Abstract
The present study is on work life balance of employees in BPO SECTOR. It is a comparative study of BPO of Deutsche Bank and Genpact. Work – Life Balance is all about balancing ones personal as well as professional life. Employees in BPO have to work in day as well as night shift which is challenging for them. During the research the researcher has contacted the officials and employees of selected organization. Primary data was collected through questionnaire. Data was collected from 400 respondents of both the selected companies. Statistical tools were applied with the help of SPSS software for hypothesis testing. At the end researcher gave some suggestions like childcare Facilities and policies, work-life balance trainings and programmes, flexi work environment, and work from home. These types of policies must be incorporated by the organizations in order to keep their employees motivated and charged.

Keywords: Work Life Balance, Stress, Conflict, Job Satisfaction

Introduction
The concept of work-life balance is based on the belief that paid work and personal life should be seen less as competing priorities than as complementary elements of a full life. The way to achieve this is to adopt an approach that is conceptualized as a two way process involving a consideration of the needs of employees as well as those of employers. In order to engage employers in this process it is important to validate the benefits that can be imitative from employment policies and practices that support work-life balance. Work life balance has always been a worry for those interested in the excellence of work life and its relation to wider quality of life. The balance work life score provides an organization with a productive and innovative employee (Greenhaus, 2003), whereas disparity in the work life balance tends to develop depressed and dissatisfied staff. It was aimed at encouraging employers to adopt flexible working arrangements such as job

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sharing, flexi-time, compressed hours and others, to help their employees to achieve a better balance between the demands of paid employment and those arising from their private life. Work-life conflict is experienced when demands from one role domain interfere with participation or performance of the other role (Greenhaus and Beutell, 1985).

In present scenario two types of work-family conflict have been identified; work-interfering-with family (WIF) and family-interfering-with-work (FIW). WIF conflict occurs when work-related activities spill over or interfere with home responsibilities (e.g. bringing work home and trying to complete them at the expense of family time) and FIW conflict arises when family-role responsibilities spill over or impede work activities.

During the study researcher observed that work-life balance is essential to combat stress, ensuring both individual and company success. The stress associated with unbalanced lifestyles is costly; it damages productivity and increases individual health risks. Employees who have the tools to balance their professional and personal lives are happier, healthier, and more productive. In addition to improving performance, many younger employees place a high value on work-life balance. Companies that include work-life balance as part of their culture will be able to better attract qualified candidates.

Research shows that people are increasingly seeking 24-7 digital connection while driving; in the bedroom; and in social and family lives. More and more people sleep next to their phones, take devices on dates and digitally connect at meal times. Many people want to be “always on”. But when a person is open and available, it’s hard to choose to ignore it when the emails happen to be from the office or tweets are coming from the boss. Climbing the organizational ladder often requires employees to work long hours and deal with difficult and complex issues.

To begin with the twenty-first century, the lifestyle of the people have changed a lot. Now the mind set of society have transformed from single earning to dual earning which has given rise to the notion of ‘Dual Career Couple’. At this instant women’s too have stepped into professional life which has given augmentation of work-life balance model.

The fluctuating economic conditions and social demands have changed the nature of work all the way through the world.

It is being observed that these days many organizations have taken initiatives to extend their employee’s health and wellness programs. In such organizations, work-life may be most closely associated with Employee Assistance Programs (EAP), health promotion
initiatives, or medical programs. Responses will often include a set of programs and policies that consider employees’ overall health and psychological well-being through a comprehensive resource and referral service and focused employee wellness programs such as: weight loss classes, fitness centres, smoking cessation and stress reduction programs, and onsite medical services. From the health and wellness perspective, work-life initiatives are also viewed as a means of fostering employee resilience.

Provisions such as reduced work family conflict (Thomas and Ganster, 1995), increased job satisfaction (Thompson and Prottas, 2005; Kossek and Ozeki, 1998; Fredriksen-Goldsen and Scharlach, 2001), organizational commitment and organizational citizenship behaviour need to be focussed on. As with most things in life, moderation is the key. People who are constantly tied to their jobs deal with the symptoms of stress and burnout. Burdened employees are more likely to suffer from health problems, absenteeism or sickness, less efficient, less sociable, and overall more difficult to work with. It is in the best interest of both the employee and employer to avoid these pitfalls through smart human resource management.

Employees must be willing to talk over with employers while also understanding the needs of the business. Employers must be willing to listen. Work-life balance is a two-way street.

Overall, it is true that the present hardship of the global economy needs individuals as well as companies to fight against; however, clever management can be more desirable than merely enforcing lengthy working hours, for the sake of a better life for employees and employers.

**BPO Industry in India**

In the modern context, it is primarily used to refer to the outsourcing of business processing services to an outside firm, replacing in-house services with labour from an outside firm. Often the business processes are information technology-based, and are referred to as ITES-BPO, where ITES stands for Information Technology Enabled Service. Knowledge process outsourcing (KPO) and legal process outsourcing (LPO) are some of the sub-segments of business process outsourcing industry. There is number of problems of BPO industry like: less growth opportunity and chances of promotion, misguidance by the company, policies and procedures are not conducive, no personal life, physical strains, and uneasy relationship with peers or managers.
The BPO sector in India is estimated to have reached a 54 per cent growth in revenue. The demand for Indian BPO services has been growing at an annual growth rate of 50%. The BPO industry in India has provided jobs for over 74,400 Indians. This number is continuing to grow on a yearly basis. Indian BPOs handle 56% of the world’s business process outsourcing. Deutsche Bank and Genpact BPO is selected for the study.

**Research Methodology**

1. To know about the employees opinion about their job and its nature.
2. To identify the employees opinion about their satisfaction level of intrinsic and personal factors such as spending time with children, solving family member’s commitments, mental stress, etc.
3. To establish a correlation between the work life balance practices and employee motivation, job satisfaction and productivity in the organizations under the study.
4. To provide suggestions for better work life balance.

**Hypotheses**

1. Work Life Balance in BPO sector is Congenial.
2. Employees are able to maintain an appropriate and healthy balance between work and personal commitments.
3. Work Life Balance Policies is similar in both the selected companies.

The study gathered data from two BPO companies of Jaipur namely Genpact and Deutsche Bank. The study is based on the primary data collected from Jaipur city. A sample of 400 consumers selected (200 from Genpact and 200 from Deutsche Bank) using convenience sampling (using a cross-sectional design) from different demographics profiles. The present study used a non-comparative Likert’s Scale technique for measuring attitude. The respondents were asked to rate different items capturing their perception using a 5-point Likert type scale where 5 indicated Strongly Agree while 1 represented Strongly Disagree.

**Major findings**

**Respondents Demographics**

Out of 400 employees of both the selected companies 50% employees are there in the category of 26-35 and 45 % are in the age of 20-25 years. A small proportion belongs to higher age group. The percentage of females is very low (23%). 50 % respondents have
experience of 2-5 years and 33% have more than five years’ experience. 55 % employees are married.

Responsibilities

Maximum respondents are either bachelors or have parent responsibilities. In this study, 40% respondents do not possess any dependent responsibilities. 12% married employees have children responsibility. There are about 58% of respondents have nuclear families whereas 43% of the respondents stated that they live in joint families. About 70% of respondents are dual earner compared to 30% single earner. Majority of respondents from both the companies are Dual earner as compared to single earner.

Work related attributes

The average working hours for all companies come to 9.5 hours. About 50% of workers reported to work more than 8 hours per day. There are also 15% of employees who work about 10 hours per day. Genpact have more workers in night shift as compared to Deutsche Bank. Majority of respondents in the selected companies are back office executives. 20% of employees are engaged in finance and accounting related tasks.

Work Life Balance Practices

About 45% of respondents from the survey disagree to be aware/ known about companied effort towards work life balance. Around 48% of the respondents stated that they can avail work from home but at the same time they also stated that it is usually very hard to convince the manager for getting approval. However, 60% of respondents agreed that it is difficult to demand flexi working hours. Companies are not providing adequate parental leaves to their employees. Only 27% of employees agreed that their company have provisions for providing leaves to in case of emergencies in family. Maternity leaves are still an issue with a number of companies which don’t provide enough maternity leaves to their female employees. Few benefits of financial assistance, family support program, counseling services and child care allowance are provided in selected BPO companies.

Work Life Issues

Employees of both the companies agreed to face work life issues. They believe that their work often interferes with their family responsibilities. Employee felt tired or depressed because of work and they hardly get time to spend with the family. Employees perceived that organization does not provides with yearly master health check-up and does not take initiatives to manage work life of its employees. Overall, employees are not able to
maintain an appropriate and healthy balance between work and personal commitments. Researcher made an attempt to test the hypothesis through one sample ‘t’ test.

**Table 1: One sample ‘t’ test**

<table>
<thead>
<tr>
<th>One-Sample Statistics</th>
<th>One-Sample Test (Test Value=3)</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>N</td>
</tr>
<tr>
<td>WL1</td>
<td>400</td>
</tr>
<tr>
<td>WL2</td>
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<tr>
<td>WL3</td>
<td>400</td>
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<td>WL4</td>
<td>400</td>
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<tr>
<td>WL5</td>
<td>400</td>
</tr>
</tbody>
</table>

For this present analysis, the data with hypotheses mean with middle value of Likert scale i.e. ‘3’ = No Idea. For this research, keep the default 95% confidence intervals. This equates to declaring statistical significance at the p< .05 level. Table presented with the observed t-value ("t" column), the degrees of freedom ("df"), and the statistical significance (p-value) ("Sig. (2-tailed)") of the one-sample t-test. The p value for all dimension are <.05, therefore, it can be concluded that the population means and sample means are significantly different. From the mean value analysis reveals that employees of both companies agreed to face work life issues and believe that their work often interferes with their family responsibilities. Overall, employees are not able to maintain an appropriate and healthy balance between work and personal commitments.

**Work Life Issues factors**

Employees often miss family activities due to the amount of time they spend on work and work takes up time that they would like to spend with family and friends. They also feel physically and emotionally exhausted when return home. Moreover, employees believe that management in company are only interested in profits and efficiency and not concerned with work life balance issues of the workers.

**Time Based Conflict**

Time-based conflict or role overload refers to a situation where additional time spent in one domain (i.e., work) prevent individuals from investing that time in another domain like personal relationships. To measure this conflict following scale items are asked from
the respondents. Employee responses over the work life issue have been captured using Likert 5-point scale.

Data is cross tabulated and one sample ‘t’ test is applied to test the statistical significance of mean scores. Result of one sample ‘t’ test is presented below.

**Table 2: One Sample ‘t’ Test - Time Conflict**

<table>
<thead>
<tr>
<th></th>
<th>N</th>
<th>Mean</th>
<th>Std. Deviation</th>
<th>Std. Error Mean</th>
<th>T</th>
<th>df</th>
<th>Sig. (2-tailed)</th>
<th>Mean Difference</th>
</tr>
</thead>
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<tr>
<td>T1</td>
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<td>2.4750</td>
<td>1.28589</td>
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<td>399</td>
<td>.000</td>
<td>-.52500</td>
</tr>
<tr>
<td>T2</td>
<td>400</td>
<td>2.6250</td>
<td>1.21988</td>
<td>.06099</td>
<td>-6.148</td>
<td>399</td>
<td>.000</td>
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<tr>
<td>T3</td>
<td>400</td>
<td>3.0250</td>
<td>1.15226</td>
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<tr>
<td>T4</td>
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<td>1.32359</td>
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<td>-.756</td>
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</tr>
<tr>
<td>T5</td>
<td>400</td>
<td>2.6000</td>
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<td>399</td>
<td>.000</td>
<td>-.40000</td>
</tr>
</tbody>
</table>

The p value for majority of dimensions are < .05, therefore, it can be concluded that the population means and sample means are significantly different. From the mean value analysis reveals that employees miss family activities due to the amount of time they spend on work and work takes up time that they would like to spend with family and friends.

**Work Life Policies, Job Satisfaction and Work Performance**

Employees seem to be not satisfied with job and company work life policy. They do not believe that company’s work and life policies impacts employee productivity and did not felt strong sense of belongingness with company and is not strongly motivated towards work. Factors like time related issue which causes employees to bringing work to home in evening and on weekends are important predictor of job productivity. Employee physical and emotional exhaustion in work place also effect work performance. Role ambiguity issues like receiving assignment without adequate resources and out of expertise is also creating low performance. Management support factors like lack of company focus towards WLB issues and giving less importance to employee welfare activities also found statistically significant in predicting Work productivity in BPO sector.

**Strain Based Conflict**

Strain-based conflict occurs when the strain created in one role makes it difficult to meet the expectations of another role. It can lead to both adverse physical and psychological
states that spill over into other areas of an employee’s life. The psychological burden of disengaging from family or other non-work activities in order to perform work duties creates additional strain-based conflict. To measure this conflict following scale items are asked from the respondents. Employee responses over the work life issue have been captured using Likert 5-point scale.

### Table 3: One sample ‘t’ test - Strain Based Conflict

<table>
<thead>
<tr>
<th></th>
<th>One-Sample Statistics</th>
<th>One-Sample Test (Test Value=3)</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>N</td>
<td>Mean</td>
<td>Std. Deviation</td>
<td>Std. Error Mean</td>
<td>t</td>
<td>df</td>
</tr>
<tr>
<td>S1</td>
<td>400</td>
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<td>.06111</td>
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<td>399</td>
</tr>
<tr>
<td>S2</td>
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<td>2.6500</td>
<td>1.21705</td>
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</tr>
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<td>1.17514</td>
<td>.05876</td>
<td>-5.957</td>
<td>399</td>
</tr>
</tbody>
</table>

For the present analysis, we test the data with hypothesized mean with middle value of likert scale i.e. ‘3’ = No Idea. For this research, keep the default 95% confidence intervals. Table presented with the observed t-value ("t" column), the degrees of freedom ("df"), and the statistical significance (p-value) ("Sig. (2-tailed)") of the one-sample t-test. The p value for all dimension are < .05, therefore, it can be concluded that the population means and sample means are significantly different. From the mean value analysis reveals that employees often feel physically exhausted when return home.

### Role Ambiguity

Role ambiguity happens when an employee is unsure of their job demands and the boundaries for their positions, leading to strain-based conflict. Many IT professionals like system analysts and designers perform in a great deal of boundary spanning. Research showed that higher levels of role ambiguity were associated with turnover intentions, lower job satisfaction and less organizational commitment. To measure this conflict following scale items are asked from the respondents. Employee responses over the work life issue have been captured using Likert 5-point scale. One sample ‘t’ test is applied to test the statistical significance of mean scores. Result of one sample ‘t’ test is presented below.
For the present analysis, we test the data with hypothesized mean with middle value of likert scale i.e. ‘3’ = No Idea. For this research, keep the default 95% confidence intervals. Table presented with the observed t-value ("t" column), the degrees of freedom ("df"), and the statistical significance (p-value) ("Sig. (2-tailed)") of the one-sample t-test. The p value for all dimension are < .05, therefore, it can be concluded that the population means and sample means are significantly different. From the mean value analysis reveals that employees do not receive assignment without adequate resources and also do not receive assignments out of my expertise and capability.

Management Support

The role of Work Place support has consistently emerged in literature as an important factor that influences work-family balance in a positive manner. Low levels of leader or supervisor support and interaction facilitation appear to produce work-family conflicts. To measure this conflict following scale items are asked from the respondents. Employee responses over the work life issue have been captured using Likert 5-point scale. One sample ‘t’ test is applied to test the statistical significance of mean scores. Result of one sample ‘t’ test is presented below.

For the present analysis, we test the data with hypothesized mean with middle value of likert scale i.e. ‘3’ = No Idea. For this research, keep the default 95% confidence intervals. Table presented with the observed t-value ("t" column), the degrees of freedom ("df"), and the statistical significance (p-value) ("Sig. (2-tailed)") of the one-sample t-test. The p value
for all dimension are < .05, therefore, it can be concluded that the population means and sample means are significantly different. From the mean value analysis reveals that employees believe that Management in company are only interested in profits and efficiency and not concerned with work life balance issues of the workers.

**Stress related Disorders**

Studies have found many health problems related to stress. Stress seems to worsen or increase the risk of conditions like obesity, heart disease, Alzheimer's disease, diabetes, depression, gastrointestinal problems, and asthma. Researchers have long suspected that the stressed-out, type A personality has a higher risk of high blood pressure and heart problems. Many studies have shown that stress can worsen asthma. Some evidence suggests that a parent's chronic stress might even increase the risk of developing asthma in their children. Stress can worsen diabetes in two ways. First, it increases the likelihood of bad behaviors, such as unhealthy eating and excessive drinking. Second, stress seems to raise the glucose levels of people with type 2 diabetes directly. Stress is considered one of the most common triggers for headaches -- not just tension headaches, but migraines as well. Mental health disorders range from mild disorders, such as social phobias, to severe diseases including depression and suicidal ideation. Many mental health disorders can lead to other chronic diseases and death. Stress-related disorders result from abnormal responses to acute or prolonged anxiety. Following diseases are listed to identify possible symptoms of stress related diseases.

**Work Life Policies and Job Satisfaction**

To measure job satisfaction of employees, following scale items are asked from the respondents. Employee responses over the job satisfaction have been captured using Likert 5-point scale. Table for scale item is presented below.

<table>
<thead>
<tr>
<th>Table 6: One Sample ‘t’ Test- Job Satisfaction</th>
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<tbody>
<tr>
<td><strong>One-Sample Statistics</strong></td>
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<tr>
<td>N</td>
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<tr>
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<tr>
<td>JS1</td>
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<tr>
<td>JS2</td>
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<tr>
<td>JS3</td>
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<tr>
<td>JS4</td>
</tr>
</tbody>
</table>

For the present analysis, we test the data with hypothesized mean with ‘3’ = No Idea. For this research, keep the default 95% confidence intervals. The p value for all dimension are
< .05, therefore, it can be concluded that the population means and sample means are significantly different. From the mean value analysis reveals that employees seem to be not satisfied with job and company work life policy. They do not believe that company’s work/life policies impact employee productivity and did not felt strong sense of belongingness with company and is not strongly motivated towards work.

**Suggestions**

- The BPO companies should think about allowing shorter working hours for the people with young children or parents dependents. Another very good option would be provide them with half day work from home facility.

- Work-Life Balance trainings programmes should be conducted with in the organizations with mutually advantageous relationship between employers and employees.

- Flexitime option can be allowed if employee is facing some problems with the existing time schedule.

- Work from home culture should be motivated wherever possible.

- High productivity doesn’t necessarily come in 8-hour segments. Productive employees may get their work done efficiently, and not need to be at the worksite a full 8 hours every day.

- Organizations should take action to prompt employees to take lunch breaks and rest breaks—taking breaks has been shown to actually increase productivity levels.

- Allowing extra time off for charitable pursuits or volunteer work to the employees. So that, they pursue things that keep them happy and satisfied in life and it can also help in building the image of the company.

- Organizations should create a designed quiet space in their office where employees can take a mental break when they need to.

- Organizations can also design fun activities every weekend to keep the employees stress free.

- Career leaves and breaks should also be provided to the employees to keep them motivated and targeted towards their career growth.

- Reduction in the timings of night shift can attract to the employees to work in night shifts.
References


5. Ernst Kossek, Ellen;Ozeki, Cynthia; (1998), *Journal of Applied Psychology*, Vol. 83(2), Apr, 139-149