

National College of Ireland

Project Submission Sheet

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Additional Evidence:

[Place evidence here]

Additional Evidence:

[Place evidence here]

**THE IMPACT OF WORK ENVIRONMENT ON WORK-LIFE
BALANCE IN THE IT SECTOR OF INDIA**

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Acknowledgment

I would like to express my acknowledgement to my who gave me the opportunity to do research and provided necessary support throughout the process. I am also highly contented with mywho has been extremely understanding and strengthened me morally in completing the research work. Lastly, I would like to express my gratitude towards my friends and peer-group who assisted in developing this superior research work and provided constant support and help whenever needed.

Thank you

Abstract

The research has been conducted to understand the professional landscape of the Indian IT industry and it has observed that most of the IT professionals in this nation have to compromise their personal lives due to inadequate work-life balance (WLB). They also faced stressful situations quite often which ultimately leads to employee burnout. The main purpose of this research is to identify the impact of the work environment on WLB in the IT sector of India. By analysing this, it has been possible to develop insights among business leaders to undertake essential actions for making the existing situation far better. The mixed method approach such as primary survey and thematic method were taken into focus to gather essential data related to the research context.

The findings highlighted that most of the respondents (more than 80%) strongly agreed that there is a potential work-life imbalance in Indian IT industry. Organisations have developed appropriate policies; however, issues in their implementation can be noticed. It has been found that overworking and sacrificing personal time has become a part of IT industry culture. Attending work calls beyond scheduled working hours or poor flexibility in work scheduling have been noticed. It caused mental exhaustion and poor employee engagement in the IT industry. Based on the descriptive statistics, it has been observed that “work environment characteristics” have the most influential impact on WLB. It is essential to maintain an adequate workplace environment to keep the employees motivated for the long-term. Use of the correlation, regression and ANOVA tests seemed to be effective here to gather in-depth insights. The thematic analysis has been further conducted to identify common patterns of poor work-life balance.

Based on the overall context, it can be concluded that WLB in the IT sector of India needs to be improved a lot for better employee retention. The summary of mixed-method research has been presented. Moreover, recommendations have been provided to make changes in incentive structure and ensure managerial accountability to maximise work-life balance of employees in the Indian IT sector.

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Part- 1: Introduction and literature exploration

1. Introduction

A. Overview of the paper

In today's dynamic professional landscape, employees are often expected to go above and beyond standard expectations, making heightened productivity an essential demand. As a result, the concept of “work-life balance (WLB)” has evolved into a critical consideration that surpasses traditional human resource discussions and general employee welfare. Particularly within India’s IT sector, it becomes essential to explore how organizational culture contributes to challenges in maintaining a healthy balance between work and personal life. This study seeks to examine this tension and offer deeper insights into its underlying causes.

b. Problem exists and its context

The research emphasizes the direct influence of the escalated upswing of the IT industry in India which is appropriately insinuated by its intense outlook that puts exhausting work pressure on employees and produces supposition of weekend shifts and overtime. Moreover, the research sheds light on the issue of dreadful aspects of lack of proper WLB, which is experienced by the IT workforce, as they are asked to compromise their individual lives due to extensive work pressure and extended shifts. In 2021, the attrition rate in the IT companies in India was estimated to be 22-23%, which implies that astonishingly about 10 lakh employees stepped down from their jobs (Businesstoday.in, 2022).

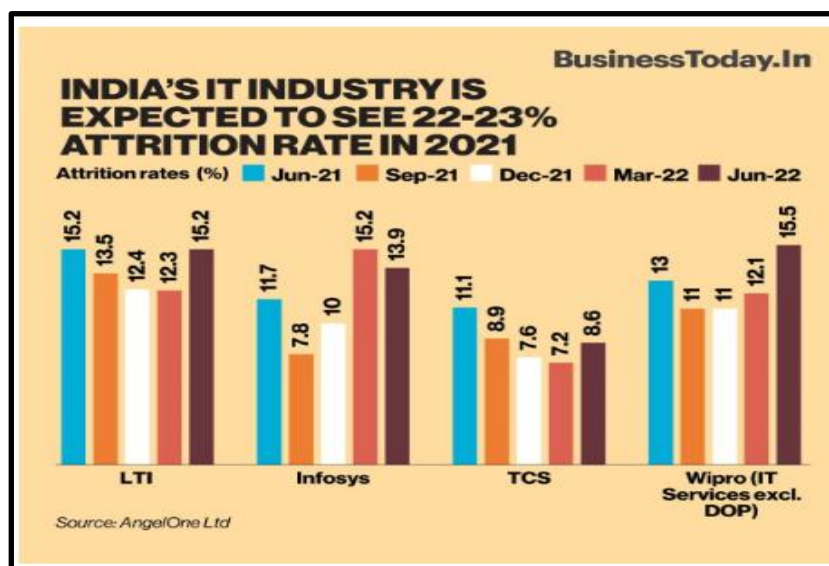


Figure 1.1: Attrition rate in various IT firms in India

(Source: Businesstoday.in, 2022)

Additionally, the research focuses on concerns about the prevalent workplace policies and traditional norms that expect employees to work overtime and even on the weekends to meet pressing deadlines, which undoubtedly contribute to the existing discord in terms of WLB for the employees in the IT firms in India. In 2023-2024, about 32% of IT staff claimed to undergo stressful times and be resentful with their workplace policies, which is six points above the domestic mean and normal standard and nine points above the international mean and normal standards (Statista.com, 2024). The research additionally emphasizes the problem that lack of harmony between the business and individual life can create disintegration of the emotional and physical wellness of the IT workforce, which indirectly may lead to derogatory quality of output and downturn of workforces.

This research holds immense significance because it attempts to comprehend the underlying reciprocity between traditional norms and workplace culture in IT firms and disagreeable WLB for employees. As per the opinion of Maurya (2021), it is understood that IT firms should put greater value on WLB to create an upbeat outlook in the IT workforce. This study bears significance because it presents a detailed discussion on the underlying causes that contribute to the increasing discord between business and individual lives for the IT firms' workforce in India and traces the way workplace cultural norms play a role in work-family life imbalance by generating expectations for employees to work overtime schedules and on weekends. As opined by ThangjamRavichandra (2022), employees can be more engaged in their work when they have a well-integrated family life; hence, WLB helps employees succeed in their professional lives. This research additionally sheds light on appropriate theoretical perspectives to create an alignment between practical and theoretical cognizance which may be used for discovering pragmatic suggestions to bridge the gap between inconsiderate workplace cultures, policies, and work-life balance.

c. Evaluation of a bit of literature review

WLB is often majorly considered a chief facet in the IT industry because it rightly substantiates the necessity of employees to disengage from professional life and show up for work with increased enthusiasm the next day. As discussed by Khateeb (2021), maintaining a proper boundary that separates work and family has reduced to a progressively challenging factor because of the ever-increasing requisites of professional life. The IT industry in India has observed fast-paced development in later years, unfortunately often by jeopardizing the WBL of the employees. As opined by Maharani and Tamara (2024), employee turnover rates increase when they feel extra workloads than expected and start to look for other jobs with improved workplace culture. The IT employees often feel compelled to strenuously toil for overtime and

even carry out weekend shifts to meet rigid deadlines and client demands, which may result in psychological stress. Furthermore, female employees may feel pressured to work long hours and may silently accept unfair workplace pressures as they succumb to their insecurities of being considered inferior to their male colleagues. IT sector employees in India frequently work extreme hours as approximately 72% of employees work for more than 48 hours every week, which is well beyond the legal limit and about 25% of employees work for more than 70 hours on a weekly basis (EconomicTimes.indiatimes.com 2025). The scenario is worsening for the employees as they are feeling coerced to work extra hours beyond the legal standard.

In furtherance, IT employees are often offered better incentives, career opportunities, and similar perks to work for additional hours, and fulfil pressing deadlines, which may create burnout for the employees and ultimately affect the growth of the Indian IT industry. As per the study of Nair *et al.* (2021), proper maintenance of WBL for employees is a crucial HR aspect to ensure sustained organizational growth and satisfying employee retention rate. This research attempts to investigate the latest state of workplace culture in the IT firms of India. The underlying intention of this research paper is unequivocally to protect employee well-being, along with attempting to maintain productivity Of the IT firms for a prolonged time frame by looking after the psychological wellness of employees.

d. Gap in studies and main research question

The reviewed literature highlighted key challenges regarding WLB in the IT sector of India, like excessive working hours, burnout, and “gender-based pressures”. However, a noticeable gap has been identified regarding the lack of empirical focus on the effectiveness of organisational policies and managerial practices to influence those issues. Apart from that, limited investigation has been conducted regarding the “long-term psychological impact” of such “workplace stressors” and how they impact “employee engagement and retention” beyond the turnover statistics (Khateeb, 2021, and Maharani and Tamara, 2024). This research is going to address these gap areas throughout.

The main research question is how the work environment of the IT sector in India is responsible for affecting the “work-life balance” of business professionals associated with the industry.

e. Research Objectives

- To analyse the effect of the work environment of the IT sector in India on the work-life balance of employees by assessing the factors of lack of boundaries, inadequate

performance metrics, rigid work schedules, insufficient work-from-home options and paid leave structures.

- To discover the most effective practices and pragmatic strategies for improving work-life balance among employees in the Indian IT sector.
- To pinpoint the influence of specific workplace policies and cultural issues on the work-life balance of the employees of the Indian IT sector.
- To examine the negative impact of prolonged work schedules and weekend shifts on the work-life balance of the employees of the Indian IT sector.
- To evaluate the extent of influences of performance metrics and career incentives on the priorities of employees and their work-life balance.

f. Research issues and sub research questions

Consideration of the research issues are essential because of their impact on the conventional corporate ethos, workplace code of conduct, and team spirit on the WLB of IT staff in India. This research is valid because it presents a multi-layered understanding of the workplace culture of the IT sector in India, which includes adaptable work schedules, virtual work options, formal leave structure, weekend shifts, and mandated overtime. As discussed by Althammer *et al.* (2021), adaptable work hours may confuse the separation between individual and occupational lives, which may create a lack of harmony in WLB for the employees. As the computer and software industry involves working with overseas clients, employees may face extreme levels of work pressure. Respectively, 37% of female and 28% of male professionals who work in IT firms in India professed that they were considering formal leave from their current jobs due to an acute imbalance between their occupational and individual lives (Statista.com, 2023). In furtherance, as per the study, a person who is under extreme pressure to meet deadlines is 1.66 times more prone to experience severe emotional decline and 1.74 times more inclined to undergo panic-stricken situations (Ergonomictrends.com, 2024). Therefore, it does not come as a shock that more than 60% of employees suffer from the negative effects of inadequate and disagreeable WLB. As discussed by Jung *et al.* (2023) it is understood that when employees perceive that they have improved WLB, their job satisfaction increases and their output is also enhanced. This study intends to assess different facets of workplace culture in the IT industry within India, including root causes of lack of harmony in WLB, and discovering negative effects of imbalance between individual and occupational lives for the employees only to come up with pragmatic remedies that lessen the worries of inadequate WLB for the IT firms in India.

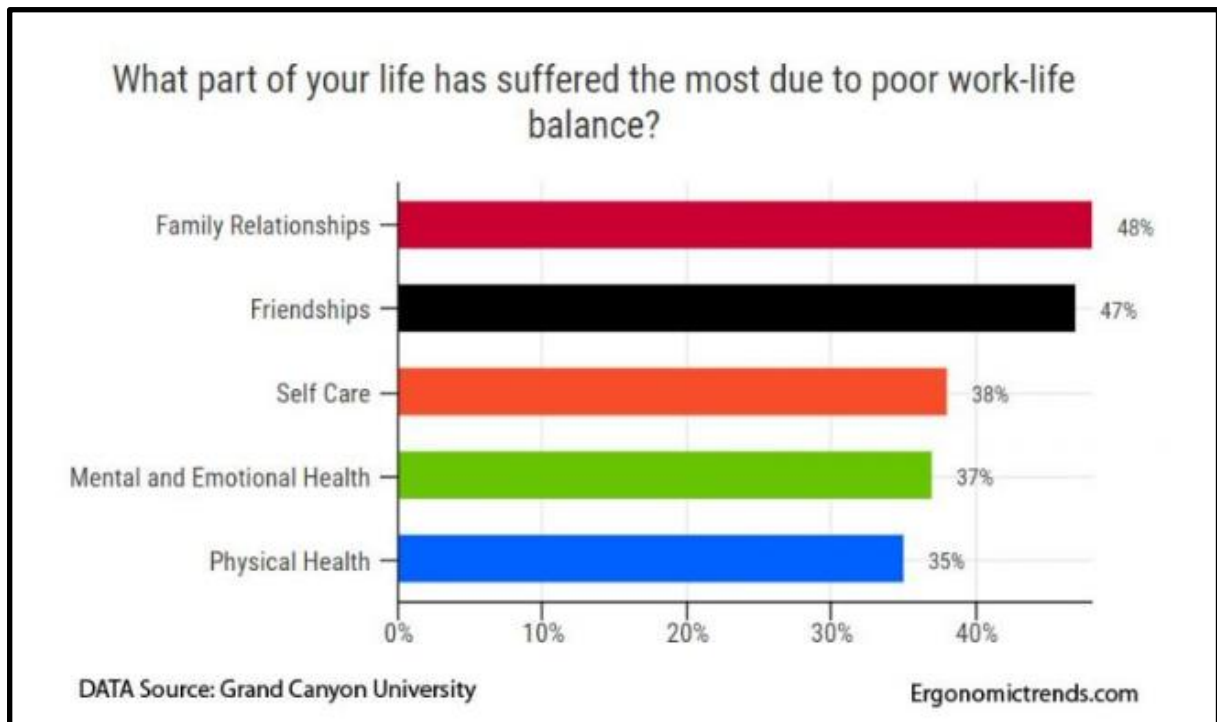


Figure 1.2: Adverse effects of poor work-life balance

(Source: Ergonomictrends.com, 2024)

Sub research questions

RQ1: How does the work environment in India's IT sector influence employees' work-life balance?

RQ2: What are the most effective practices and strategies for improving work-life balance among employees in the Indian IT sector?

RQ3: What specific workplace policies and cultural issues in the Indian IT sector may influence employees' work-life balance?

RQ4: How do these long hours and weekend work in India's IT sector affect the work-life balance of the employees?

RQ5: How do performance measures and career incentives influence priorities on work-life?

2. Theoretical background

a. Scholarly overview related to the research context

In this chapter, existing literature studies have focused on the key impact of work-life balance and working environment in the IT sector, exploring several factors. For example, we can shift rigid policies, extended working periods or digital overreach that has contributed to work-life imbalance and employee stress as well. It was found that work-life balance can lead to emotional well-being and act as an energy destruction process (Brough *et al.*, 2022). Although past studies, have addressed several elements of WLB, however, only some has aspect as systematic analysis of cultural expectations, structural policies, and the In this sector, several research objectives and questions as for example, analysing the impact of work environment in IT, identifying policies or cultural norms, examining negative consequences influencing performance system and catering incentives has been addressed and such objectives, while critically examining with the help of evidence-based studies.

Concept of Work-Life Balance

Work-life balance is understood by the delicate equilibrium that exists between an individual's professional responsibilities and personal activities. In the presence of the equilibrium, the individual is able to fulfil both family commitments alongside work obligations (Brough *et al.*, 2022). The scope of work-life balance stretches beyond a simple time allocation to both the domains of work and family, as stated by Wong *et al.*, (2023). Rather, it involves satisfaction across various domains, psychological detachment from work, the ability to restore energy, and overall personal well-being. The author also states that achievement of an effective work-life balance is understood by effective management of both work and family, involving a minimal amount of conflict as shown in the figure below.

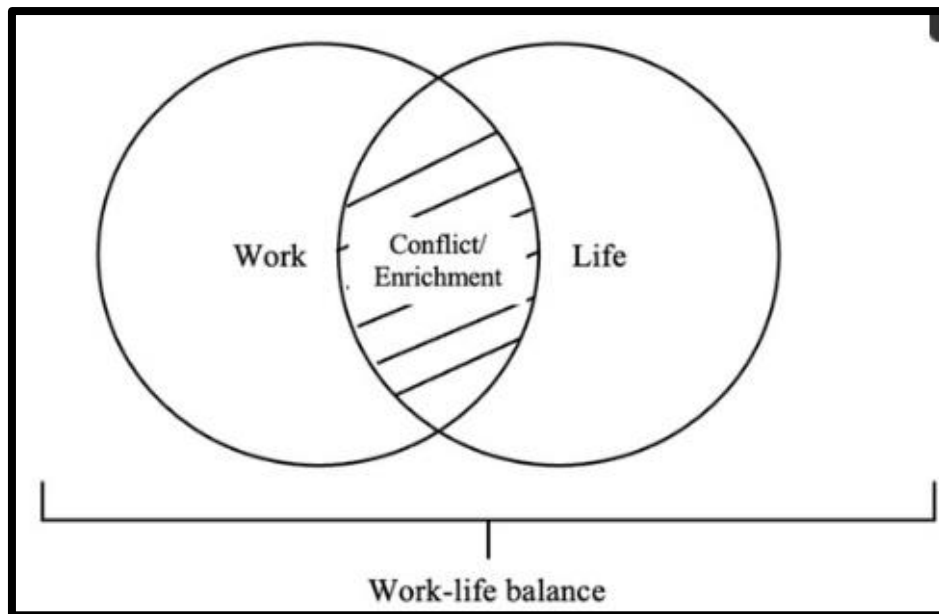


Figure 1.3: Diagrammatic representation of work-life balance

(Source: Wong *et al.*, 2023)

There exists a clear divide in work-life balance between India and the other developed Western nations. Western perspective of work-life balance lays superior emphasis on individualistic values, personal autonomy, which sets a clear boundary between personal life and work obligations. According to the opinion of Rashmi and Kataria (2022), both the European and the American model prioritizes working flexibility and reduction of working hours, ensuring employees get the benefit to disconnect themselves from job responsibilities. In contrast to the European and American perspective, Aruldoss *et al.*, (2021) state that work-life balance in the Indian context is challenged by complex traditional values and the structure of the family. The collective responsibility obliterates the division between work and life.

Analysis of IT work environment and addressing work-life balance

Work-life balance in the IT sector in India has been strained with the nature of very work environment. Regarding this study by Padmanabhan and Kumar (2016) has been noted that 75 ICT or "Information and Communication Technology" employees have seen an imbalance in WLB. Particularly women, within Bangalore, have found that 76% are aged under 35 who are also career-oriented, however, face high work-life conflict because of prolonged working shifts, night hours and project-based pressures.

The research by Pasumarti (2019) has addressed that 750 IT or ITES employees within Visakhapatnam have also found similar aspects where 80.2% employees reported, lack of flexibility in ICT work culture, where 15.07% have experience in ICT, while managing employees' environmental work relationship, empowering workers and work-life balance.

However, employees have noticed that most of them failed to meet the work-life balance, which can be seen, the 10.84% has disagreed on addressing their work-life balance (figure below).

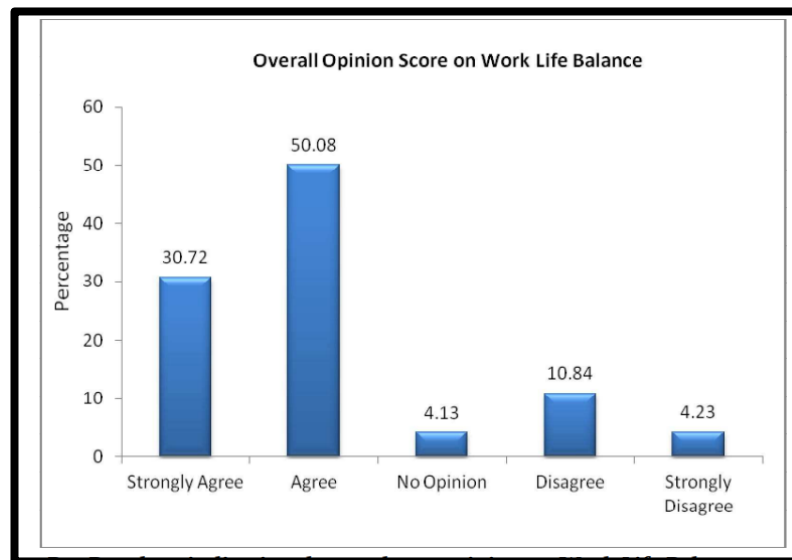


Figure 1.4: Employee opinion on Work Life Balance

(Source: Pasumarti, 2019)

In another study by Choudhury *et al.*, (2020), it was addressed that performance pressure and risk rate work culture have contributed to turnover and burnout, especially in the dual-earner Indian household. Choudhury *et al.*, (2020) by qualitative analysis, have addressed that the lack of supervisor support, poor work-life balance policy, and flexible schedule fail to enhance satisfaction or retention in the IT sector. Saxena (2018), on the other hand, has addressed that inadequate options for remote work, rigid schedules, along with poor usage of leave with conventional 9-to-9 or 10-hour work days within IT firms in India have caused time-based conflicts. The IT industry in India has suffered a 57% attrition rate due to poor autonomy and rigid working hours. However, IT companies within Silicon Valley in Bangalore have reported a lower attrition rate of 13-18% because of remote working infrastructure and high flexibility. Another study by Meiksins *et al.*, (2019) has addressed that the post-pandemic period in India has failed to address normalizing the remote working culture, which only deepens the dissatisfaction. It was found in the quantitative study by Meiksins *et al.*, (2019) that 32% IT employees in India has seen regular work from home option, however in STEM role, especially for women they have given limited access for the paid leave as well as faces many stigmas that has caused emotional exhaustion and poor mental health that has also affected retention. This pattern addresses poor working environment in India, focusing only on output rather than well-being, and addresses a gap in developing a sustainable website balance

Analysis of current practices and pragmatic strategies to improve WLB

In terms of addressing the pragmatic strategies and practices for improving work-life balance. It has seen that to drive the economic growth, a long struggle has been done by employees while affecting their sustainable work-life balance as well. Initial study by Tiwari and Lenka (2018) about workforce dynamics within downsize IT and ITES (Information Technology Enabled Services) firms has revealed that firms or organisations that undergo cost-cutting techniques reprioritise the well-being of employees. The researcher has also addressed that firms that have a support mechanism and a suitable leave structure there the employee retention has also increased by 17% (Tiwari and Lenka, 2018). It has also found that on employees' turn, predictability within scheduling as well as 'formal comp off' (compensatory off) policy are crucial during change management or transition. The study by Tiwari and Lenka (2018) has also focused on engaging employees, especially in the time of downsizing phases, by flexible lead policy and efficient work hour strategies to retain employees.

Expanding on such structural issues, a study by Babu and Sahayam (2025) has conducted a systematic literature review from 14 articles published in 2011-2023 by using the PRISMA framework and has analysed work-life balance within IT professionals in the context of the Indian sector. The research has shown that employees were working about 2195 hours on average per year, a stark contrast with cities like Germany and Hamburg, where the working hours were 1473 per year. It addresses the long gap and high work pressure that Indian employees face, and also unrealistic work performance timelines that not only contribute to poor mental health but also have led to burnout as well as attrition. Additionally, the researcher has also addressed that firms that offer flexible scheduling and provide remote working while also reducing the work formalisation have seen 28% job satisfaction and also reduced turnover rate, especially among the employees who are aged between 21 to 30, a most stress-affected group as well.

In a global analysis, a study by Badrolhisam and Jamil (2025) has analysed gender-related FWAs or "Flexible Work Arrangements" while focusing on the context of Asian countries, particularly in India. FWAs have a low regional base adaptation rate related to flexible work arrangements because of hierarchical managerial styles as well as persistent gender-oriented norms. The researcher has found that the FWAs in the Western countries are considered a standard which has been able to enhance productivity boost of 15-20% and increased productivity. In the context of Indian IT organisations, flexible work arrangement policies are narrowly framed and underutilised as only a 'female-centric accommodation', showcasing a high gender disparity gap and poor managerial relationship aspect as well. This addresses

sensitive flexible work management policies and normalises flexibility to all genders in terms of bridging disparity as well.

Further, considering such digital intrusion that has eroded individuals' boundaries, a study by Dhavan *et al.*, (2025) has analysed a systematic literature review to evaluate work-life balance initiatives within the IT sector. The study, through considering a quantitative analysis, has found that 60% of participants or employees have felt "digitally tethered" in terms of working beyond their work hours because of instant messaging, virtual meetings and emails. In contrast to this, the research has addressed the organisation that has adopted policies like rights to disconnect, has restricted communication or any other meetings beyond working hours, and implemented time blocking tactics, resulting seen a 15% reduction in working hours. The study has also highlighted a case study where a medium-sized IT firm in Pune has mandated a device-free workplace and has seen a 13% drop in employee attrition in a year.

Workplace policies and cultural issues on the work-life balance of the employees of the Indian IT sector

Several studies have addressed how inadequate support from organization and excessive workloads can contribute to imbalance of work life, especially in the Indian IT. In this regard, study by Haider and Azmi (2019) while conducting qualitative method, has found that inflexible work routine, poor family financial policies and organizational culture can hamper to work life balance, especially within the Indian IT sector. The researcher has also argued that excessive work hours with minimal support from managers not only resulted in conflict but also hampered employees' job satisfaction and caused high turnover. Regarding this, Furqan and Singh (2024) have expanded the analysis with a region-specific analysis in Delhi-NCR and found that 45% of the startup employees have reported that high stress during tight deadlines, rapid changes in technologies, and constant connectivity cause high pressure and hampers work-life balance. Furqan and Singh's (2024) research has also included a moderate and negative correlation r-value of -0.47 ($p < 0.01$) between stress and addressing the direct impact of workload on employees' well-being.

Recently, another study by Geraldles *et al.*, (2024) has also focused on global evidence addressing organisational issues such as excessive workload that has affected employees' well-being. The literature by Geraldles *et al.* (2024) also highlighted that supportive managers and leaders can help to enhance the utilisation of policy while fostering a healthier integration of work-life balance. In a most recent study, Kumar *et al.* (2025) have also examined through a secondary data analysis from 2014 to 2022, and it should be seen to confirm that more than 30% of IT employees have engaged in dual employment because of inadequate compensation

in the IT industry and poor job satisfaction. Kumar *et al.*, (2025) also addressed that companies like Infosys have adopted "no weekend work" policies and seen 22% lower attrition. This finding suggests that intense working routines and poor work-life balance not only cause mental stress but also reduce productivity.

Negative impact of prolonged work schedule in the Indian IT sector

In terms of addressing the challenges of work-life balance within the IT sector in India, which has evolved with rapid digitalisation as well as globalisation, similar challenges have also arisen. For example, the study by Veluthan and Valarmathi (2020) has highlighted that work-life imbalance, especially among female employees in the IT sector, has shown that with extended hours, we can work as well as take care of responsibilities at home. The researcher's findings have focused on a rigid working schedule and poor support system that has impacted female IT employees' ability to manage both roles, which has led to emotional stress and strain, which has also affected women.

This has also minimised in organizational commitment. Another study by Pednekar and Pandita (2023), who have done a quantitative survey, found that 83% of working professionals in Pune-based IT organisations have faced 'job stress' because of long working hours as well as fixed deadlines. The majority of the participants have also responded that the consistent shift in work-life balance in the IT sector and poor autonomy have also worsened the QWL or 'Quality of Work-Life', especially during the time of the post-COVID-19 pandemic.

Another study by George and George (2022) has found that in terms of addressing the growing and emerging trend of more lighting, especially among IT professionals, this has also been driven by job insecurity and financial crisis. The researcher has found that more lighting, or doing different work alongside main 9-to-5 jobs, not only disrupts the work-life balance, but has hinders different jobs, and holding different jobs that involve weekend commitments and deadlines has led to low productivity, fatigue, as well as conflict with employers and employers.

Influence of performance metrics and career incentives on employee priority and work-life balance

The Indian IT industry has an appraisal system that has quantitative targets and qualitative assessment standards as a yardstick for appraisal. Different quantitative targets include project delivery timeline, bug-fix efficiency, and bug resolution rate. Qualitative assessment is conducted through metrics like teamwork skills, client feedback, and problem-solving ability (Gafni *et al.*, 2024). As a result of these performance metrics, a culture of productivity is fostered, but on the other hand, employees feel compelled to prioritize work to survive the

competitive environment. IT industry in India is very competitive, and the employees are subjected to constant pressure to outperform.

The theoretical underpinning of border and boundary theory has been used in the study of Kashive *et al.*, (2023) to illustrate the blurred boundary between work and personal life of IT employees. The presence of different drivers like career incentives, salary increments, promotions, bonuses, and international assignments is identified as influential motivators in the Indian IT segment. Systematic literature review by Kashive *et al.*, (2023) further states that, in the presence of these motivators, IT employees devote a significant portion of their time, fulfilling their job responsibilities, lowering priority on personal and family commitments. In this context, Ali *et al.*, (2025) state that, despite the presence of a gender gap, even women engaged in the IT segment face intense competitiveness, which leads them to work intensively, lowering their work-life balance.

The performance-centric IT industry paves the path towards developing a work-centric mindset among the employees. Dutta *et al.*, (2021) have conducted a temporal study spanning across 19 months, including 15 senior IT employees to understand two crucial aspects in performance management, which are incentives and promotion on work-life balance. The result of the study implicitly states that these employees experience heightened levels of stress and burnout very frequently. The employees have emphasised their work responsibility, overshadowing their personal lives, and the work commitment as a sacrifice for professional excellence.

Impact of flexible working hours and remote working policies on work-life balance of the Indian IT sector

Flexible hours of working hours enable employees to adjust their time committed towards work in a more efficient manner, maintaining an intricate balance between work and their personal lives. In the work of Shahzad (2023), the scope of flexible working hours within the IT employees of India has been shown to have a positive impact on their engagement with their individual work commitments. The author also states that flexible working scenarios have gained popularity within the IT industry post-COVID to combat the spread of disease. This provided an opportunity to transform the workforce into remote working with flexible schedules. The work of Shahzad (2023) uses a survey and SPSS data analysis approach to imply that these flexible working engagement drives superior working engagement. This flexibility enabled the employees to pursue their hobbies and reduce the time needed to commute, benefiting their work-life balance.

A study conducted by Gaur and Tarkar (2025), surveying 268 employees from different IT companies bearing varied positions, aims to understand the impact of flexible working hours

on job satisfaction. The implementation of flexible working policies within the organisation increases job satisfaction by 28%. Aspects considered within the flexible working policy are “family-friendly policies” and “parental leave programmes” which led towards a healthy work-life balance. A similar study conducted by Aruldoss *et al.* (2021), considering 445 respondents belonging to the IT industry of Southern India region, followed by hierarchical regression analysis states that, flexibility in the hours for working enable helps employees to reduce their job stress and direct towards having higher job- satisfaction and commitment towards their company.

Remote working has brought over a paradigm change in the dynamics of the Indian IT sector, converting from conventional office cubicles to virtual workplaces. The significant increase in remote working has been initiated as a result of the pandemic. A survey of 384 participants, followed by PLS-SEM analysis of the responses, reveals that work-life balance significantly improved as a result of remote work (Weerarathna *et al.*, 2022). The study also highlights the necessity of peaceful working conditions and support from the supervisor as a determinant for an increase in work-life balance and productivity.

In contrast to the findings of Weerarathna *et al.*, (2022), Prasad and Satyaprasa (2023) state that, even though remote work is beneficial to offer employees an increased sense of autonomy and flexibility to complete their designated tasks, the work and like boundaries are blurred. This creates an extremely challenging environment for the employees to make a switch from work and relax, thereby increasing stress and job burnout. A study on 500 female IT employees of Hyderabad by Prasad and Vaidya (2021) reveals that, as a result of working remotely, the value of their Cronbach's survey analysis result is 0.97 for occupational stress, 0.98 for occupational stress. The study reveals that women are more impacted in contrast to men when work-life is considered, affecting their overall physiological wellbeing, aligned with the spillover theory.

b. Overview on views of theories

Spillover theory- The spillover theory has been broadly classified as positive spillover and negative spillover. In the systematic literature review by Khateeb (2021), positive spillover has been characterized by positive experiences encountered by the individual, in either the domain of work or family. Fulfilment of one domain leads to the spillover of the positive impact on the other domain, like job satisfaction at work leads to better family time and leisure. The study of Bansal and Agarwal (2021) collects primary data from 213 Indian working couples to assess the impact of spillover. The results indicate that a positive spillover can increase life satisfaction among both working partners by 70%. At the same time, stress and fatigue at the

workplace, which is commonly observed within the Indian IT industry, lead to a negative spillover. The demanding nature of the job and extended working hours interfere with personal life.

Conflict theory- The conflict theory primarily considers two distinct domains of work and life, which are fundamentally incompatible with one another, bearing different norms and requirements. Therefore, according to the theory, achievement or fulfilment of one of the aspects, that is, work or life, leads to the sacrifice of its counterpart (Khateeb, 2021). Time-based conflict emerges when the time devoted to one domain makes it challenging to fulfil the responsibilities of the other domain. This has been mentioned in the works of Babu and Sahayam (2025), where Indian IT employees need to work extended hours to accommodate global time zones, compromising on family responsibilities. Similarly, the dynamic working conditions within the IT industry led to stress and fatigue among the employees, as mentioned in the work of Babu and Sahayam (2025), leading to strain-based conflict.

Border and Boundary theory- According to this theoretical underpinning, both work and home environment are identified as discrete domains, with the presence of a border, distinguishing these domains. This theory especially focuses on the psychological and physical boundaries that enable individuals to construct distinct roles and identities for each of the domains. Managing work-life boundary has been identified as a challenge in the work of Kashive *et al.*, (2023), where the continuous nature of work and the need for availability blur out the boundary.

3. Conclusion

a. View of researchers on theories

The reviewed theories have offered diverse yet complementary perspectives associated with the work-life balance. While Spillover Theory highlighted how experiences in particular one domain influences the others, conflict theory emphasized the inherent tension as well as incompatibility between work and personal life, which is quite common in the Indian IT sector. On the other hand, “Border and Boundary Theory” evaluates psychological and physical separation of these domains that underscores such difficulties for maintaining distinct roles. Overall, these views revealed that WLB is a multifaceted issue that is mostly influenced by emotional, structural, and contextual workplace dynamics.

b. Research gap

Several studies, like Padmanabhan and Kumar (2016) and Pasumarti (2019) have investigated work-life balance, but the aspect of different organizational-specific practices that contribute towards establishing the challenge has not been much discussed, thereby leaving a gap in the literature. The intersection of family values and modern work expectations has not been

explored sufficiently, considering the context of the Indian IT industry. The work of Shahzad (2023), Aruldoss *et al.* (2021), and Badrolhisam and Jamil (2025) gives a descriptive account of a flexible working environment, their specific interrelation on productivity-related outcomes, physical, psychological, and emotional outcomes need further investigation. The majority of the studies like Kashive *et al.*, (2023) and Dutta *et al.*, (2021) lay emphasis on the quantitative aspects of employee experience and coping mechanisms, leaving out qualitative insights on the same. The studies also leave a significant gap in aspects like work-related stress, and communication after the official working hours, which overarches the professional boundaries and well-being of the individual. Lastly, as the performance aspect has been investigated, the socio-cultural complexity and policy-based impact are a gap.

c. Way to research the topic

To ensure the research is comprehensive and well-rounded, a mixed-methods approach has been selected. This includes both quantitative and qualitative strategies. Specifically, the study involves conducting surveys with IT professionals based in Hyderabad, Chennai, and Bengaluru, alongside a critical analysis of scholarly journal articles relevant to the topic.

Part- 2: Methodology, Findings and conclusion

1. Methodology

a. Chapter introduction

The methodology chapter in this segment is used to study the influence of work environment on “work-life balance” within the Indian IT field is described. Methodology plays an important role because it offers a logical process of collection, analysis and expounding information following the research goals. Among these objectives is the evaluation of how the policies in the workplace, cultural norms, and scheduling systems influence the well-being of employees. The research will also establish some of the effective interventions, which include any form of flexible work arrangement that fosters work-life harmony. The chapter provides a brief demonstration for the chosen research paradigms which include research design, data collection, data sampling or recruitment and ethical aspects that govern the research. For that, the research approach, data accumulation methods, data interpretation and analysis methods and the necessity of adhering ethical considerations have been described.

b. Selection of methodological approaches with justification

Philosophy

Research philosophy is addressed as the belief that underpins the research approach, helping the researcher on how knowledge has been developed. There are mainly four types of research philosophies used while developing a research work. **Positivism** emphasises objective and observable facts, quantitative data, whereas **Interpretivism** focuses on the understanding of human experiences by using qualitative methods (Junjie and Yingxin, 2022). Besides, the focus of **Pragmatism** is on practical results by using both quantitative and qualitative methods flexibly, while **Realism** blends both subjective and objective perspectives, which acknowledges the existence of reality independent of human thoughts. Since this study focuses on both quantitative and qualitative information to align with the practical WLB or work-life balance solutions for the IT field, the “Pragmatism Philosophy” is suitable.

Justification

In order to conduct this research, the **pragmatism philosophy** has been taken into focus, which is quite a flexible approach and capable enough for combining both qualitative and quantitative methods (Ormerod, 2021). By using this, it has been possible to get an adequate understanding on the fact that how the existing work environment of the Indian IT sector affects the “work life balance” of business professionals from different perspectives. As an impact, there is a possibility to identify and measure the real-world issues in this sector properly and also suggest actionable strategies to manage issues for the long term.

Approach

Research approach is important in a study since it provides a well-structured framework to conduct and evaluate the study and ensure its reliability, contribution and validity. The “***Inductive approach***” generates new theories from the observed patterns by considering qualitative information, whereas the “***Deductive approach***” investigates existing theories through hypothesis-centric research, using quantitative data (Kumar and Ujire, 2024). However, the “***Abductive approach***” blends both, beginning with the surprising factors and looking for the best demonstration by integrating quantitative and qualitative data. As this study allows the researcher a more comprehensive and subtle understanding of the influence of workplace cultural issues and policies on WLB of employees, the “Abductive Approach” is appropriate.

Justification

Use of the **abductive research approach** seemed to be relevant here, as through this, it has been possible to examine certain factors related to the work environment of Indian IT firms that influence “work-life balance” throughout due to its flexible nature. The existence of relevant theoretical insights, along with greater empirical observations, has made the approach most effective (Hall et al., 2023). Indian IT firms have diverse organisational cultures, and each professional has diverse experiences, based on which it has been possible to figure out the underlying mechanisms through greater observations associated with achieving “work-life balance”.

Design

Research design acts as a roadmap in a study as it ensures an effective and systematic approach for data accumulation, interpretation and analysis to get reliable and valid findings. The ***exploratory design*** determines unclear or new problems, which form a basis for further research work, while the ***explanatory design*** recognises a causal relationship, which answers how and why questions (Toyon, 2021). Besides, the ***descriptive design*** has outlined population characteristics, understanding what is happening. “Descriptive Design” is selected for this mixed research work as it excels at providing a proper understanding of the phenomenon by blending the strengths of quantitative and qualitative data gathering and analysis.

Justification

For this research, the **descriptive design** has been identified as the most effective one for its ability to offer a deeper understanding of relevant contexts (Stanley, 2023). Hence, it has been possible to examine the different perceptions of the work environment of the Indian IT sector that affect the “work-life balance” of individuals by analysing current situations.

c. Data collection method and way to gain access

The “data collection method” is an essential element in a study, since it equips empirical evidence crucial to address research questions and investigate hypotheses. The selection of data accumulation method is completely dependent on research objectives, philosophical approaches and designs. There are mainly two kinds of information collection processes, which include primary and secondary. Primary information includes data gathered directly from the actual or genuine sources through certain methods such as interviews, surveys, observations, and focus groups. Such methods are considered as valuable to accumulate specific, updated and first-hand information. However, the secondary data is addressed as existing information accumulated for other reasons, like academic articles, company records and reports. In addition, it is time-saving and cost-effective, using contextual understandings (Kumar and Praveenakumar, 2025). Selecting an appropriate data collection method ensures the rationality and trustworthiness of this study. Since this focuses on evaluating the major impacts of the working environment on the “work-life balance” of workforce in the IT field by considering both their perceptions and existing data, the selection of both “Primary Quantitative” and “Secondary Qualitative Data Collection Method” has been made.

Justification

In order to collect data, the **mixed method approach**, such as both primary and secondary, has been taken into focus. In case of **primary data**, a **survey has been conducted through Google Forms**, and a total of 73 participants took part in the survey. As participants, IT professionals of India from Hyderabad, Chennai, and Bengaluru have been chosen who are associated with the industry for more than 4 years. The forms have been distributed through emails, WhatsApp, and Twitter to those individuals who are well known by the researcher, and they were further requested to distribute those forms to their colleagues and friends who are associated with the IT industry. A total of 18 questions (3 demographic and 15 contextual) have been developed for the survey. Based on the gathered responses, further analysis is going to be done.

The selection of the “secondary data collection method” is appropriate as it assists in identifying constructive tactics and approaches to encourage WLB and suggestions to cultivate sustainable harmony among IT staff. However, secondary information would lack context-centred insights; blending it with primary information is appropriate to explore the effects of WLB and suggest proper improvements in the IT industry in India. This data collection method is opted for this study as it supports in accumulating experts’ opinions based on the research context (Taherdoost, 2021).

The secondary databases, which include Google Scholar, ScienceDirect, ProQuest, ResearchGate, Elsevier and other authentic websites to select articles that have to be peer-reviewed and available as full-text. Most importantly, for **collecting secondary data**, **Google Scholar** has been used as the primary database from which journals that were published within 7-8 years from, now have been collected.

d. Informants and their recruitment

Informants such as those who are associated with the IT industry for more than 4 years have been taken into focus as they can deliver their own experiences (both good and bad) in more detail for engaging with the industry long-term than those who have joined recently or just spent 1–2 years. The “**random purposive sampling method**” has been taken into focus here, as through random sampling, it has been possible to select random participants from the IT industry, which would mitigate research bias. Through purposive sampling, it has been possible to stick to the IT industry of India only to maintain the research relevance. Participant recruitment has been done by sharing the Google Form’s link through social media platforms. Online recruitment was mostly used in order to make it easier and accessible and reach a larger audience. The *Google Form* on which the participant information sheet, consent form, and survey questionnaire would be provided was developed and shared on the most popular social media platforms, like *LinkedIn*, *WhatsApp*, *Twitter* and *Facebook*. The platforms were selected as they are well used by IT professionals, which raised the chances of receiving a response. The form had a short description of the focus of the study, eligibility criteria, and the promise of produce or privacy of the information and voluntariness. This is the digital and indiscriminate method of recruitment, which is a cost-friendly, timely and morally upright way of recruiting the appropriate participants in the Indian IT sector (Muley, Dalvi, and Mawande, 2021).

e. Ethical considerations

All of the collected information has been stored securely in password-protected files, and these are not accessible by third-party users. Those data have been used for academic purposes only and will be deleted within 6 months after publication of the dissertation. Participants took part in the survey anonymously, and participation was completely voluntary. The survey has not acquired any kind of confidential information from the participants.

Ethical integrity is a core consideration in this research, especially when dealing with primary research through surveys and secondary research involving academic journals (Karunarathna *et al.*, 2024). The research complies with ethics to guarantee the rights of the participants and data sustainability. In the case of the *secondary data collection method* of academic journals

and scholarly articles, peer-reviewed and reliable sources were utilised only to give scholarly integrity to the data. Standard academic rules were observed in giving proper citations and references to prevent plagiarism. To follow the ethical and legal principles, the studies adhere to the key principles of the “**Data Protection Act (2018)**” and “**General Data Protection Regulation (GDPR)**” (GOV.UK, 2018) (European Union, 2018). In the case of the *survey technique*, the Google Form contained a consent paragraph, which stated the intent of the study, that the involvement is voluntary, that the participant can stop the study at any time without incurring any penalties, and that there should be provisions that ensure anonymity. The survey items did not pose any psychological harm, discomfort, or pressure, but only enquired about professional experience on the topic of “work-life balance” or WLB in the Indian IT field.

f. Data analysis

For analysing primary data, the **primary quantitative method** seemed to be appropriate, where the **SPSS software** was used for conducting statistical analysis. The ANOVA test, correlation, and regression tests have been done here mainly. These tests have been done to showcase the connection between dependent and independent variables, which are:

- **Dependent variable: “Work-Life Balance” (WLB) of IT employees in India**
- **Independent variable 1: “Work Environment Characteristics”**
- **Independent variable 2: “Organisational Policies and Cultural Practices”**
- **Independent variable 3: “Performance Metrics and Career Incentives”**

For analysing secondary data, a **secondary qualitative or thematic method** has been taken into focus, where certain themes have been generated based on research objectives, and through the information extracted from journals, analysis is going to be conducted.

Here, *Correlation*, *Regression* and *ANOVA* tests have been performed through the SPSS software to identify the interrelationship between the “*dependent variable*” and “*independent variables*” (Kalemis, 2021). In this case, the relationship between the work domain and aspects, as well as the role of administrative policies and cultural conventions in maintaining work-life balance, has been mentioned. The function of career incentives and performance metrics in the work-life balance of IT employees has been identified.

g. Conclusion

The methodology chapter has been used to elaborate on the process that has been followed systematically in investigating the relationship between the work environment in the Indian IT industry and the work-life balance of the employees. The pragmatism philosophy, abductive approach, descriptive design, mixed method and all the tools that were used in the experiments

were chosen so as to support the previous elements of the study. The study has provided believable, context-oriented, and valid findings, given the utilisation of a mixed-methods approach, ethical protection, and effective analytical methods to cover this novel study area.

h. Research timeline

[Refer to Appendix 1]

i. Consent form

<p>Title of Research: The Impact of Work Environment on Work-Life Balance in the IT Sector of India</p> <p>Researcher: [Your Full Name] [Your University/Institute Name] [Your Contact Email]</p> <p>Supervisor (if applicable): [Supervisor's Full Name] [Department/University]</p> <hr/> <p>Purpose of the Study: This study aims to explore how various aspects of the work environment—such as organisational policies, performance expectations, and working conditions—affect the work-life balance of employees in the Indian IT sector.</p> <hr/> <p>Participant Requirements: You are being invited to participate in a short survey (approximately 10–15 minutes). Your responses will provide valuable insights for academic research.</p> <hr/> <p>Confidentiality and Anonymity:</p> <ul style="list-style-type: none">• All responses will be kept strictly confidential and used solely for academic research.• No identifiable personal information (e.g., name, email, or company) will be collected.• Data will be securely stored and only accessed by the research team. <hr/> <p>Voluntary Participation:</p> <ul style="list-style-type: none">• Participation in this survey is completely voluntary.• You may decline to answer any question or withdraw from the survey at any time without providing a reason and without any consequences. <hr/> <p>Risks and Benefits:</p> <ul style="list-style-type: none">• There are no known risks associated with participating in this study.• Although there are no direct benefits, your input will contribute to important academic insights into employee well-being and workplace practices in the IT sector. <hr/> <p>Consent Statement: Please read the following and indicate your agreement by ticking the box below:</p> <p><input type="checkbox"/> I confirm that I am an employee currently working in the Indian IT sector.</p> <p><input type="checkbox"/> I have read and understood the information provided above.</p> <p><input type="checkbox"/> I voluntarily agree to take part in this survey.</p> <p><input type="checkbox"/> I understand that I may withdraw at any time without penalty.</p> <p><input type="checkbox"/> I consent to my anonymised responses being used for research and publication purposes.</p> <p>Signature (optional for online forms): _____</p> <p>Date: _____</p>
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Figure 2.1: Consent form

(Source: Self-developed)

j. Proposed survey questionnaire

[Refer to Appendix 2]

2. Findings and Analysis

a. Introduction

The chapter has provided a detailed analysis of the findings obtained from mixed-method research in the given research context. Analysis of primary findings (participant responses to questionnaire questions) and secondary resources (thematic analysis) has been interpreted to address each research objective. The impact of independent and dependent variables on research results has been analysed. Frequency analysis and descriptive statistics analysis have been conducted to enrich the interpretation of primary quantitative analysis. Developing themes also assisted in describing how work environment impacts work-life balance in the Indian IT sector.

b. Primary findings and analysis

Dependent and independent variables

Dependent and independent variables have been analysed to form cause-and-effect relationships in research. It facilitated effective analysis and interpretation of data to appropriately answer research questions. Also, opportunities for replicating and validating research findings have been obtained. In the present research, one dependent variable ('work-life balance') and three independent variables ('work environment characteristics', 'organisational policies and cultural practices' and 'performance metrics and career incentives') have been recorded.

'Work-life balance' (DV) has been considered a central outcome variable, which represented the extent to which Indian IT professionals perceive a healthy equilibrium between professional commitments and personal engagements. On the other hand, 'work environment characteristics' (IV 1) represented tangible and intangible aspects of a workplace that contribute to variation (high/low) of workload or lack of autonomy, which affects work-life balance of IT employees. 'Organisational policies and cultural practices' (IV 2) have been treated as a research variable that highlighted formal and informal rules within IT organisations, which may lead to development of supportive policies or unfavourable work practices to impact work-life balance. 'Performance metrics and career incentives' (IV 3) is a variable that measures how unbiased evaluation of employee performance and scope of career progression creates an impact on overall work-life balance of Indian IT employees.

Frequency analysis

Demographic data of surveyed population

Category	Response	Frequency
Age	28-32 years	45
Age	33-38 years	26
Age	39-45 years	18
Age	Above 45 years	6
Gender	Female	43
Gender	Male	51
Gender	Prefer not to say	1
Experience	5-7 years	42
Experience	7-10 years	33
Experience	More than 10 years	20

Table 2.1: Frequency analysis of demographic data of survey participants

(Source: Self-developed)

88 participants have responded to the online questionnaire survey used for primary data collection in the present research. The most frequent category of participants with respect to participants' age range is 28 to 32 years. 45 out of 95 respondents belonged to this age category. Hence, a relatively young population has been mostly represented in this questionnaire survey. Besides, 53.7% of respondents were male, reflecting a higher representation of male employees in the survey. Also, the most frequent category in terms of years of experience in the IT industry is 5 to 7 years of experience. 42 out of 95 respondents belonged to this category in this survey.

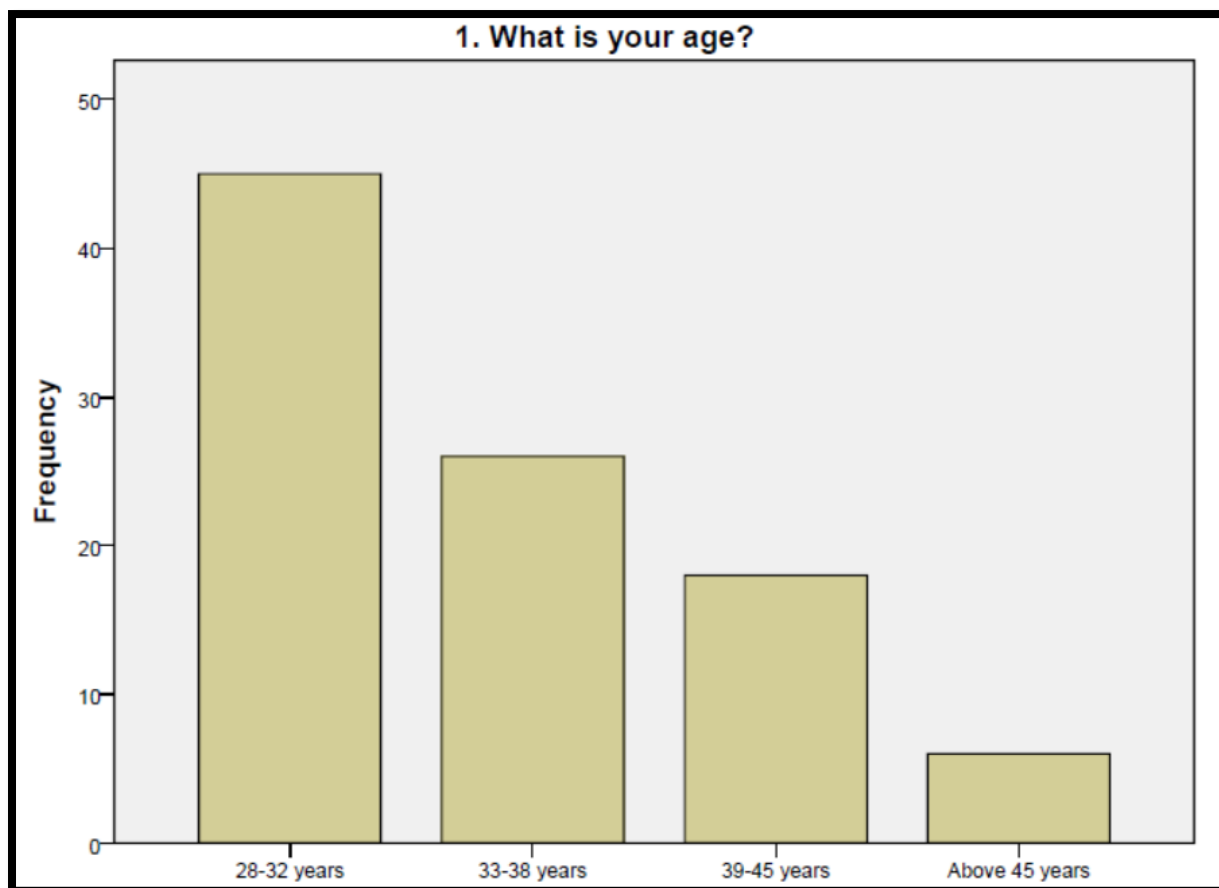


Figure 2.3: Frequency analysis of demographic data (e.g., age) of participants

(Source: Self-developed)

In investigating participants' age, it has been found that 45 individuals or 47.4% of surveyed individuals belonged to the age category of 28 to 32 years. 26 participants (27.4%) belonged to the age category of 33 to 38 years. 18.9% of the population (18 individuals) has been included under the age category of 39 to 45 years. A low representation (6.3%) has been noticed in the age category above 45 years.

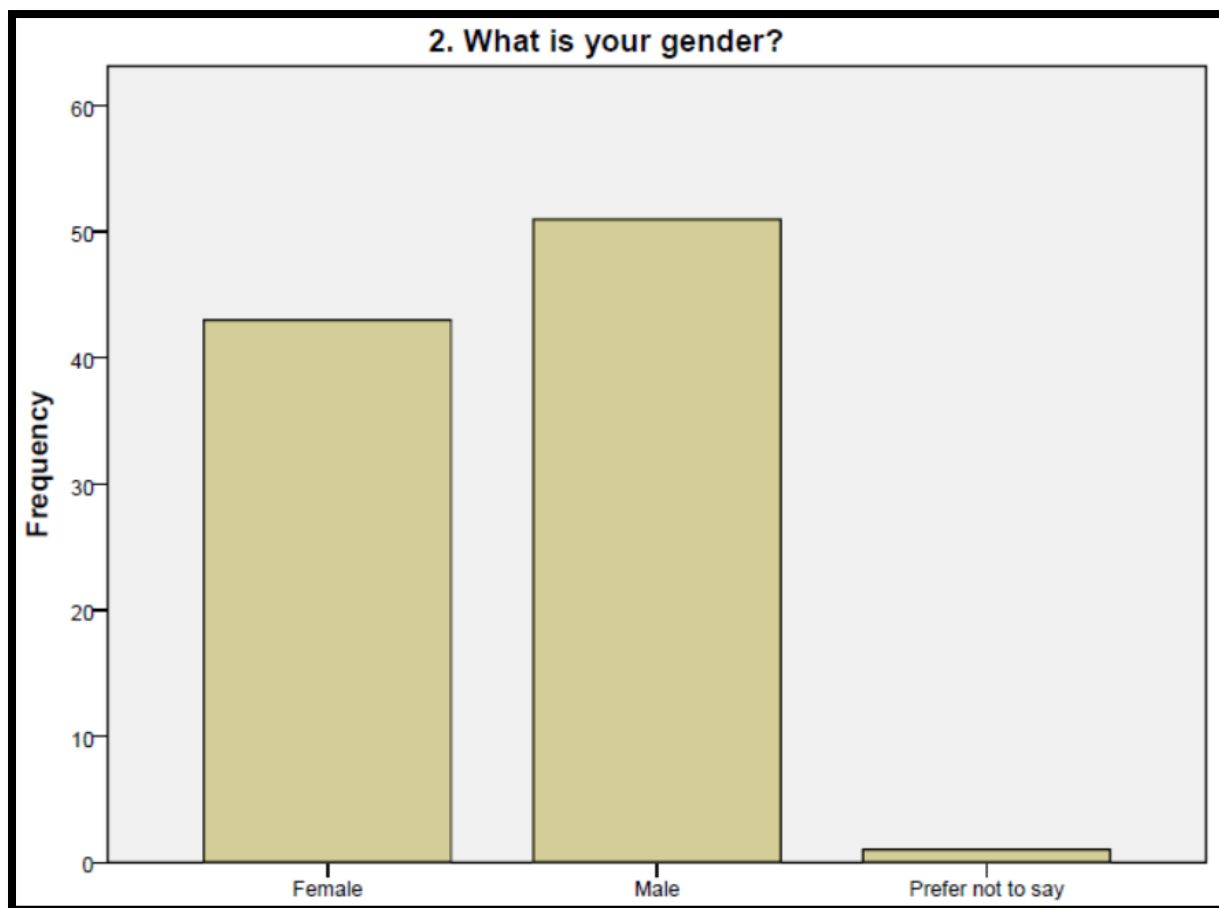


Figure 2.4: Frequency analysis of demographic data (e.g., gender) of participants

(Source: Self-developed)

In investigating the gender distribution of participants, it was found that 43 respondents (45.3%) were female. On the other hand, 51 male participants (53.7%) have provided their responses to questionnaire questions. Hence, the distribution of male and female populations in the survey is 45.3% and 53.7% respectively. 1.1% of the surveyed population has not agreed to reveal information about their gender.

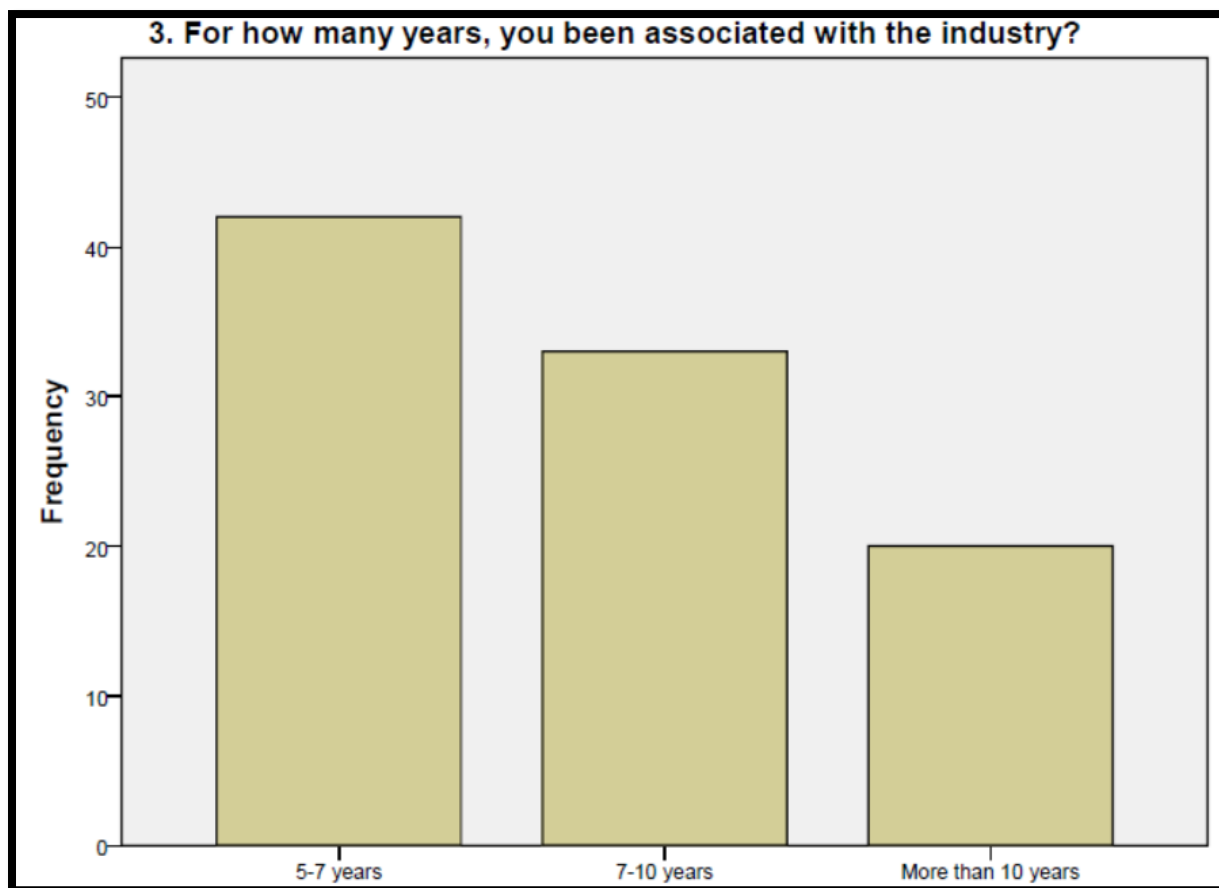


Figure 2.5: Frequency analysis of demographic data (e.g., experience) of participants

(Source: Self-developed)

44.2% of the population (42 individuals) had work experience of 5 to 7 years in the Indian IT industry. Besides, 33 participants or 34.7% of the surveyed population had work experience of 7 to 10 years. 20 individuals or 21.1% of the respondents had work experience of more than 10 years.

IV 1: Work environment characteristics

Q4: Extended hours affect personal time	Q5: Pressure to respond outside hours	Q6: Mental exhaustion due to environment	Q7: Sufficient remote working opportunities	Q8: Schedule provides flexibility	Q9: Workload manageable in hours	Q10: Workload leads to weekend work	Q11: Adequate resources in work environment
78	75	72	72	74	76	74	72
9	10	14	11	11	11	10	15
3	5	5	9	7	5	5	7
4	4	4	3	2	1	6	1
1	1			1	2		

Figure 2.6: Frequency analysis of responses related to the impact of work environment characteristics on work-life balance

(Source: Self-developed)

The frequency analysis of primary quantitative findings related to the impact of 'work environment characteristics' on 'work-life balance' of IT employees has been presented. In analysing the impact of work environment on work-life balance, 8 questionnaire questions have been directly aligned in the given context. For example, a strong agreement has been noticed among respondents in areas such as extended working hours at workplace affecting personal time, pressure to respond outside hours and high mental exhaustion due to poor design of work environment. In each case, more than 70% participants have strongly agreed that these work environment factors potentially reduce work-life balance. On the other hand, respondents have also strongly agreed that sufficient remote working opportunities and flexible scheduling are present. However, intense workloads lead to weekend work where employees have to attend work by sacrificing personal time.

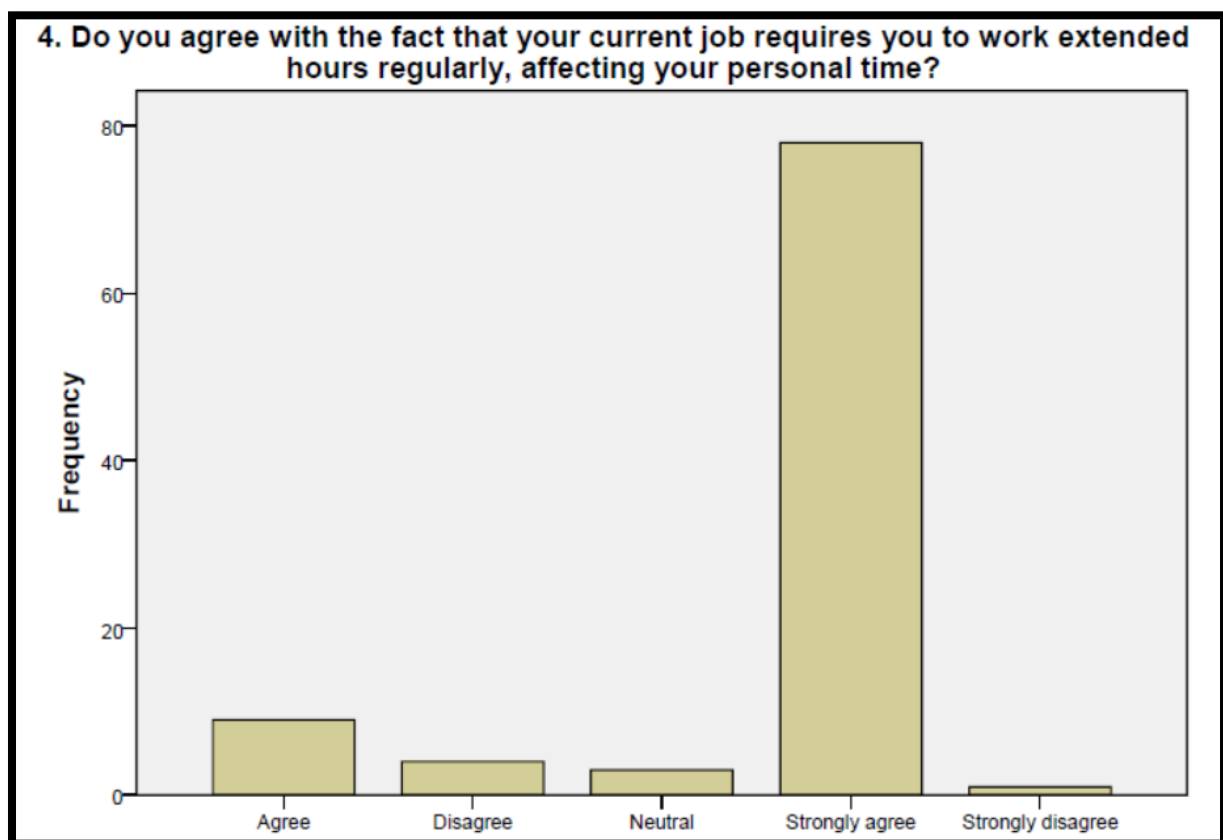


Figure 2.7: Responses to Question 4

(Source: Self-developed)

76% of surveyed employees from the Indian IT industry strongly agreed that their job responsibilities require working for extended hours, which potentially affects their personal time. On the other hand, 83% participants have agreed that there is a strong pressure to respond to work emails/messages after working hours. Hence, an unspoken rule has been formed where

employees have to be available throughout the day to address work-related queries. It has potentially eroded personal time and deteriorated work-life balance.

80% of surveyed participants have reported that they feel mentally exhausted at the end of their workdays, which indicates poor design of the work environment. Low recovery time for employees reduced job satisfaction and contributed to burnout. As a result, lower productivity in the long run has been noticed. A negative feedback loop has been created due to intense mental exhaustion of IT employees based on poor work environment characteristics.

Although 87% of employees have agreed that their work schedule is flexible, issues have been noticed as 74 out of 95 participants reported that weekend work has been assigned to them due to excessive workload. Hence, nominal schedule flexibility and unrealistic workload demand have negatively affected work environment characteristics in the IT industry.

81.8% of surveyed participants have agreed that remote work facilities are available in most of the Indian IT companies. However, the issue of ‘always-on’ expectation from the company management negatively affects personal time and work-life balance. As high burnout has been noticed among employees, a gap between policy and practice can be identified in the IT organisations.

In analysing frequency analysis of responses concerning performance expectations, 83% of surveyed participants agreed that exceeding standard working hours is directly linked with career advancement. On the other hand, 84.1% of participants have agreed that personal sacrifices to fulfil workplace commitments have also been considered in the performance evaluation process of Indian IT companies. Hence, normalisation of overwork, lack of meaningful job flexibility and poor perceived organisational support have adversely affected the design of work environment characteristics in Indian IT organisations.

IV 2: Organisational policies and cultural practices

Response Category	Q12: Org. communicates/enforces well-being policies	Q13: Leadership values work-life balance	Q14: Clear guidelines on communication after hours	Q15: Org. encourages work-life balance	Q16: Clear leave/time-off policies	Q17: Comfort using flexible options	Q18: Supervisor supports work-life balance	Q19: Culture of overwork/constant availability
Strongly agree	75	71	74	73	74	73	72	73
Agree	9	15	11	10	12	13	11	14
Neutral	7	7	7	10	6	5	7	5
Disagree	3	1	3	1	3	2	3	2
Strongly disagree	1	1		1		2	2	1

Table 2.2: Frequency analysis of responses related to the impact of organisational policies and cultural practices on work-life balance

(Source: Self-developed)

The frequency analysis for questionnaire responses for IV2 (“organisational policies and cultural practices” in IT organisations) has been presented. 79% of participants have agreed that organisations have communicated well-being policies within IT organisations. A limited (4%) disagreement has been noticed, reflecting a strong case of institutional trust in formulating well-being policies. Besides, 91% agreement (71 strongly agree; 15 agree) has been noticed in the context of analysing leadership values related to work-life balance. On the other hand, analysing the results of Q14 shows that clear guidelines of working hours have been communicated to employees. 89% agreement has been noticed on ensuring widespread clarity on communication on working beyond standard working hours. However, inconsistency in policy framework is evident in this research.

In analysing the results of Q16, 86% of respondents have agreed that clear leave and time-off policies have been communicated to improve work-life balance. However, perception gaps in implementation can be noticed due to managerial interference in internal work communication beyond working hours. Besides, roles of direct supervisors and managers have been analysed in the primary quantitative survey. It has been found that 83 out of 95 survey participants strongly agreed that the managers are supportive at the workplace. However, the issue of ‘always available’ status has negatively affected overall organisational support. Analysing the results of Q19, 87 out of 95 respondents have strongly agreed that a culture of overwork persists, which resulted in a major gap in formal policy and actual work policy in Indian IT organisations.

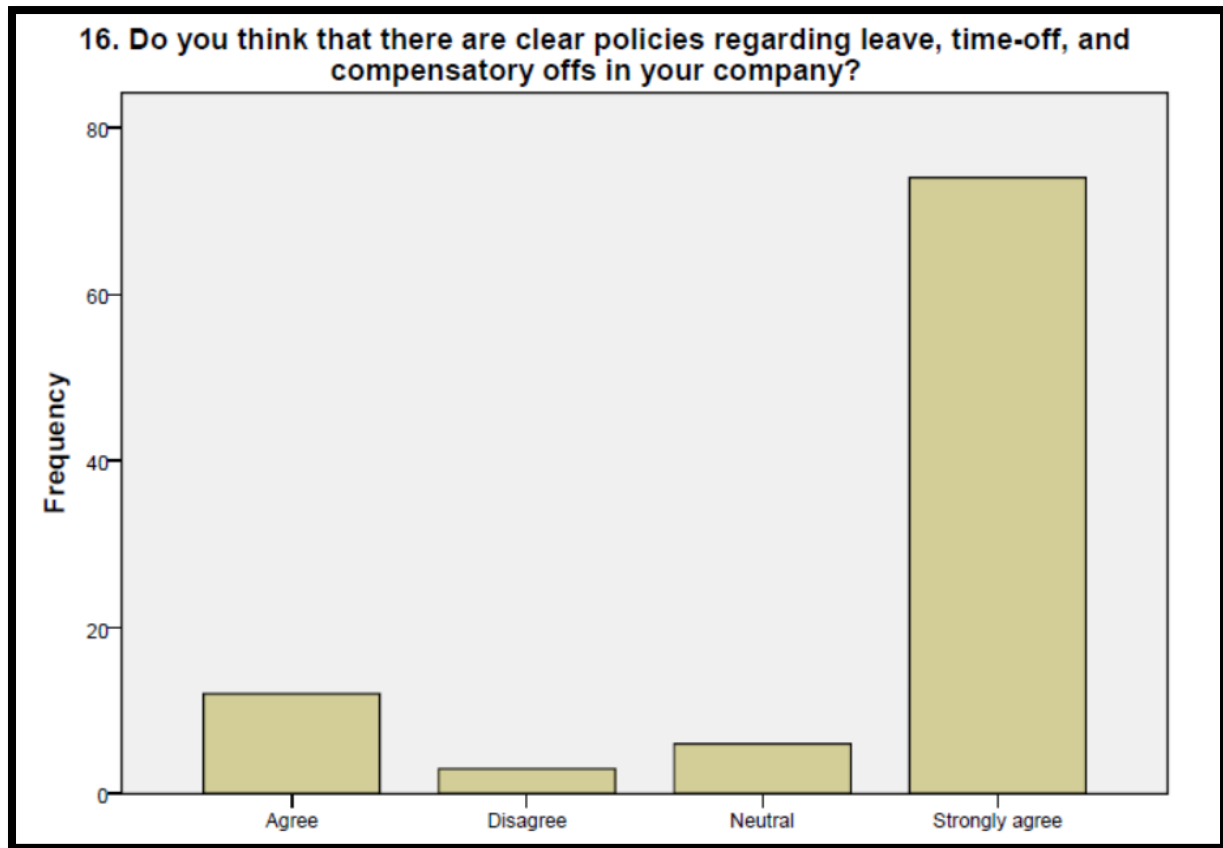


Figure 2.8: Responses to Question 16

(Source: Self-developed)

From the results of the questionnaire survey, it is evident that work-life balance is a top priority from the perspective of policy design. In terms of analysing supervisor support, the responses to Q18 have been considered. It has been found that 83 out of 95 participants strongly agreed that supervisors support work-life balance in modifying work environment. However, a slight difference in policy implementation has been noticed in employee burnout due to long working hours. Also, no gender bias has been noticed in organisational policies and cultural practices in the context of managing workload. Analysing the responses of Q19, it can be said that 87 out of 95 participants or 76.8% respondents agreed that a culture of overwork exists in Indian IT organisations. It is also noticed that an unspoken expectation of constant availability even beyond working hours is identified.

IV 3: Performance Metrics and Career Incentives

Response	Frequency	Percent	Valid Percent	Cumulative Percent
Question 20				
Agree	12	12.6	12.6	12.6
Disagree	1	1.1	1.1	13.7
Neutral	7	7.4	7.4	21.1
Strongly agree	75	78.9	78.9	100
Question 21				
Agree	13	13.7	13.7	13.7
Disagree	2	2.1	2.1	15.8
Neutral	6	6.3	6.3	22.1
Strongly agree	74	77.9	77.9	100
Question 22				
Agree	13	13.7	13.7	13.7
Disagree	2	2.1	2.1	15.8
Neutral	5	5.3	5.3	21.1
Strongly agree	74	77.9	77.9	98.9
Strongly disagree	1	1.1	1.1	100
Question 23				
Agree	11	11.6	11.6	11.6
Disagree	2	2.1	2.1	13.7
Neutral	6	6.3	6.3	20
Strongly agree	75	78.9	78.9	98.9
Strongly disagree	1	1.1	1.1	100

Table 2.3: Frequency analysis of performance metrics and career incentives on work-life balance

(Source: Self-developed)

In analysing performance metrics and career incentives, it has been found that 78.9% participants strongly agreed that working beyond standard hours provides greater scope for career advancement (Q20). Similarly, analysing the responses of Q21, it has been found that 74 out of 95 respondents strongly agreed that personal commitments have to be sacrificed to meet professional expectations. It is also clear from the evidence that it is a general expectation that employees would put more time and effort into meeting professional objectives even at the cost of slight negligence of personal commitments.

77.9% employees have strongly agreed that promotion or bonus incentives increase workload and create a negative impact on work-life balance in the IT industry. As a result, it is evident that incentive systems in the Indian IT sector have been designed to unintentionally encourage workaholic behaviour. Hence, an increased job pressure can be noticed among employees, resulting in a potential reduction of job satisfaction. In the long term, it negatively affects employee productivity and work-life balance of employees.

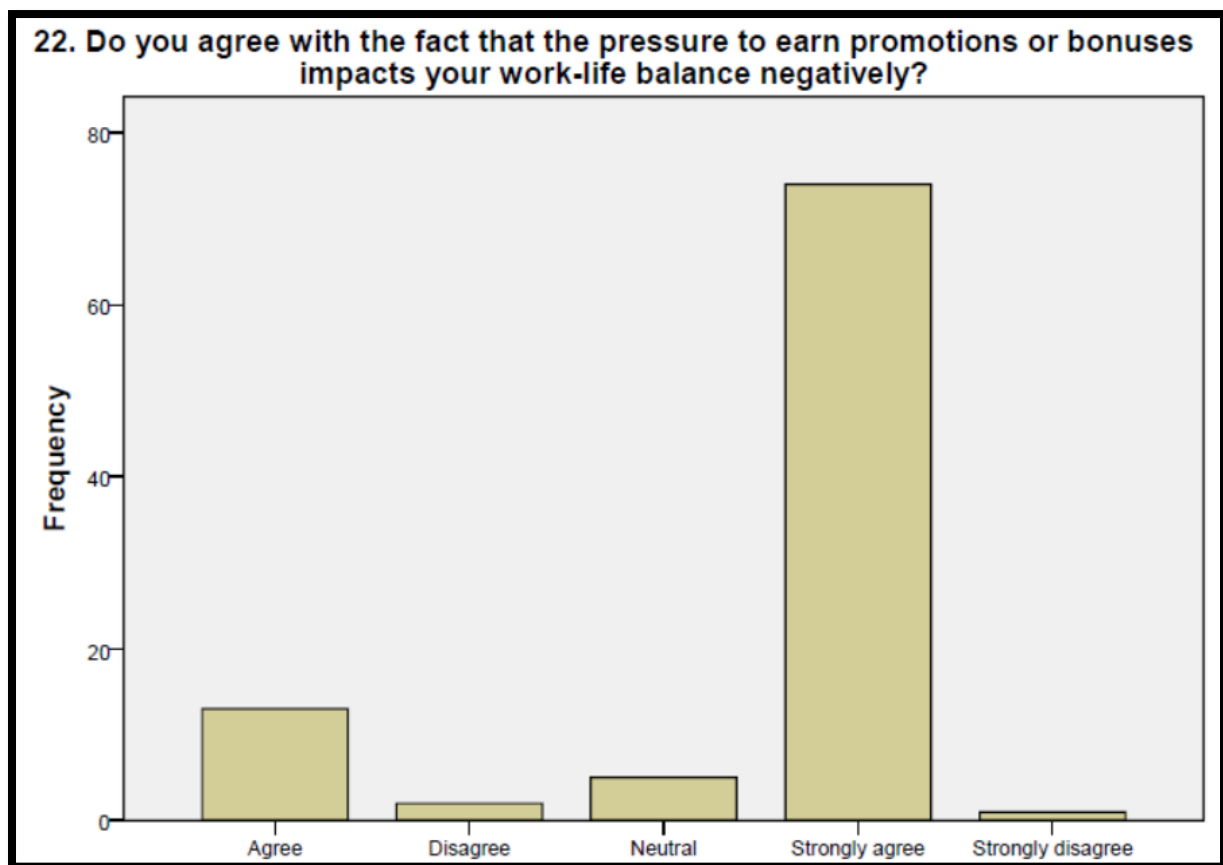


Figure 2.9: Responses to Question 22

(Source: Self-developed)

In analysing the responses of Q23, it has been found that 74 out of 95 participants have strongly agreed that performance has been assessed on both results and effort without compromising personal time. On the other hand, the assessment of compensation systems has been perceived as fair with potential misalignment in the context of managing work-life balance. 77.9% of participants have agreed that compromising personal time to complete professional tasks to earn promotions and bonuses negatively impacted work-life balance. It has been found that a transparent metric for incentivising employee performance has been followed. A trend of rewarding overwork has been noticed in organisational practices in the Indian IT industry. A constant pressure to overperform and a 'work-centric identity' has been developed among employees, which has often caused conflicts in managing work-life balance goals.

The frequency analysis indicated an imbalance of work-life arrangements offered to employees in the IT industry. Instances of poor work environment characteristics and rigid organisational practices have been noticed from the frequency analysis of participants' responses. A culture of overwork caused by industry expectations and performance-driven incentives has generated scope for poor maintenance of work-life balance among employees. Although organisational

policies have promoted work-life balance, it has not been transformed into practice as career advancement of employees has been closely tied with sacrificing personal time and dedicating effort towards professional responsibilities beyond standard working hours.

Analysis of descriptive statistics

Correlation analysis

The correlation test between “independent variables” (IVs) and “Dependent variable” (DV) has been performed for understanding the strength and direction of relationships between the factors under this research. In the “Pearson Correlation test”, the range of the obtained value must be between -1 and +1, where a positive value, such as +1, indicates “positive correlation”, 0 indicates no such existence of correlation, and a negative value (-1) indicates the negative correlation (Viladrich *et al.*, 2017).

Correlations				
		Q1	DV_Work_Life_Balance	IV1_Work_Environment_Characteristics
Q1	Pearson Correlation	1	.923**	.785**
	Sig. (2-tailed)		.000	.000
	N	95	95	95
DV_Work_Life_Balance	Pearson Correlation	.923**	1	.917**
	Sig. (2-tailed)	.000		.000
	N	95	95	95
IV1_Work_Environment_Characteristics	Pearson Correlation	.785**	.917**	1
	Sig. (2-tailed)	.000	.000	
	N	95	95	95
IV2_Organisational_Policies_and_Cultural_Practices	Pearson Correlation	.664**	.809**	.918**
	Sig. (2-tailed)	.000	.000	.000
	N	95	95	95
IV3_Performance_Metrics_and_Career_Incentives	Pearson Correlation	.655**	.764**	.863**
	Sig. (2-tailed)	.000	.000	.000
	N	95	95	95

Table 2.4: Correlation test 1

(Source: SPSS)

Correlations			
		IV2_Organisational_Policies_and_Cultural_Practices	IV3_Performance_Metrics_and_Career_Incentives
Q1	Pearson Correlation	.664**	.655**
	Sig. (2-tailed)	.000	.000
	N	95	95
DV_Work_Life_Balance	Pearson Correlation	.809**	.764**
	Sig. (2-tailed)	.000	.000
	N	95	95
IV1_Work_Environment_Characteristics	Pearson Correlation	.918**	.863**
	Sig. (2-tailed)	.000	.000
	N	95	95
IV2_Organisational_Policies_and_Cultural_Practices	Pearson Correlation	1	.822**
	Sig. (2-tailed)		.000
	N	95	95
IV3_Performance_Metrics_and_Career_Incentives	Pearson Correlation	.822**	1
	Sig. (2-tailed)	.000	
	N	95	95

** . Correlation is significant at the 0.01 level (2-tailed).

Table 2.5: Correlation test 2

(Source: SPSS)

Key correlation findings

IV1 and DV

It has been identified from the above correlation test that there is a very **“strong positive correlation”** between the “work environment characteristics” (IV1) and “Work life balance” (DV). Here, the correlation value has been identified as **0.917**, which is less than 0.01 but close enough to +1. **This value mainly indicates a robust linear relationship.** This indicates that with the improvement of the quality of the work environment through certain factors, like the reduction of “extended work hours”, availability of “remote working options”, “mental wellness support”, and manageable workloads, employees are more likely to report a “healthy work life balance”. The findings are strongly supported by the findings from the literature, where most of the employees reported that lack of flexibility, inadequate “work-life balance,” and inappropriate work relationships are mostly responsible for raising employee dissatisfaction and undermining the personal time of employees (Pasumarti, 2019).

IV2 and DV

This variable, such as “Organisational policies and cultural practices,” also had a **“significant and strong positive correlation”** with the dependent variable, where the correlation value

obtained was 0.809, which is also less than 0.01. This showcased that when organisations are capable of implementing effective communication on “well-being policies” for employees, setting “flexible scheduling norms” and a proper culture that respects boundaries, employees experience enhanced “work-life balance”. Based on the perception of Choudhury *et al.*, (2020), the existence of a poor “work-life balance policy” and flexible schedule fails for enhancing employee satisfaction as well as retention in the IT sector. Hence, it is essential to keep a strong focus on this matter and the correlation outcome strongly aligned with this narrative.

IV3 and DV

This factor seemed to be **moderately correlated** with the “work-life balance,” where the correlation value has been identified as 0.764, which is less than 0.01. This indicates that “performance-based pressures” like promotion, bonuses, and others have a considerable impact on how most employees prioritize work over different personal commitments. This is also well reflected in the findings of Kashive *et al.*, (2023), who evaluated the presence of such motivators as promotion, bonuses, and others. Most employees devote maximum time to fulfilling job responsibilities and give lower priority to personal as well as family commitments.

Cross-correlation among IVs

It has also been observed that strong intercorrelations exist among the independent variables:

- IV1 and IV2: $r = 0.918$
- IV1 and IV3: $r = 0.863$
- IV2 and IV3: $r = 0.822$

These strong correlations showcase overlap and interdependence between “different workplace dimensions”, evaluating that interventions in one area, such as an improvement of cultural practices, can simultaneously influence others, like work environment perceptions. The correlation results strongly supported all of the research objectives by evaluating how core organizational factors are responsible for impacting the “work-life balance” in India’s IT sector. A very strong correlation has been observed between “work environment characteristics” and WLB that affirmed RO1, while certain associations with “organizational policies and cultural practices” strongly addressed RO3 and RO2, identifying the importance of suitable strategies and strong leadership support. The linkage between “performance metrics” and WLB directly reflected RO5, and the combined impact of long hours, work flexibility, and mental exhaustion addressed RO4 eventually.

One-way ANOVA test

A “One-way ANOVA test” has been conducted for examining whether employees’ perceptions of WLB significantly differ across distinct cities in India. For this test, the “significance level” is set at 0.05, and if the p-value seems to be less than or equal to the significance level, then the result is identified as “statistically significant” (Kim and Choi, 2021).

ANOVA					
IV1_Work_Environment_Characteristics					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	41.422	8	5.178	131.053	.000
Within Groups	3.398	86	.040		
Total	44.820	94			

Table 2.6: ANOVA test for IV1

(Source: SPSS)

It has been observed from above that the ANOVA results for IV1 show a “statistically significant difference” among groups, where the p-value is 0.000. This indicates that the experiences of employees regarding WLB differ greatly depending on the “specific work environment”. The “between-groups sum of squares” seemed to be higher, such as 41.422, than the “within-group variance” (3.398), which reinforced the reliability of the results. These findings suggested that the presence of such differences in work conditions like “extended work hours”, pressure to have more time available beyond working hours, and lack of “remote work flexibility” are responsible for influencing WLB perceptions. According to Saxena (2018), mental exhaustion, along with “prolonged working schedules,” is the major contributor to poor WLB in the IT sector of India. Moreover, Brough *et al.*, (2022), stated that a supportive as well as manageable work environment is essential to maintain a proper balance between “professional responsibilities” and personal life. These results confirmed that environmental conditions are not uniformly experienced throughout the workforce.

ANOVA					
IV2_Organisational_Policies_and_Cultural_Practices					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	41.730	8	5.216	62.260	.000
Within Groups	7.205	86	.084		
Total	48.935	94			

Table 2.7: ANOVA test for IV2

(Source: SPSS)

As per above, there is a significant effect for “organisational policies and cultural practices” on WLB, where the p-value has been identified as 0.000. The “large between-groups variance” was identified as 41.730 compared to within groups (7.205). This implied a strong perceptual difference across employee segments related to policy clarity, cultural norms, and enforcement. Employees who are capable of perceiving their organisations as facilitating healthy boundaries, supporting flexible scheduling, and enforcing “burnout prevention guidelines” properly are more likely to state better “work-life balance”. Focusing on the past literature, it has been observed that the existence of certain shortcomings within HR policies, along with poor leadership practices, is able to raise employee dissatisfaction as well as high turnover in the IT industry (Kashive *et al.*, 2023; Pasumarti, 2019). Based on another context, Choudhury *et al.*, (2020), it has been observed that organisations that foster an “always on culture” degrade the ability of employees to disengage from their work. Results from the ANOVA test affirmed that not all organisations or departments within them are capable of implementing adequate policies consistently, which leads to such differences in how workers experience organisational support for WLB.

IV3_Performance_Metrics_and_Career_Incentives					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	29.785	8	3.723	37.034	.000
Within Groups	8.646	86	.101		
Total	38.430	94			

Table 2.8: ANOVA test for IV3

(Source: SPSS)

The ANOVA test for “Performance metrics and career incentives” reveals “statistically significant” differences among employee groups, where the p-value has been identified as 0.000 as well. The value of “sum of squares between groups” is 29.785, which exceeds the value of “within groups” (8.646). This perception indicates that employee aspects related to career progression and “work life imbalance” vary significantly. In certain organisations where performance evaluations are tied strongly with overtime duties, fulfilment of unrealistic targets and prioritization of visibility over efficiency, employees are likely to compromise their personal lives with the professional ones. This reflected the findings of Tiwari and Lenka (2018), who showcased that career incentives mostly push IT professionals towards burnout.

Moreover, the existence of “performance appraisal systems” in most organisations fails to recognise “work-life integration” that contributes to long-term dissatisfaction (Furqan and Singh, 2024). Hence, it can be stated that the ANOVA test underlined the necessity of reforming “incentive structures” for ensuring “sustainable employee performance” without compromising personal well-being.

All of the above-identified results directly supported research objectives by evaluating certain differences within employee perceptions of WLB based on “work environment characteristics” (RO1), “organisational policies and cultural practices” (RO3), and “performance metrics and career incentives” (RO5). These findings also confirmed that these independent variables are not only experienced uniformly across the workforce but also influence the WLB. This also validated the research aim for assessing how workplace conditions, as well as organisational strategies, impact employees' personal-professional well-being in the IT sector, along with providing statistical support.

Regression analysis

Model Summary							
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
					R Square Change	F Change	df1
1	.917 ^a	.841	.839	.28770	.841	490.248	1

Model Summary		
Model	Change Statistics	
	df2	Sig. F Change
1	93	.000

a. Predictors: (Constant), IV1_Work_Environment_Characteristics

Table 2.9: Model summary test 1

(Source: SPSS)

For the “model summary”, the “R-squared value” must be between 0 to 1 to test the connection between variables, and here, the value is **0.841**, indicating variables have a strong connection. Henceforth, IV1, that is “work environment characteristics,” significantly predicts WLB, indicating 84.1% of the variance with “strong model fit”.

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	40.578	1	40.578	490.248	.000 ^b
	Residual	7.698	93	.083		
	Total	48.276	94			

a. Dependent Variable: DV_Work_Life_Balance

b. Predictors: (Constant), IV1_Work_Environment_Characteristics

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.233	.201		1.156	.251
	IV1_Work_Environment_Characteristics	.952	.043	.917	22.142	.000

a. Dependent Variable: DV_Work_Life_Balance

Table 2.10: ANOVA and Coefficient test 1

(Source: SPSS)

From the “ANOVA table”, the Sig. value for regression has been identified as 0.000, which means that the regression is positive and the Sig. value from the “coefficient table” is also observed as 0.000. Hence, it can be stated that “work environment characteristics” have a strong and “statistically significant” positive effect on the WLB.

Model Summary							
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
					R Square Change	F Change	df1
1	.809 ^a	.654	.651	.42350	.654	176.164	1

Model Summary		
Model	Change Statistics	
	df2	Sig. F Change
1	93	.000

a. Predictors: (Constant), IV2_Organisational_Policies_and_Cultural_Practices

Table 2.11: Model summary test 2

(Source: SPSS)

As per the above, the “R-squared value” is 0.654, which showcases that IV2 positively impacts the “work-life balance” of employees in the Indian IT sector.

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	31.596	1	31.596	176.164	.000 ^b
	Residual	16.680	93	.179		
	Total	48.276	94			

a. Dependent Variable: DV_Work_Life_Balance

b. Predictors: (Constant), IV2_Organisational_Policies_and_Cultural_Practices

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.930	.283		3.286	.001
	IV2_Organisational_Policies_and_Cultural_Practices	.804	.061	.809	13.273	.000

a. Dependent Variable: DV_Work_Life_Balance

Table 2.12: ANOVA and Coefficient test 2

(Source: SPSS)

The “ANOVA table” highlighted the Sig. value as 0.000, and from the coefficient table, the significant value is also observed as 0.000. Henceforth, “organisational policies and cultural practices” have a strong and “statistically significant” positive impact on the WLB.

Model Summary							
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
					R Square Change	F Change	df1
1	.764 ^a	.583	.579	.46516	.583	130.117	1

Model Summary		
Model	Change Statistics	
	df2	Sig. F Change
1	93	.000

a. Predictors: (Constant), IV3_Performance_Metrics_and_Career_Incentives

Table 2.13: Model summary test 3

(Source: SPSS)

The “R-squared value” has been identified as **0.583**, which is between 0 to 1 and, highlighting that both variables have a strong positive connection.

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	28.154	1	28.154	130.117	.000 ^b
	Residual	20.122	93	.216		
	Total	48.276	94			

a. Dependent Variable: DV_Work_Life_Balance

b. Predictors: (Constant), IV3_Performance_Metrics_and_Career_Incentives

Coefficients ^a						
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.646	.354		1.828	.071
	IV3_Performance_Metrics _and_Career_Incentives	.856	.075	.764	11.407	.000

a. Dependent Variable: DV_Work_Life_Balance

Table 2.14: ANOVA and Coefficient test 3

(Source: SPSS)

As per above, the Sig. value from the “ANOVA table” has been identified as 0.000, and from the coefficient table, it is also identified as 0.000. Therefore, the existence of “performance metrics and career incentives” has a strong and “statistically significant” positive impact on the WLB.

Model Summary							
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
					R Square Change	F Change	df1
1	.921 ^a	.847	.844	.28294	.847	255.526	2

Model Summary		
Model	Change Statistics	
	df2	Sig. F Change
1	92	.000

a. Predictors: (Constant), IV2_Organisational_Policies_and_Cultural_Practices, IV1_Work_Environment_Characteristics

Table 2.15: Model summary test 4

(Source: SPSS)

The “R-squared value” is **0.847** for both IV1 and IV2, suggesting a strong predictive relationship with WLB.

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	40.911	2	20.456	255.526	.000 ^b
	Residual	7.365	92	.080		
	Total	48.276	94			

a. Dependent Variable: DV_Work_Life_Balance

b. Predictors: (Constant), IV2_Organisational_Policies_and_Cultural_Practices, IV1_Work_Environment_Characteristics

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.269	.199		1.352	.180
	IV1_Work_Environment_Characteristics	1.151	.107	1.109	10.787	.000
	IV2_Organisational_Policies_and_Cultural_Practices	-.208	.102	-.210	-2.039	.044

a. Dependent Variable: DV_Work_Life_Balance

Table 2.16: ANOVA and Coefficient test 4

(Source: SPSS)

The Sig. value from the “ANOVA table” is identified as 0.000, and for IV1, the Sig. values in the coefficient table is 0.000 but for IV2, it is 0.044. These indicate that “work environment characteristics” positively and significantly predict WLB (B=1.151, $p<.001$), whereas IV2 negatively and significantly predict it (B=-.208, $p<.001$).

Model Summary							
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
					R Square Change	F Change	df1
1	.827 ^a	.684	.678	.40689	.684	99.800	2

Model Summary		
Model	Change Statistics	
	df2	Sig. F Change
1	92	.000

a. Predictors: (Constant), IV3_Performance_Metrics_and_Career_Incentives, IV2_Organisational_Policies_and_Cultural_Practices

Table 2.17: Model summary test 5

(Source: SPSS)

The “R-squared value” is observed as **0.684**, which indicates a “highly significant relationship” for both IV2 and IV3 with the DV.

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	33.045	2	16.522	99.800	.000 ^b
	Residual	15.231	92	.166		
	Total	48.276	94			

a. Dependent Variable: DV_Work_Life_Balance

b. Predictors: (Constant), IV3_Performance_Metrics_and_Career_Incentives, IV2_Organisational_Policies_and_Cultural_Practices

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.486	.311		1.563	.121
	IV2_Organisational_Policies_and_Cultural_Practices	.555	.102	.559	5.436	.000
	IV3_Performance_Metrics_and_Career_Incentives	.341	.115	.304	2.958	.004

a. Dependent Variable: DV_Work_Life_Balance

Table 2.18: ANOVA and Coefficient test 5

(Source: SPSS)

From the “ANOVA table”, the Sig. value observed as 0.000, and it seemed to be the same for IV2 in the coefficient table, whereas for IV3, it is 0.004. These indicate that both IV3 and IV2 are significant “positive predictors” of WLB, whereas IV2 appears to have a stronger impact.

Model Summary							
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
					R Square Change	F Change	df1
1	.918 ^a	.844	.840	.28653	.844	248.019	2

Model Summary		
Model	Change Statistics	
	df2	Sig. F Change
1	92	.000

a. Predictors: (Constant), IV3_Performance_Metrics_and_Career_Incentives, IV1_Work_Environment_Characteristics

Table 2.19: Model summary test 6

(Source: SPSS)

The “R-squared value” seemed to be 0.844 as per the “model summary table”, indicating positive connections among variables.

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	40.723	2	20.362	248.019	.000 ^b
	Residual	7.553	92	.082		
	Total	48.276	94			

a. Dependent Variable: DV_Work_Life_Balance

b. Predictors: (Constant), IV3_Performance_Metrics_and_Career_Incentives, IV1_Work_Environment_Characteristics

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.350	.219		1.597	.114
	IV1_Work_Environment_Characteristics	1.049	.085	1.010	12.374	.000
	IV3_Performance_Metrics_and_Career_Incentives	-.122	.092	-.108	-1.328	.187

a. Dependent Variable: DV_Work_Life_Balance

Table 2.20: ANOVA and Coefficient test 6

(Source: SPSS)

As per the “ANOVA table”, the Sig. value observed as 0.000 which indicates the model significantly predicts WLB. From the “coefficient table”, the Sig. value for IV1 has been observed as 0.000 whereas for IV3, it is 0.187. This revealed that IV1 "significantly and positively" predicts WLB ($B=1.049$, $p<.001$) whereas IV3 is not a significant predictor ($B=-.122$, $p=0.187$).

Model Summary							
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
					R Square Change	F Change	df1
1	.922 ^a	.849	.844	.28276	.849	170.940	3

Model Summary		
Model	Change Statistics	
	df2	Sig. F Change
1	91	.000

a. Predictors: (Constant), IV3_Performance_Metrics_and_Career_Incentives, IV2_Organisational_Policies_and_Cultural_Practices, IV1_Work_Environment_Characteristics

Table 2.21: Model summary test 7

(Source: SPSS)

The “R-squared value” of 0.849 indicates strong positive connections among all the variables.

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	41.000	3	13.667	170.940	.000 ^b
	Residual	7.276	91	.080		
	Total	48.276	94			

a. Dependent Variable: DV_Work_Life_Balance
b. Predictors: (Constant), IV3_Performance_Metrics_and_Career_Incentives, IV2_Organisational_Policies_and_Cultural_Practices, IV1_Work_Environment_Characteristics

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	.359	.216		1.660
	IV1_Work_Environment_Characteristics	1.213	.122	1.169	9.975
	IV2_Organisational_Policies_and_Cultural_Practices	-.192	.103	-.194	-1.863
	IV3_Performance_Metrics_and_Career_Incentives	-.097	.091	-.086	-1.057

a. Dependent Variable: DV_Work_Life_Balance

Table 2.22: ANOVA and Coefficient test 7

(Source: SPSS)

The “ANOVA table” showed “highly significant” perception in predicting WLB with the value of 0.000. From the “coefficient table”, it is clear enough that IV1 is the “strong positive predictor” (B=1.213, $p<.001$) and IV2 is a “significant negative predictor” (B=-.192, $p<.001$). However, IV3 has not been identified as a “significant predictor”.

All of the above results seemed to be closely aligned with ROs by demonstrating how each IV contributes to predicting WLB. RO1 has been supported as IV1 consistently showed a strong and positive impact. RO2 and RO3 have been validated through IV2 which also predicts WLB although occasionally negatively, highlighting such inconsistencies within policy implementation. RO4 has been indirectly reinforced through the influence of IV1 that highlighted the negative impact of such long schedules. RO5 has been partially supported with IV3 that showcased moderate significance but not for all the time.

c. Secondary Thematic Analysis

The impact of the work environment in India's IT sector

The culture of the work environment of the IT sector in India has a great influence on the professional and personal lives of the respective employees. The IT sector has generated enormous job opportunities, but the work culture of the sector has been criticised due to its stress, burnout, and work-life imbalance (Irfan *et al.*, 22023). Workers are usually required to work even after the usual closing hours and also during weekends due to international demands and competitive goals, as well as due to strict deadlines that need to be met.

The significant problem is caused by the hardworking and inflexible culture of work, where long hours are the norm. Research indicates that most IT workers in India put in more than 48

hours per week, with a good percentage working over 60-70 hours, which is way above the stipulated laws and healthy work hours. Unrealistic performance expectations and the necessity to be always available to their clients, especially employees who have to work with the clients in different time zones, contribute to this environment (Mattern *et al.*, 2024).

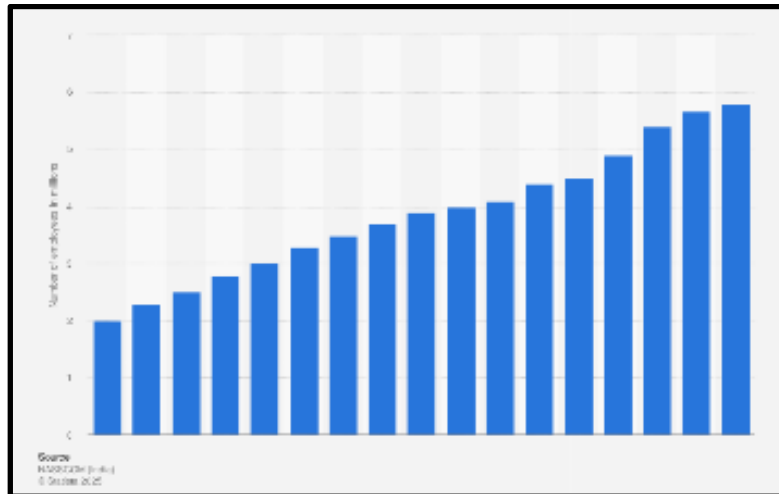


Figure 2.10: IT-BPM industry employment in India FY 2009-2025

(Source: Statista, 2025)

Figure 4.1 data shows that the IT sector of India's performance has increased in comparison with previous years. The other important thing is the organisational culture, which is usually insensitive in terms of employee well-being. Most IT companies value work density more than the well-being of the individual, and little attention might be paid to remote work arrangements, mental health care, or long-term viable workload patterns. The workers can become under-utilised or overworked, and they will be emotionally drained, dissatisfied with their jobs, and prone to high employee turnover. Moreover, the effects also do not apply equally to both sexes. Women professionals may also encounter other challenges, such as a lack of promotional opportunities because of gender discrimination, role conflict and lack of support mechanisms, condition that adds to their level of work-life imbalance (Rao and Shailashri, 2021). The work environment in India needs to be improved, even though India's IT industry has been instrumental in technological innovation.

The results uphold a multi-dimensional perspective of the glass ceiling effect on Indian IT women employees. The research finds that there are five significant dimensions: socio-cultural barriers, barriers due to organisational culture, organisational climate barriers, role conflict and barriers related to personality that contribute to the restriction of career progression of women (Asif *et al.*, 2023). These obstacles are discovered to be mutually supportive and dependent, and this means that it is a systemic problem and not isolated cases. It is worth noting that socio-

cultural barriers were also found to positively influence work performance, which may be due to the pressure that female employees feel to perform to prove stereotypes to be untrue.

Also, a structural equation modelling (SEM) method was used to identify the relations between latent and manifest variables. There were four latent variables in the SEM path diagram, namely behavioural intention, service trust, usability, and social influence, which were measured by 12 manifest variables. The model showed that there were low levels of association between these constructs, with the strongest being between social influence and usability (0.09). This is still low, but the fact that it exists means that peer influence may define how products can be used. The correlation coefficient between service trust and behaviour intention (0.01) indicated the least relationship between the two variables, meaning that there was a low impact of the trust on user intention in this case (Mathiyazhagan *et al.*, 2021). The SEM analysis supports the idea that there are a variety of interacting variables that influence the experience and decision-making at work, especially among female Indian professionals operating within the systemic impediments that exist within the Indian IT industry.

Organisational Culture and Managerial Expectations

The culture of an organisation and expectations by the manager are pivotal in determining the work-life balance (WLB) of the employees, especially in the IT sector in India (Budhiraja *et al.*, 2022). Culture is the system of shared values, beliefs, practices, and behaviours existing in an organisation and that affect the relationship between employees, the decision-making process and the perception of employees about their working environment. Organisational culture in the Indian IT firms is largely focused on being highly productive, working late, and being available all the time, which are some of the driving factors that dramatically influence how individual employees are able to achieve a balance between their personal and professional lives.

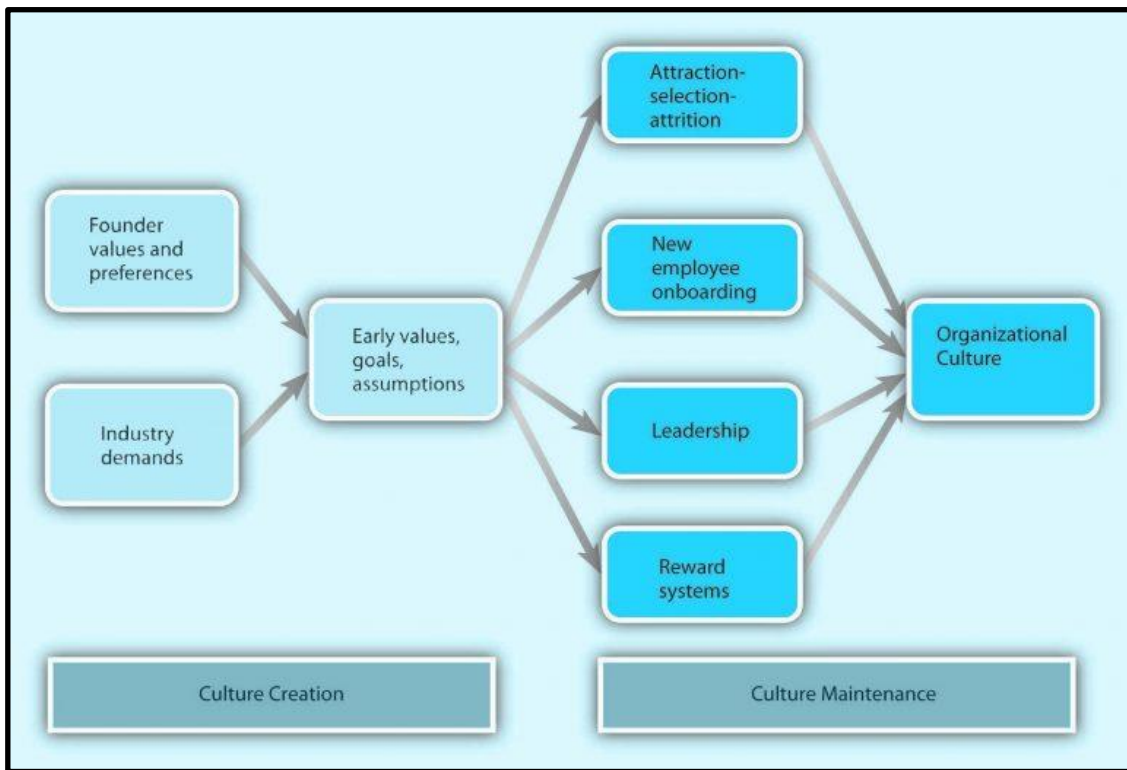


Figure 2.11: Culture Creation and Maintenance

(Source: Mdhluli, 2025)

Figure 4.2 shows the conceptual map for maintaining performance. One of the notable aspects of such culture is the always-on culture in which the employees are either implicitly or explicitly pressured to be available outside of working hours, evenings, weekends, and holidays included (Mdhluli, 2025). This is because of the managerial culture, which stipulates that a manager who works long hours is committed and that the manager who puts in long hours is a good performer, even though they might not be productive. In most of the companies, the managers who work overtime are promoted, valorised, or even given incentives based on their performance at the expense of the culture that values production over health. It results in presenteeism feedback, as employees are under pressure to be seen and available at all costs, including their personal lives and even their mental well-being.

The management practices within the Indian IT industry are not generally emotionally intelligent and do not consider the needs of the individual employees (Sanwal and Sareen, 2023). Some of the most common micromanaging, unrealistically set deadlines and lack of empathy are reported by employees, leading to increased stress levels and burnout. Lack of open communication between the managers and the subordinates also acts to deter the role of the employees to present their concerns or even request flexible working arrangements.

The organisational culture is also prone to alienating any employee who fails to meet these expectations, such as women who have caregiving duties or women who are out to find work-life balance. This has had the effect of poor retention of female professionals who may not feel supported in pursuing their careers under such a demanding cultural requirement. The IT industry of India can be characterised by the organisational culture and managerial demands that tend to result in the work-life balance being negatively affected (Manivannan *et al.*, 2022). The overworking culture needs to be changed to a flexible, empathetic and healthy culture. The promotion of open communication and the establishment of realistic expectations and training of managers using people-oriented approaches can greatly enhance work morale, retention, and increase employee productivity, as well as create a more open and inclusive workplace environment.

Organisational culture has been blamed or credited as the cause of company success or failure. Organisational culture is reflected in the values, norms and strongly held beliefs of the employees as well as in corporate practices, statements, symbolism and artefacts, and it affects the behaviour of employees and also the performance of the firm. Commitment and well-being, organisational culture has been extensively researched and linked to various outcomes, including shareholder value, faster sales growth, better implementation of processes, lower employee turnover, and greater levels of employee satisfaction (Williams, 2022). The findings indicate that cooperative culture, innovative culture, consistent culture and effectiveness culture were significantly and positively correlated to organisational performance; KM practices were also significantly and positively associated with organisational performance. KM practices moderate the association between the different dimensions of organisational culture and organisational performance (Shea *et al.*, 2023).

Impact of Workload and Extended Hours on Employee Well-being

The effects of high workload and long working hours on the well-being of employees in the IT sector of India are becoming of concern. Since organisations are competing in various markets across the globe and with strict project deadlines, employees are often exposed to extended working hours, working on the weekend, and irregular working hours, especially when they are serving international customers. One of them is the physical and mental burnout present after prolonged overworking. The employee with a workweek longer than 48 hours is more likely to develop burnout, chronic fatigue, sleep disturbances, and other health conditions. As per the recent reports, almost 25 per cent of the IT professionals in India work more than 70 hours per week, and this number is not only against labour standards, but also a severe burden to the physical health of the people (Barrero *et al.*, 2023).



Figure 2.12: A Multidimensional Approach to Organisational Well-Being

(Source: shrm.org, 2024)

Figure 4.3 shows the Multidimensional Approach based on workers complaining of a lot of stress, anxiety and emotional exhaustion because they are always under pressure to achieve unrealistic objectives. Personal boundaries between work and life become distorted due to an inability to log out of work, particularly when working in remote or hybrid work arrangements models (Mumenthaler *et al.*, 2021). This usually leads to withdrawal, irritability and disengagement, which eventually influences the overall job performance. The other devastating effect is that such a case interferes with the personal relationship and social life, which is vital to emotional health. Work commitments keep employees away from family gatherings, celebrations, and personal milestones, and this makes them feel guilty, lonely, and resentful. Besides, women are the most likely to be disproportionately impacted by the long working hours, as they can find it difficult to maintain a balance between family and work. This is another source of stress and may impede their career advancement, creating a gendered experience of workplace well-being. What is more, excessive workload frequently constricts the possibility to engage in self-care tasks, like physical activity, leisure, or other health assessment examinations, which also impacts the health of the employees in the long term. The

collective impact of all these issues not only declines the productivity of the workforce but also leads to increased absenteeism and long-term disengagement (Saraiva and Nogueiro, 2025). The theoretical arguments between non-linear relationships between workload and attitudes of the employees and mental well-being outcomes have converged, empirical support of such curvilinear effects has been variable. The current workload scales fail to measure the entire impact of workload, thus making it hard to realise the curvilinear relationship. Second, the outcomes usually studied are too distal, and there exist various mediators that explain the effect at the far ends of the workload continuum, correspondingly, and this too has the effect of blurring curvilinear effects (Pindek *et al.* 2023). In addition, boredom mediated the effects of low workload on outcomes and frustration mediated the effects of high workload on outcomes. Thus, the current research assists in explaining why non-linear relations between workload and outcomes could have been inconsistently identified in past research.

Role of HR Policies and Flexible Work Arrangements

The function of the Human Resource (HR) policies and flexible working arrangements in the quickly developing IT industry has grown in importance in determining the satisfaction of employees, their performance, as well as their retention. Coupled with increasing competition, escalating attrition rates, and the increasing stressors at the workplace, progressive HR practices are now being identified as significant facilitators of organisational well-being and productivity (Kitta and Nurhaeda, 2024). Intelligently fashioned policies encouraging work-life balance, inclusion, and flexibility are of particular interest when combating the pressures of long work hours and workloads, and burnout, which are intrinsic to the industry.

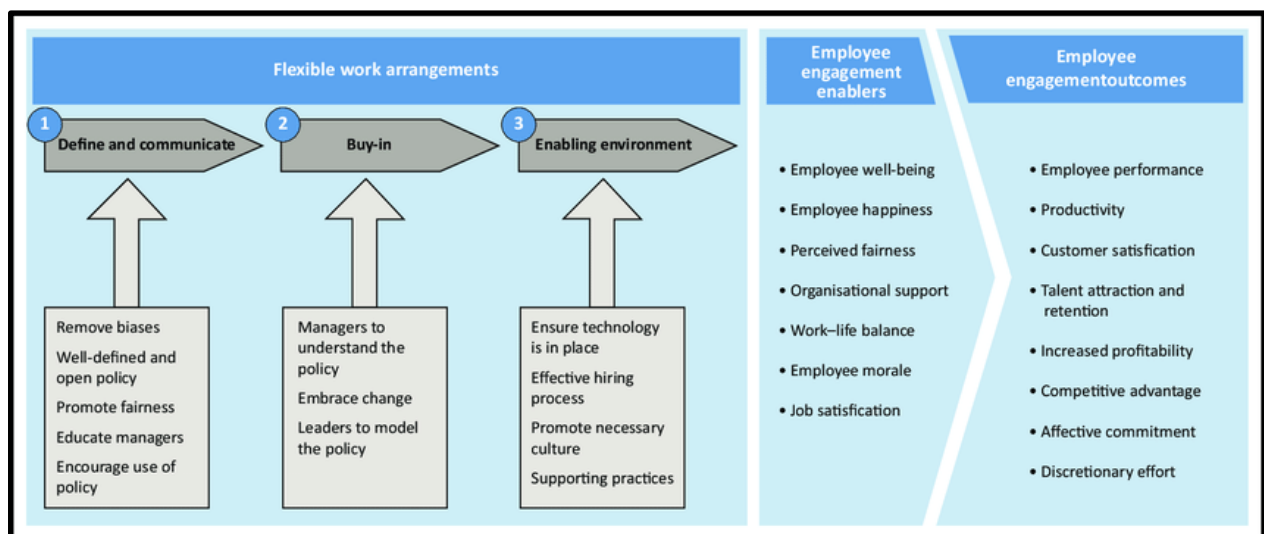


Figure 2.13: Flexible work arrangements framework

(Source: Weideman and Hofmeyr, 2021)

Figure 4.4 shows that flexible work arrangements are one of the essential HR policy trends that occurred in the past ten years. These are remote work, hybrid work, compressed work week schedules, flexible work hours (start and end time), and job sharing. The COVID-19 pandemic caused such models to gain momentum, and nowadays, the majority of IT-based companies consider reviewing their old models of work (Vahdat, 2022). Companies like TCS, Infosys, and Wipro have since formalised the work-from-home or hybrid working models to suit employee desires, as well as to optimise operations.

There are concrete advantages for the workers and the employer with flexible work arrangements. To the employees, they offer the flexibility to handle both professional and personal obligations, resulting in increased job satisfaction and reduced stress levels. This is especially of interest to the working parents, caregivers, and employees based in Tier II and Tier III cities. On the part of the employers, the flexibility leads to a reduction of absenteeism, better employee loyalty and to the extent of operational cost reductions on the infrastructure and utilities in the office. The degree of effectiveness of policies of flexible work, however, greatly depends on the clarity, breadth or inclusivity and fairness of HR policies regulating the same (Van Luan, 2025). Poorly defined or applied in different ways may be confusing, discriminatory and dissatisfaction to employees.

In addition to flexibility, it is important to have extensive HR policies that can cover leave entitlements, mental health support, employee assistance program (EAP), maternity and paternity benefits and grievance redressal mechanisms. Such policies are an indication of the organisational attitude of taking care of employees and, as such, promote trust and employee participation. This has been true, as seen by the high retention among companies that provide high parental leave and assistance with return-to-work programs of the female population. Moreover, to alleviate the detriments of job monotony and job stagnation, HR policies that encourage career growth and lifelong learning can be employed. The IT sector is one industry where skills are obsolete and need to be updated through training, external certifications, and mentorship opportunities (Li, 2024).

Diversity and Inclusivity policies are also catching up in the Indian IT companies. Giving women, LGBTQ + staff, people with disabilities, and other marginalised groups safe spaces to exist is not an issue of compliance anymore but a strategy (Parkinson *et al.* 2022). The existing HR policies providing integration of anti-discrimination practices, sensitivity training, and objective promotion criteria play a major role in employee welfare and belongingness. Nonetheless, despite the new developments, the issues still exist. Flexible work options are still restricted in certain organisations to management positions or considered as privileges as

opposed to rights. This discriminatory application is contrary to the purpose of the policy, and it also supports the status quo of work.

Achieving the potential of HR policies and flexible arrangements requires organisations to be people-focused, ensure that the effectiveness of the policies is identified by receiving regular feedback on policies from the employees and also being nimble in meeting the new requirements. Additional improvements of the policy implementation are based on the introduction of digital HR tools, such as performance management, wellness trackers, and virtual onboarding platforms (Aldoseri *et al.* 2024).

d. Summary

It can be summarised from the overall context that in the Indian IT sector, maximum focus has been provided on the availability of employees rather than the area of productivity. In order to maintain this, most of the time, employees are not able to manage WLB, which leads to depression and anxiety. There is a need to keep focus on this matter and maintain an adequate workplace culture.

3. Discussion

a. RQ1

The first research question is associated with identifying how the work environment in the IT sector of India influences “work life balance” of employees. The findings revealed a “strong positive correlation” ($r = 0.917$) between the “work environment characteristics” and the WLB, evaluating that “extended work hours”, mental exhaustion and others are responsible to affect the ability of employees negatively for maintaining personal commitments. Moreover, more than 74% of the respondents from the survey reported that such excessive workload and the high pressure to stay always on affect their personal time most and causes burnout. Based on the thematic analysis, it has been found out that most of the IT professionals in India work over 60-70 hours per week to meet “unrealistic performance expectations” that make them quite frustrated (Mattern *et al.* 2024). From the literature, it has been observed that lack of flexibility, “prolonged working hours” and poor support from supervisors are responsible to raise employee dissatisfaction most (Choudhury *et al.*, 2020). These findings confirmed a “poorly designed work environment” of the IT industry in India which is marked by excessive demands, “inadequate recovery times” and others. All of these ultimately undermine “work-life balance” in this sector eventually and hence, the first research question has been properly answered.

b. RQ2

The second research question was developed on identifying most suitable practices and strategies to improve WLB among employees in the IT sector of India. The primary data

highlighted that 73% of respondents acknowledged the fact that availability of flexible schedules and "remote work options" are effective to keep employees satisfied whereas maximum respondents still reported excessive workloads are there, highlighting the gap between policy as well as practice. This indicates the existence of mere policy which is quite insufficient until it is reinforced by the "realistic workload management" along with strong managerial support. Based on the secondary literature, it has been observed that "structured compensatory time-off", flexible scheduling and effective employee involvement are essential to enhance WLB (Tiwari and Lenka, 2018). In a similar aspect, Babu and Sahayam (2025), stated that organisations that offer remote work, "flexible work scheduling" and reduced formalisation observed a sharp 28% rise in the job satisfaction as well as lower turnover rates. Apart from that, "family-friendly leave policies" are equally essential for improving WLB. Hence, the findings identified actionable strategies as crucial enough for ensuring "sustainable work-life balance" in the IT sector of India, addressing the second research question quite well.

c. RQ3

The research findings have shown that poor implementation of workplace policies such as working hours and official communication beyond working hours has negatively affected the work-life balance of employees in the Indian IT sector. It has been found that an unwritten expectation exists that employees will put effort beyond working hours to improve their performance appraisal ratings. Hence, overwork has been directly linked with incentives and rewards in IT organisations. Inadequate remote work or flexible scheduling opportunities provide limited scope for employees to disconnect from work pressure beyond working hours (Sekhar and Patwardhan, 2023). It hampers their personal lives and negatively affects employee satisfaction. It has also been noticed that performance appraisal systems have been tied to visibility where long hours at work have represented higher efficiency. On the contrary, analysing policies from a cultural perspective, it can be said that presenteeism has been represented as an 'ideal worker' mentality in IT organisations. A top-down hierarchical structure and cultural acceptance of overwork have normalised long working hours without attaching adequate importance to smart productivity. A lack of mental health integration in organisational policies has also been identified.

d. RQ4

Mental exhaustion is a key consequence of long working hours at Indian IT organisations. Moreover, lack of personal time has often led to failure in fulfilling personal commitments. As a result, low employee motivation and engagement have been noticed. Erosion of personal and family time has been noticed as employees have to work for extra hours or attend calls/meetings

on weekends or beyond working hours (Nair *et al.*, 2021). Hence, instances of emotional detachment and isolation have been noticed among several employees. As work timing is increased, a lack of psychological detachment from work occurs. It negatively affects employee well-being and their engagement with family members or personal acquaintances. Prolonged dissatisfaction related to work-life also affects employee loyalty towards organisations. Several negative health consequences have been recorded due to long working hours and poor work-life balance. For example, employees have experienced hypertension, anxiety, depression and musculoskeletal issues. Increased employee turnover and development of a negative work culture have often been found as consequences.

e. RQ5

In analysing the performance metrics in Indian IT organisations, it has been found that an overemphasis has been laid on employee visibility and number of hours worked. It has not prioritised efficiency while offering promotion opportunities to employees. Besides, it has been found that incentives are tied to sacrifice of personal time and not sustainability in performance. It has compelled employees to work for longer hours to ensure career advancement. As a result, de-prioritisation of health or personal relationships has occurred. In the pursuit of financial reward, employees have often developed unhealthy competition standards. **However, Indian IT organisations are attempting to incorporate performance metrics that can value effort and results simultaneously to improve work-life balance of employees.** Ambiguity in performance metrics has been noticed as the pattern of work distribution and performance checklist does not regard the importance of personal time (Baraldi *et al.*, 2023). Manager-driven culture of providing performance appraisal benefits has also undervalued the importance of work-life balance in the Indian IT industry.

f. Theoretical reestablishment

Based on the findings of the research, it has been well understood that Conflict theory is the most suited one that posits work as well as personal life are incompatible due to the competing demands. Based on the evidence from the primary data, it has been observed that 85.2% of respondents worked “extended hours” and 83% felt such pressure to respond after hours, highlighting time-based along with “strain-based conflicts”. These conflicts are well reflected in the findings of Khateeb (2021) who evaluated that time devoted to one domain compromises the other. Moreover, reports regarding burnouts and others further validated the core premise of the theory on the fact that overcommitment related to work mostly disrupt personal well-being that established conflict theory’s relevance in the “Indian IT sector”.

4. Conclusion

a. Conclusion

The research has explored multifaceted connections between the work environment and WLB in the IT industry of India. The investigation was supported by both primary survey findings as well as secondary literature. From these, it has been revealed that IT firms often promote WLB through policies such as “flexible work schedule”, “remote working options” whereas these measures are undermined due to “unrealistic workload expectations”, the culture of overwork and digital connectivity constantly. The primary findings demonstrated that key factors like “work environment characteristics”, “organisational policies and cultural practices”, and “performance metrics and career incentives” are responsible for impacting the ability of employees to get a balanced life. Moreover, from the survey, it has been observed that most of respondents reported about “extended working hours” whereas some of them acknowledged pressure of remaining connected beyond working hours, highlighting that WLB is the critical issue despite such structural support. Apart from that, maximum respondents agreed with the fact that "career advancement" is well connected to “working beyond standard hours” that lead to burnout and high dissatisfaction. The literature strongly supported the findings highlighting the fact that realistic scheduling, "flexible work arrangements" and supportive leadership are quite essential to improve WLB. It has been also found out that there is a strong need to implement such policies meaningfully rather than superficially for having real impact. The findings also re-established the conflict theory that evaluated competing demands of professional as well as personal lives cause strain. The research also confirmed that in the high-pressure IT sector of India, this conflict needs to be systematically reinforced. Above all, the research highlighted the need for pragmatic and “employee centric reforms” within the workload management, policy management and performance evaluation.

b. Recommendations

Based on the above discussion, it has been recommended that workload and job expectations in the Indian IT industry be redesigned to improve work-life balance of employees. It can potentially address the issue of extended working hours or weekend work problems for IT employees. Hence, mental exhaustion of employees can be reduced to further improve productivity in the long run. In the present context, it is recommended that workload assessment tools be integrated with workplace design. Moreover, realistic deadlines can be set so that tasks can be accurately completed with adequate collaboration between employees and managers (Parekh, 2024). Besides, mandatory break times are recommended for employees so that they

can potentially rewind and disconnect from task-based approaches after each significant work session. It can reduce employee stress and enhance employee engagement.

It is recommended that a result-oriented work culture be developed with Indian IT organisations. A shift from hour-based performance evaluation to outcome-oriented or result-based appraisal systems is recommended. Productivity and collaboration can be included in designing KPIs rather than working hours. It can further promote brainstorming and effective use of innovation to ensure faster completion of tasks. It can also reduce the issue of weekend availability or need to attend calls/messages/emails related to work beyond assigned working hours (Kumar, 2023). It can also play a vital role in acknowledging and rewarding efficiency of employees, resulting in developing an efficiency-oriented work environment. Hence, it can effectively address the issue of overwork-based career advancement.

In addition, it is recommended that managerial accountability be integrated with policy enforcement. It can effectively address policy-practice gaps and the issue of 'tokenism' in implementing work-life balance initiatives. A review of HR policies on flexible work timing and ensuring managerial support can lead to an active review of manager accountability metrics in the Indian IT industry. Besides, HR-led feedback loops can be initiated to report violations of work-life boundaries at the workplace (Borkar and Mondal, 2025). On the other hand, it is also recommended that hybrid work policies be reviewed to integrate flexible scheduling options. It can enhance the scope of managing personal responsibilities along with office work. In the present context, managers can be trained to distribute tasks among team members to reduce workload without compromising productivity.

Apart from that, reform in incentive structures of IT organisations in India is also recommended. It has been noted that linking incentives with teamwork and creativity can generate scope for rewarding high performance that can be sustained over a longer period. It can reinforce the value of balance and reduce unhealthy peer competition at the workplace (Bansal *et al.*, 2021). Hence, development of a supportive organisational culture is also recommended to improve work-life balance.

c. Research Limitations

In the present research, sample size was limited to 88 participants. Higher sample sizes could have contributed further to generalisability. A cross-sectional nature of primary data collection has been found where employee perception on work-life balance at a given time is only accepted to generate study results. Gender bias in the context of work-life imbalance has also not been addressed as it was beyond research scope.

d. Future scope

Future research can be conducted by integrating a comparative analysis across different regions of India or comparing the Indian IT sector with developed nations' IT sectors to identify structural variations in the “work-life balance”. Longitudinal studies can also deliver realistic insights on how to evolve workplace policies in the post pandemic era to maintain employee well-being. Conducting qualitative interviews with the HR leaders and employees who are associated with the IT industry can also be relevant to gather deeper perspectives. Exploration of “gender specific challenges” along with the role of advanced technologies can facilitate the understanding of WLB in this industry.

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Appendices

Appendix 1: Timeline

Actions	Week 1- Week 2	Week 3-Week 4	Week 5- Week 7	Week 8- Week 10	Week 11- Week 14	Week 15- Week 18	Week 18- Week 19
“Selection of the Topic”							
“Revision of the proposal”							
“Selection of aim and objectives”							
“Analysis of research background”							
“Studying relevant existing literature”							
“Selection of appropriate data collection methods”							
“Analysing data and interpreting the findings”							
“Preparation of conclusions”							
“Closure with proper revision”							

(Source: Self-developed)

Appendix 2: Survey questionnaire

Demographic questions

Q1: What is your age?

- 28-32 years
- 33-38 years
- 39-45 years
- Above 45 years

Q2: What is your gender?

- Male
- Female
- Prefer not to say

Q3: For how many years, you been associated with the industry?

- 5-7 years
- 7-10 years
- More than 10 years

Contextual questions

DV: Work-Life Balance

Do you think you are capable of maintaining a healthy balance between your work and personal life? (Linked to RO1 to RO5)

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

Do you agree with the fact that your job allows you enough time and energy to spend on family, hobbies, or self-care? (Linked to RO1 and RO2)

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

Do you feel stressed or overwhelmed due to the demands of your job impacting your personal life in most of the time? (Linked to RO1, RO2, RO4)

- Strongly agree

- Agree
- Neutral
- Disagree
- Strongly disagree

IV1: Work Environment Characteristics

Do you agree with the fact that your current job requires you to work extended hours regularly, affecting your personal time? (Linked to RO1 and RO4)

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

Do you frequently feel pressure to respond to work messages or emails outside of official hours? (Linked to RO1 and RO4)

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

Do you feel mentally exhausted at the end of the workday due to your work environment? (Linked to RO1)

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

How far do you agree that your organisation provides sufficient remote working opportunities? (Linked to RO1)

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

Do you think that your current work schedule provides flexibility to manage personal responsibilities? (Linked to RO1 and RO4)

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

Do you agree that your workload allows you to complete tasks effectively within standard working hours without needing to work extra? (Linked to RO1)

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

Do you believe that because of huge work-load, you find yourself working on weekends or during your designated time off? (Linked to RO1, RO4)

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

Do you believe that your work environment provides adequate resources (e.g., tools, support staff, training) to complete your tasks efficiently within standard working hours? (Linked to RO1)

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

IV2: Organisational Policies and Cultural Practices

Do you believe your organization effectively communicates and enforces policies designed to prevent burnout and promote employee well-being? (Linked to RO2, RO3)

- Strongly agree
- Agree

- Neutral
- Disagree
- Strongly disagree

Do you believe that your organization's leadership genuinely values and promotes work-life balance among employees? (Linked to RO2, RO3)

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

Do you agree that, there clear and accessible guidelines or policies regarding the appropriate use of communication channels (e.g., emails, messages) outside of working hours? (Linked to RO1, RO3)

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

Do you agree that your organisation encourages a healthy balance between work and personal life? (Linked to RO1 and RO3)

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

Do you think that there are clear policies regarding leave, time-off, and compensatory offs in your company? (Linked to RO3)

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

Do you feel comfortable using flexible work options (like remote work or adjusted hours) regardless of your gender? (Linked to RO3)

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

Does your manager or supervisor support work-life balance practices? (Linked to RO3)

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

Do you think that there is a culture of overwork or expectation to be constantly available in your organisation? (Linked to RO3)

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

IV3: Performance Metrics and Career Incentives

Do you agree that career advancement opportunities in your organization are contingent upon consistently working beyond standard hours? (Linked to RO5)

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

Do you often prioritise work over personal commitments to meet performance targets or expectations? (Linked to RO1 and RO5)

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

Do you agree with the fact that the pressure to earn promotions or bonuses impacts your work-life balance negatively? (Linked to RO5)

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

Is your performance fairly assessed based on both results and effort without compromising personal time? (Linked to RO5)

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree