

## **A Study of Work-Life Balance and Job Satisfaction among Employees Working in Telecom Industry of Pune**

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### **ABSTRACT**

*Work-Life balance has been a challenging issue for all sectors in India. Telecom sector has witnessed radical changes since last few years. Because of transformational changes constantly occurring with some constant up gradation in telecom sector, employees are under huge pressure to give their best. Work-life balance highly affects job satisfaction of employees. Age wise analysis of employees has been done for this research paper. It will be useful to the management to take some important decisions pertaining to the work-life balance issues of the employees concerning to the telecom industry.*

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### **I. INTRODUCTION**

**Work-life balance** is adjusting one's day to day activities to achieve a sense of balance between work life and personal life. Work-life balance is the term used to describe the balance that an individual needs between times allocated for work and other aspects of life. Areas of life other than work-life can include personal interests, family and social or leisure activities. The term 'Work-Life Balance' is recent in origin as it was first used in UK and US in the late 1970s and 1980s respectively. More recently the term has drawn on some confusion, this is in part due to recent technological changes and advances that have made work and work objectives possible to be completed on a 24 hour cycle. The use of smart phones, email, video-chat, and other technological innovations has made it possible to work without having a typical "9 to 5 work day".

#### **Telecom Industry in India:**

Indian telecommunication sector has emerged as a strong growth engine for the Indian economy in the last decade with the country witnessing tremendous growth in wireless sector. The penetration of internet and broadband has also improved. The telecommunications sector has undergone a total transformation throughout the world over the last two decades; technological advances have revolutionized the quality and range of services available. Moreover, developments in the sphere of IT, satellite-based TV broadcasting, new forms of communication such as e-mail and the Internet, are all blurring the definition of what constitutes telephone services, and transforming the way people communicate.

Both Idea cellular and Vodafone India, in the run-up to the merger, let go of about 5000 employees. Vodafone group has also rolled out golden handshake for good performers who could not be accommodated in the new entity. Idea and Vodafone currently employ roughly 11000 and 10,000 plus people respectively and both entities are likely to limit their head count to 15000 levels.

Reliance Communication shuts the bulk of its wireless business and the Tata group sells its mobile business to Bharti Airtel, the axe will fall on an average of 20,000 to 30,000 jobs over next year. Job losses arising out of consolidation in the telecom sector are likely to extend over next year. However, prospects for those laid-off are not entirely bleak: alternate jobs are available, although candidates may have to upgrade their skills and settled for lower salaries.

Reliance Jio commercially launched its services on 5 September 2016. Within first month, Jio announced that it had acquired 16 million subscribers. Jio crossed 50 million subscriber mark in 83 days since its launch. Society for Human Resource Management (SHRM) has conferred Reliance Jio with a special award for HR Impact in People practices. Reliance Jio was rewarded for creating and launching Jio services across

18000 cities and towns and more than two lakh villages through a network of 1215 offices and a formidable team of over 60,000 employees across India. As one of the India's youngest start-ups, the average age of Jio is 30 years, making Reliance Jio an organization of the young, by the young and for the young.

### **Job Satisfaction**

Job satisfaction refers to the general attitude of employees towards their jobs. Job satisfaction his or her job is positive, there exists job satisfaction. Dissatisfaction exists when the attitude is negative. Job satisfaction refers to the general attitudes about specific factors of the job.

### **RELATED STUDIES**

#### **Relationship between Work Life balance and Job Satisfaction**

Nadeem& Abbas (2009) conducted a study in Pakistan to analyze the relationship between work life and job satisfaction. Data is collected from 157 employees of public and private sector through questionnaire. Data is analyzed through Correlation, Regression and Descriptive analysis. The research results indicate that work overload does not influence job satisfaction and there is a positive relationship exists between Job autonomy and job satisfaction.

McNall et al.(2010) conducted the study to analyze the relationship between flexible work arrangement and job satisfaction. Data is collected from 220 employees. Data is analyzed through regression analysis. Results of the study indicate that greater the flexible work arrangements provided more will be the satisfaction employee will have from their jobs.

Fatima& Rehman(2012) conducted research to examine role ambiguity and role conflict effect on employee's job satisfaction as well as leaving intention. Data is gathered from 120 teachers from Rawalpindi and Islamabad universities in Pakistan. SPSS and regression analysis are used to analyze the data. The results indicate that job role conflict and role ambiguity are negatively related to job satisfaction and positively related to job leaving intentions.

Varatharaj & Vasantha (2012) conducted the study to examine relationship job satisfaction have with work life balance in women. Data is collected from 250 Service Sectors working women in Chennai city through questionnaire. Data is analyzed through, Correlation, Chi-Square test, Wallis Test and Kruskals. Result shows strong positive relationship exists between job satisfaction and work life balance.

Yadav & Dabhade (2013) conducted research to analyze the relationship that exists between work life balance and job satisfaction of the working women. Sample is collected from education sector and banking sector. Data is collected from 150 women employees 75 women from each sector. Authenticity of data is analyzed through application of standard deviation. The results indicate that work life balance and job satisfaction share significant relationship.

### **THE OBJECTIVES OF THE STUDY**

The following are the main objectives of the present study:

1. To empirically study the significance and impacts of work life balance on job satisfaction of different age groups of employees of telecom industry.
2. To study age wise impact of work life balance on employee job satisfaction of employees of telecom industry with reference to city of Pune.

### **HYPOTHESIS**

The statements of hypotheses entail the following:

H1: There is a significant relationship between Working hours and employee job satisfaction

H2: There is a significant relationship between Working conditions and employee job satisfaction.

H3: There is a significant relationship between Work pressure and employee job satisfaction.

H4: There is a significant relationship between Change of job and employee job satisfaction.

H5: There is a significant relationship between Work-life balance programs and employee job satisfaction.

## **II. RESEARCH METHODOLOGY**

A quantitative approach with an exploratory and descriptive design encompassing the survey method is used.

### **Research Design**

Research design refers to blue print for the research. It is a plan through which observations are made and data is assembled. It provides an empirical and logical basis for drawing conclusions and gaining perfect knowledge. To accomplish the above objectives of the study, both primary and secondary data will be applied.

**Collection of Data:**

The research plan can call for gathering secondary data as well as primary data.

**Secondary Data:** Secondary data are data that were collected for another purpose and already exist somewhere. It provides a starting point for research and facilitates the comparison of the research with the existing data.

The analysis of present study is based on primary as well as on secondary data. However, more emphasis will be laid on primary data.

**Primary Data:** As stated above, primary data are original in character and are collected a fresh for some specific purpose. The primary data will be collected through under mentioned methods.

**Questionnaire:** A well structural schedule of questions containing different aspects of the study will be developed and circulated to the persons concerned

To find out the level of work life balance and job satisfaction of employees of different age group working in telecom industry of Pune city and to take measures to increase Job satisfaction among employees 150 employees of telecom industry were surveyed with the attempt to understand the present scenario of work-life balance condition and the satisfaction level of employees towards the same. Employees from telecom companies like Reliance Jio, BSNL, Vodafone-Idea and Bharti Airtel were surveyed. Questionnaire was circulated to employees of all these groups and overall picture of analysis was done.

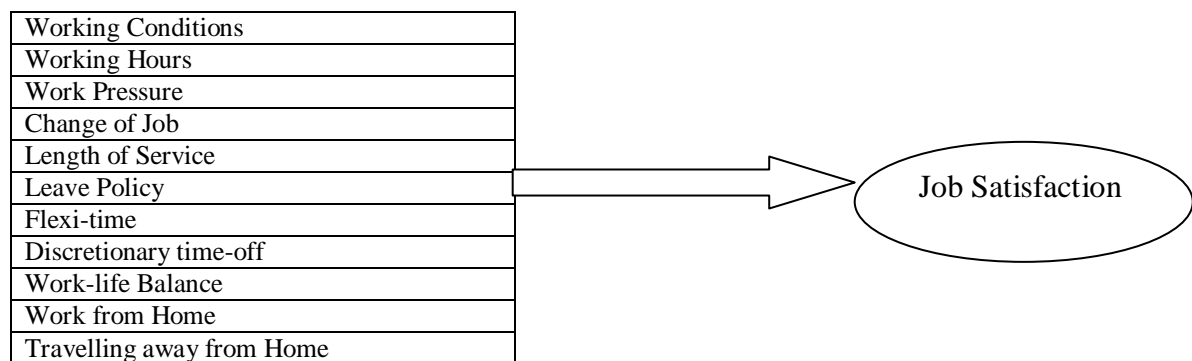
As a measure of data collection, it uses a self-structured questionnaire which includes closed questions in retrieving data and current status of factors affecting job satisfaction through work life balance. Whistle primary data is collected through questionnaires with five point Likert scale of Strongly Agree, Agree, Neutral, Agree and Strongly Disagree and secondary data has also been collected from books, magazines, research journals and web sites etc.

Data are being analyzed in identifying the relationship and impact of work life balance factors on job satisfaction of employees of telecom industry working in western region of Maharashtra. Therefore, the analysis is more Object Oriented.

Quantitative data analysis tools are used to analyze the collected data. Descriptive statistics are used to describe and interpret the results of the study.

### III. RESEARCH FRAMEWORK

Figure 1. Research framework for the study about Impact of work-life balance on employee job satisfaction.



**Work life Balance of Employees in Telecom Industry:** An attempt has been made to study the work life balance of employees working in telecom industry.

**Table 1 : Responses for Work-life balance in Telecom industry of Pune**

Sr. No.	Variables	Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
1.	Working conditions are suitable to the employees	14 (9.9)	13 (9.2)	18 (12.8)	73 (51.8)	23 (16.3)
2.	Employees are satisfied with the working hours	14 (9.9)	13 (9.2)	40 (28.4)	51 (36.2)	23 (16.3)
3.	There is moderate work pressure on the employees	14 (9.9)	6 (4.3)	18 (12.8)	80 (56.7)	23 (16.3)
4.	Change of job affects satisfaction level of employees	14 (9.9)	30 (21.3)	6 (4.3)	68 (48.2)	23 (16.3)
5.	Length of service of the employees with the current organization affects job satisfaction	27 (9.9)	96 (68.1)	18 (12.8)	-	-

6.	Leave policy are supportive to the employees	13 (9.2)	14 (9.9)	-	55 (39)	59 (41.8)
7.	Flexible time schedules are available to the employees	13 (9.2)	45 (31.9)	29 (19.9)	29 (19.9)	23 (16.3)
8.	Discretionary time off is given to the employees	14 (9.9)	24 (17)	28 (19.9)	51 (36.2)	23 (16.3)
9.	Management conducts effective work-life balance programs for the employees	27 (19.1)	73 (51.8)	41 (29.1)	-	-
10.	Work from home after office hours practiced by employees	14 (9.9)	7 (5)	42 (29.8)	55 (39)	23 (16.3)
11.	Travelling away from home	13 (9.2)	41 (29.1)	-	43 (30.5)	42 (29.8)

**Note:** Figures in parenthesis indicate the percentages of the row total

**Source:** Various Questionnaires from Respondents

The overall response of the voters for Work-life balance and Job satisfaction in the organization is not much satisfactory. The respondents, however, vouched to the fact that length of the service of the employees with the current organization affects Job satisfaction of the employees. There are mixed response so far as flexible time schedules available to the employees. 56.7% employees have disagreed to the fact that there is moderate work pressure. Telecom sector has undergone radical transformation by which work pressure of employees in general has increased a lot. ‘Work from home’ options are available to the employees as many employees have shown satisfaction to this variable. It ensures employees that employees can maintain balance between personal and professional life. Management of telecom industry should conduct effective work-life balance programs for the employees.

**Table 2: Descriptive Statistics for work—life balance in Telecom industry**

	N		Mean	Std. Deviation	Skewness	Mean Rank	$\chi^2$ Asymp. Sig
	Valid	Missing					
Working conditions are suitable to the employees	141	0	3.55	1.168	-.950	8 <sup>th</sup>	.000
Employees are satisfied with the working hours	141	0	3.40	1.164	-.574	5 <sup>th</sup>	.000
There is moderate work pressure on the employees	141	0	3.65	1.115	-1.222	9 <sup>th</sup>	.000
Change of job affects satisfaction level of employees	141	0	3.40	1.264	-.593	5 <sup>th</sup>	.000
Length of service of the employees with the current organization affects job satisfaction	141	0	1.94	.563	-.018	1 <sup>st</sup>	.000
Leave policies are supportive to the employees	141	0	3.94	1.300	-1.247	11 <sup>th</sup>	.000
Flexible time schedules are available to the employees	139	2	3.01	1.268	.167	3 <sup>rd</sup>	.001
Discretionary time off is given to the employees	140	1	3.32	1.225	-.424	4 <sup>th</sup>	.000
Management conducts effective work-life balance programs for the employees	141	0	2.10	.690	-.132	2 <sup>nd</sup>	.000
Work from home after office hours practiced by employees	141	0	3.47	1.131	-.731	7 <sup>th</sup>	.000
Travelling away from home	139	2	3.67	1.182	-.826	10 <sup>th</sup>	.001

The overall response for most of the variables used in the present study to measure Work-life balance and Job satisfaction in the organization is negatively skewed. This makes it clear that the company needs to work on its work-life balance practices. Standard deviation is maximum for ‘leave policies are supportive to the employees’ while it is least for ‘length of service of the employees with the current organization’. The  $\chi^2$  test for goodness of fit also depicts a significant difference in the distribution of opinions of the respondents at 5%.

The above analysis is compatible with the study of **Delery & Shaw (2001)** which highlighted the fact that, while certain individual work-life balance practices are viewed as superior to others, a single superior work-life balance practice without other supporting practices in the system is inadequate as a driver of sustainable performance outcomes.

Likewise, in an attempt to study relationship between age of employees and Job satisfaction towards WLB variables of the employees, the following hypotheses were developed:

**Ho There is no significant difference in the mean ranks of respondents belonging to different age groups regarding Work-life balance and Job satisfaction.**

**H1 There is significant difference in the mean ranks of respondent's belongings to different age groups regarding Work-life balance and job satisfaction**

**Table 3:-Kruskal Wallis Ranks Test for Age-wise Comparative Study of Respondents**

	Age	N	Mean Rank
Working conditions are suitable to the employees	18-25	18	82.00
	26-35	75	80.11
	36-45	34	71.24
	46-55( above)	14	7.50
Employees are satisfied with the working hours	18-25	18	72.78
	26-35	75	86.71
	36-45	34	61.56
	46-55( above)	14	7.50
There is moderate work pressure on the employees	18-25	18	78.50
	26-35	75	82.53
	36-45	34	67.74
	46-55( above)	14	7.50
Change of job affects satisfaction level of employees	18-25	18	84.50
	26-35	75	86.72
	36-45	34	55.32
	46-55( above)	14	7.50
Length of service of the employees with the current organization affects job satisfaction	18-25	18	75.50
	26-35	75	83.44
	36-45	34	64.65
	46-55( above)	14	14.00
Leave policies are supportive to the employees	18-25	18	112.00
	26-35	75	82.99
	36-45	34	49.00
	46-55( above)	14	7.50
Flexible time schedules are available to the employees	18-25	16	84.19
	26-35	75	81.47
	36-45	34	63.76
	46-55( above)	14	7.50
Discretionary time off is given to the employees	18-25	18	74.44
	26-35	74	82.26
	36-45	34	68.76
	46-55( above)	14	7.50
Management conducts effective work-life balance programs for the employees	18-25	18	64.00
	26-35	75	79.85
	36-45	34	78.65
	46-55( above)	14	14.00
Work from home after office hours practiced by employees	18-25	18	91.00
	26-35	75	72.87
	36-45	34	82.44
	46-55( above)	14	7.50
Travelling away from home	18-25	18	97.22
	26-35	75	81.61
	36-45	32	54.81
	46-55( above)	14	7.50

The responses of respondents belonging to different age groups are quite mixed. A clear cut first mean rank could not be accorded to any age group for variables applied for measuring satisfaction towards work-life balance practices. However, the respondents falling in the age group of 46-55(and above) got last mean rank for all variables used for measuring satisfaction towards work-life balance practices.

**Table 4: Kruskal Wallis Test Statistics: Grouping Variable – Age for Work-life balance**

	Chi-Square	df	Asymp. Sig.
Working conditions are suitable to the employees	45.562	3	.000
Employees are satisfied with the working hours	50.632	3	.000
There is moderate work pressure on	50.174	3	.000
Change of job affects satisfaction level of employees	59.479	3	.000
Length of service of the employees with the current organization affects job satisfaction	52.211	3	.000
Leave policies are supportive to the employees	78.887	3	.000
Flexible time schedules are available to the employees	45.166	3	.000
Discretionary time off is given to the employees	43.107	3	.000
Management conducts effective work-life balance programs for the employees	39.179	3	.000
Work from home after office hours practiced by employees	45.084	3	.000
Travelling away from home	57.465	3	.000

As the associated p-values (sig) are 0.000 for all variables applied for measuring ‘Work-life balance’ in the organization and as these figures are less than 0.05, we fail to accept null hypothesis and we can say that the difference in mean ranks of respondents belonging to different age group is statistically significant.

#### **IV. SUGGESTIONS AND CONCLUSION:**

Age wise analysis of employees shows that employees in the age group between 26-35 are coping up with the pressure of work-life balance. Whereas overall analysis suggests that employees above the age of 40 are not much satisfied with the working conditions and working hours in the industry. With the increase in age, employees expect management to be more supportive and sensitive to the needs of the employees. Whereas majorly employees in the age group 18-25, 26-35 are satisfied with the working hours and working conditions. However, overall analysis from all age group suggests that employees expect management to perform effective work-life balance programs that will boost up morale and efficiency of the employees. Young employees are receptive to changes whereas senior age group employees expect stability in their jobs, workplace and working patterns. Management should take these points in to consideration and should distribute tasks and responsibilities accordingly. Age and experience both should be captured in the most effective manner which will benefit to the employees and the organizations as well. Work stress, work-life balance and job satisfaction are the burning issues which should be given due consideration to improve satisfaction level of the employees as satisfied employees are more productive employees of the organizations.

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