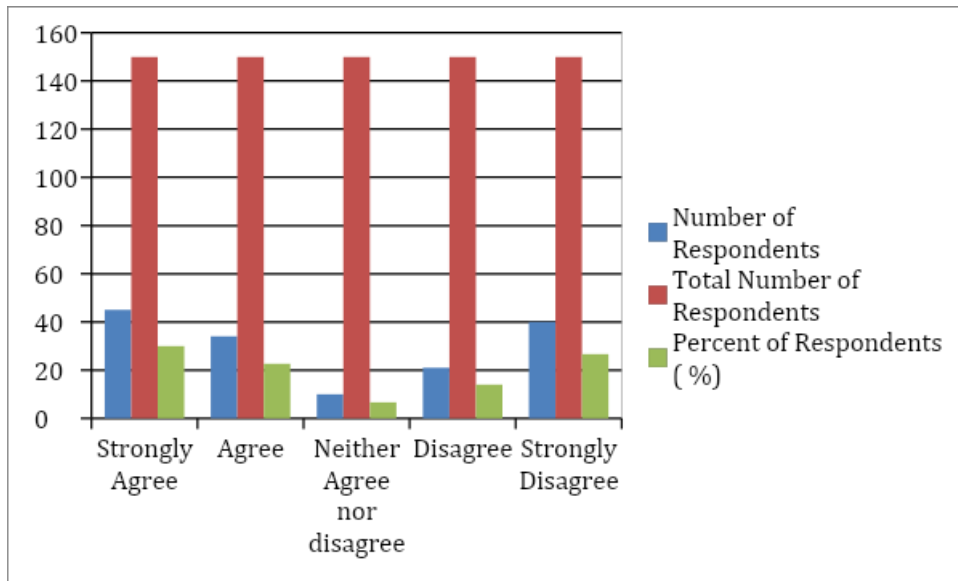
Covid19 outbreak, emerging trends like remote working, flexible working schedule, Agile working style have been influencing IT ventures to revise strategic-fit approaches for greater flexibility and consistency in employee engagement and motivation policies. The researcher wanted to gather adequate knowledge regarding individuals' perceptions about the obvious changes and modifications of IT team management practices. According to the survey questionnaire, 31 people are adequately prepared to leverage the ongoing changes by showing appropriate courtesy and flexibility. 34 people also said the same and expressed a positive desire to become more agile and efficient in jumpstarting change orders and adjusting with current measures. 19 respondents stayed silent about the topic. However, the researcher extracted that 23 people have disagreed with the underpinned statement and feel reluctant to disclose changes and modifications in the IT workplace. Additionally, 43 people (29%) have expressed significant concerns regarding workplace culture changes and modifications due to fear of uncertainties and unforeseeable eventualities caused by monotonous activities and high work-related stress.

Question 20: The Organization recruits and selects the right people to do the right job

Response	Number of Respondents	Total Number of Respondents	Percent of Respondents (%)
Strongly Agree	45	150	30
Agree	34	150	22.66
Neither Agree nor disagree	10	150	6.66

Disagree	21	150	14
Strongly Disagree	40	150	26.66

Table 20: Organisation recruits the perfect person for the job



Graph 20: Organisation recruits the correct person for the job

Competency-based recruitment and retention policies alongside the allocation availability of job-specific expertise are enormously important to deliver IT projects within agreed parameters and company baselines which encourages the researcher to disclose the information contained herein. The researcher asked the participants to express their respective opinions about the hiring and recruitment standards of their companies. As per the study findings, the researcher found that 45 people have strongly agreed with the researcher's question and feel companies have an effective recruitment process. 34 people also claimed that their respective companies are leveraging affordability and aesthetic values in recruiting top talents and job-specific expertise. 10 participants have remained unchanged. However, 21 people have expressed negative feedback about their company's hiring and recruitment standards. Moreover, almost 27% of the underpinned research participants have claimed

companies are not following any relevant measurements to recruit IT professionals based on their skills and area of expertise.

Chapter 5: Conclusion and Recommendation

5.1 Conclusion

This is the last part of the dissertation that has been conducted by the researcher. The Indian IT industry has become globalised by the presence of different MNC, domestic IT companies, MNEs, etc. Nowadays the work-life balance seems to be impossible due to the growing job-specific work pressure and fear of job loss and also the technological accessibility. The remote working conditions and flexible working schedules in the global workforce are also reshaping the business standard and also employee engagement policies. These kinds of issues affect the organisation's white collaboration and commitment to producing quality services which are seen in the outcome of financial reimbursement, poor job satisfaction, stress and being ready to work schedule. The issue of their information technology enabled services in India. He is facing issues particularly for the work-life balance and it is being identified that the Indian IT sectors are lacking in the appropriate employee engagement policies for mitigating the constraints and configurations that are associated with the employee satisfaction attribute. In this underpins research work the researcher has informed regarding the necessity and urgency of the work-life balance for describing the implications of the fact even perception and employee commitment for the commonality and inclusiveness of goals.

The research paper is being divided into five sections, through which the researcher is being able to discuss the different IT companies in India who are still lacking regarding the secure feedback safe environment and employee-centric entrepreneurship spirit, will be of the diversified workforce. The first chapter is concerned with the introduction part in which the researcher has described the research background related to the work-life balance of the IT employees in India and also concentrated on the research rationale by describing the aims, objectives and research questions. The second chapter is the literature of the subject matter by depicting the concept of the work-life balance, employee commitment, relationship of the work-life balance in the IT sector. Apart from this the challenges that can be faced by the Indian IT sector is also being depicted by the researcher in this chapter and the gaps that can be seen in the literature is also being analysed. The third chapter concentrates on the methodology section in which the appropriate philosophy, approach, design, strategy,

collection technique is being selected by the researcher for conducting the research. The appropriate data collection technique is also being selected by the researcher to conduct a systematic framework of collecting data. This research work has selected primary quantitative data collection methods that have been chosen for the research. The researcher has used the online survey method for conducting an in-depth analysis of the relevant information by using the relevant tools for surveying the IT employees in India. As to conduct the research work, the sampling is also being conducted by selecting the appropriate population in which 50 IT employees from different IT sectors located in Bengaluru, Hyderabad, Mumbai are being selected. As to conduct the data analyses, the researcher has selected the life at scale for getting the accurate data. The fourth chapter is very important in which the researcher has conducted the data analysis on the survey questionnaires that are gathered using the methodological tools. The close-ended questionnaire has health researchers surveying in a good manner.

5.2 Recommendations

As globalisation has been taking place with the technological advancements in the IT sector in India, the aggressive outsourcing service and regional subsidy scheme in the tech companies have integrated the global team for working with a common goal and in that case the concept of what life balance and imply commitment is one of the important properties of the IT infrastructure in India. As to maintain employee engagement and the wellness of the workplace, certain ethics and employee obligations, attributes, and theoretical perspectives need to be maintained. Certain recommendations are being provided below that will allow the IT sector in India in providing work-life balance commitments.

- The employers in the IT sector must undertake certain theories on models for considering the tendency of what life balance in the way for earning money in a smooth way in which the most of the people will not hit the word that is assigned and they will work with a dynamic mentality and the employer will also look after the job satisfaction by providing significantly high payment and certain attributes of the employees.

- By following the work-life balance model, the employees of the IT sector can bring the mentality of the employees to work in a different identity with the boundaries of the workplace spread within their personal and professional lives. The individuals who are the employees are being forced to become the part of any type of social gathering in which they will not be involved in the professional work and they will also not get obsessed with the work life culture and through this commitment of the employers the employees will also be able to lead work-life balances.
- Implementing proactive provisions or employment benefits like in-house healthcare services or sophisticated practices can bring the physical and emotional well-being of the employees in the IT sector.

5.3 Linking with Objectives

Objective 1: To examine the importance of work-life balance and job satisfaction functions within the Indian Information Technology sector and success factors associated with employee engagement and employment obligations.

It can be identified that the first objective which says to examine the importance of the workplace balance and job satisfaction functions with the Indian IT centre in success factors which is being associated with the employee engagement and obligations of employment is being linked with the literature review part of this paper. Particularly the importance of work-life balance and job satisfaction is being depicted in the concept of work-life balance and implied commitment in the Indian IT sector which is the first part of the literature review chapter. Not only this through the questionnaires the survey question that is being analysed in the chapter for the importance of work-life balance is also being identified from the question analysis.

Objective 2: To understand the concerns and dissatisfaction issues of Indian IT sector employees about poorly maintained employee relations and work-life balance in the workplace.

The second objective mainly says to understand the concern of the dissatisfaction issue of the employees in the IT sector in the workplace. His objective is also being depicted and

described as a linkage with chapter 2 that is with the literature review part, the challenges that are faced by the Indian IT sector has described the important concern and the dissatisfaction issue of the IT employees in India.

Objective 3: To provide extensive recommendations for improving work-life balance and harmonious workplace relationships in ensuring higher organization-wide commitments and inclusiveness.

The third objective says about the providing of extensive recommendations as to improve the work-life balance which is also being depicted in chapter 2 of the literature review part. The theories on the models for understanding the work-life balance have demonstrated the important extensive recommendations for improving the workplace relationship in the higher organisations and also to improve the work-life balance is also depicted in this chapter.

5.4 Future Scopes

The present research has analysed the topic and it has opened up a widened space for the upcoming researchers. The particular research has also explored the diverse areas of work-life balance of the employees by maintaining the commitment of working in the IT sector and also the different ways through which. Apart from this, extensive research is also being conducted on the topic by the researcher from every aspect. It will be worth mentioning that the research has set a benchmark for the upcoming investigators and every object successfully except the research question three. The research question asks the opportunities which are available for the tech firms for dealing with the work-life balance and harmonious worthless cultures. And due to the lack of the literature content available on the different secondary resources, the present researcher is not being able to conduct the research work on this particular question and it has widened the future scope of the researchers for conducting the deliberate research on this question by finding out the important satisfying outcomes of the particular objective.

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Appendix

Questionnaire

Q1: You belong to which age group?

1. Under 25
2. 25 to 30
3. 30 to 40
4. 40 to 50

Q2: What gender do you identify as?

1. Male
2. Female
3. Other

Q3: What is your Marital status?

1. Single
2. Married

Q4: What is your Job Title?

Ans:

Q5: For how many years you have been working in this organization?

1. 0 – 2 years
2. 2 – 5 years
3. 5 – 10 years
4. 10 years or more

Work Life Balance

Q6: I have adequate time work life and family roles

1. Strongly agree
2. Agree
3. Neither agree nor disagree
4. Disagree
5. Strongly disagree

Q7: I have enough time to fulfill my personal interests

1. Strongly agree

2. Agree
3. Neither agree nor disagree
4. Disagree
5. Strongly disagree

Q8: I have enough time for my family and friends

1. Strongly agree
2. Agree
3. Neither agree nor disagree
4. Disagree
5. Strongly disagree

Q9: My leave request is never denied by my manager

1. Strongly agree
2. Agree
3. Neither agree nor disagree
4. Disagree
5. Strongly disagree

Emotional Burnout

Q10: In my job it often occurs that I regularly need to suppress my feelings in order to appear free of emotions

1. Strongly agree
2. Agree
3. Neither agree nor disagree
4. Disagree
5. Strongly disagree

Q11: More frequently I talk about my work in a negative way

1. Strongly agree
2. Agree
3. Neither agree nor disagree
4. Disagree
5. Strongly disagree

Q12: During my work, I often feel emotionally drained.

1. Strongly agree

2. Agree
3. Neither agree nor disagree
4. Disagree
5. Strongly disagree

Job Satisfaction

Q13: All my talents and skills are used in my job position

1. Strongly agree
2. Agree
3. Neither agree nor disagree
4. Disagree
5. Strongly disagree

Q14: I feel good about working at this company

1. Strongly agree
2. Agree
3. Neither agree nor disagree
4. Disagree
5. Strongly disagree

Q15: When I do a good job, I receive the praise and recognition I deserve

1. Strongly agree
2. Agree
3. Neither agree nor disagree
4. Disagree
5. Strongly disagree

Commitment

Q16: This organization has a great deal of personal meaning for me

6. Strongly agree
7. Agree
8. Neither agree nor disagree
9. Disagree
10. Strongly disagree

Q17: Right now, staying with my job at this organization is a matter of necessity as much as desire

1. Strongly agree
2. Agree
3. Neither agree nor disagree
4. Disagree
5. Strongly disagree

Q18: I would be very happy to spend the rest of my career in this organization.

1. Strongly agree
2. Agree
3. Neither agree nor disagree
4. Disagree
5. Strongly disagree

Q19: I Am personally committed to the changes that are being implemented in the organization

1. Strongly agree
2. Agree
3. Neither agree nor disagree
4. Disagree
5. Strongly disagree

Q20: The Organization recruits and selects the right people to do the right job

1. Strongly agree
2. Agree
3. Neither agree nor disagree
4. Disagree
5. Strongly disagree

Feedback and Suggestions