

Research Article

**Impact Of Work Life Conflict On Job Satisfaction Of It Employees In Chennai City**

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**Abstract**

The It Employees Are Mostly Working Under A Very Stressful Environment. Any Kind Of Stress Whether It Is Physical Or Mental Can Have An Impact Over The Productivity Of The Employees. Increasing The Level Of Job Satisfaction Can Be Done To Reduce Turnover And To Increase The Productivity Of The Employees. Job Satisfaction Can Be Influenced By Various Factors Such As Having A Good Pay, Good Environment To Work, More Independence While Working, Opportunities For Growth And Support From The Organization. This Paper Focuses On The Job Satisfaction Level Of The Employees Of It Sector And The Impact Of Work Life Conflict. The Study Is Conducted In Chennai City With Sample Size Of 120 Respondents With A Structured Questionnaire. The Factor Analysis And Ordinary Least Square Method Of Multiple Regression Have Been Used.

**Key Words:** It Sector, Job Satisfaction, Work Life Conflict, Work Family Conflict

**Introduction**

In The Present Time, India Stands As The Largest Exporter Of It Constituting 79% Of The Revenue For The Country. Chennai Holds Second Position In Being Largest It Exporter In The Country With Bangalore In The First Position. The It Sector Mainly Includes It Services And Business Process Outsourcing Services. According To The Report By Nasscom The It And Ites Sectors Are Expected To Grow By 2.3% To 194 Billion Dollars In The Financial Year 2020-2021. With The Boon Of It Industries, The Employment In This Sector Has Grown Largely. This It Sector Employs Nearly 4.6 Million Employees In The Country.

**Job Satisfaction** - Job Satisfaction Can Be Referred To As An Emotion Of Liking When, An Individual Likes His/Her Job He/She Is Said To Have Job Satisfaction. Job Satisfaction Of An Employee Can Be Identified Through The Attitude An Individual Shows Towards His Job.

**Work Life Conflict** - Work Life Conflict Can Be Termed As The Conflict Between Work And Life And The Struggle To Find A Balance Between The Both By An Individual. The Interaction Of Conflicts Due To Stress In Work And Life Is Termed As Work Life Conflict.

**Review Of Literature**

The Work Life Conflict Is Basically The Interface Of Family Stress And Work Stress In A Person (Renshaw 1976). To Be More Elaborate, Work Life Conflict Or Work Family Conflict Refers To The State Or Situation Where A Person Who Plays A Role In Family And In Work Gets Affected By The Pressures One Faces In His Work And Life. It Creates An Inter – Role Conflict In A Person (Greenhaus & Beutell,1985). One Can Understand That This Concludes To The Definition Of Work Life Conflict As That (Netermeyer Et Al. 1996) The Work Life Conflict Includes Two Major Dimensions, One

## Impact Of Work Life Conflict On Job Satisfaction Of It Employees In Chennai City

Where The Work Pressure Affecting The Life And The Second Where The Family Pressure Affecting The Work.

The Job Satisfaction Can Be Defined As The Match Between The Expectations Of An Individual Towards His Job And The Outcome He/She Receives From It (Locke, 1969). According To Spector (1997) The Job Satisfaction Of The Employee Refers To The Attitude Of The Individual Which Makes Him To Like Or Dislike His Job. The Job Satisfaction Of An Individual Becomes Important Because An Individual Who Is Almost Satisfied With The Job Showcases Optimistic Attitude And Vice Versa. (Robbins, 1993). Consequently, When An Organization With Highly Job Satisfied Employees Will Have High Quality Of Work And More Productive Workforce Leading To Happy And Satisfied Customers. On The Other Hand, When The Employees Face Low Level Of Job Satisfaction, They Are Likely To Show Skiving And Sometimes Would Lead To Turnover As Well (Spector, 1997).

The Work Life Conflict Reflects A Very Dominant Impact On The Job Satisfaction Factor In A Person That Could Also Lead To His/Her Turnover (Adams Et Al, 1996; Frone Et Al, 1992; Netemeyer Et Al, 1996). Good Et Al., (1998) Echoes The Same View That The Work Life Conflict Can Have An Impact That Could Lower The Level Of Job Satisfaction Among The Employees Eventually Leading Them To Quit Their Jobs.

Various Studies Have Been Conducted To Test The Relationship Between Work Life Conflict And Job Satisfaction Out Of Which Many Show Conflicting Results Between The Two Factors (Allen Et Al, 2000). For Example, The Study Conducted By Boles And Babin (1996) About The Relationship Between Job Satisfaction And Work Life Conflict On The Individuals Employed As Front Liners In The Hotel Industry Shows That Work Life Conflict Acts As A Mediator Between Work Stress And The Job Satisfaction.

To Know The Impact Of Work Family Conflict On Job Satisfaction A Study Was Conducted By Annam Akram And Muhammad Hassan (2013), With Sample Size Of 71 Doctors Working In Benazir Bhutto Hospital And Holy Family From Rawalpindi. The Findings Showed That There Was A Negative Relation Between Work Family Conflict Towards The Job Satisfaction And A Weakly Negative Relation By The Later Towards The Former.

A Study Was Conducted By Wang, Wei And Zhang, Yi, (2015) On It Satisfaction To Job Satisfaction. With A Sample Size Of 229 The Study Showed That The Job Fit Theory Has A Mediating Role Towards The It Satisfaction And Job Satisfaction Where The Former Has A Strong Impact Over The Later. This Also Shows That Job Satisfaction As One Of The Outcomes Of It Industry. The Study Conducted By Ify Diala And Rao Nemani (2011), Gave Importance To Mainly Study The Job Satisfaction Of It Employees. It Gave More Importance To The Two Main Factors Of Job Satisfaction Which Are Autonomy In Work And Opportunity For Advancement. The Study Revealed The Overall Satisfaction Is Significantly Associated With The Satisfaction Relating To Above Two Factors. Samuel Jeyaseelan And Christina Bridget (2015), Conducted A Research To Know About The Job Satisfaction Of It Employees, Where They Focused On The Factors Contributing Towards Job Satisfaction And Its Consequent Contribution Towards Overall Satisfaction.

The Study Conducted By Dr. N. Akbar Jan Et Al, (2016) Divides The Job Satisfaction Into Five Categories Namely Training And Development Activities, Financial Rewards And Opportunities For Promotion, Suitable Incentives And Welfare Measures, Challenges Towards The Working Environment And Appropriate Timing And Growth For Personnel Talent. These Five Categories Are Based On The Contents Under Them And Have Their Factor Loading And Eigen Values And Explain

Variance Of Each Factor. The Above Five Factors Play The Part Of Influencing The Job Satisfaction Level Of It Employees In Chennai. The Explained Variance Stands At 61.920% And The Eigen Values Of All The Factors Stand Between 1.162 And 5.752 I.E., More Than 1.0 And Thus Becomes Highly Loaded Factors Resulting In The Conclusion That The It Employees From Chennai Are Highly Satisfied With Their Job.

A Study Was Conducted On It Employees From Ambattur Industrial Estate, Chennai By Dr. N. Akbar Jan (2016), With A Sample Size Of 960. Proportionate Stratified Random Sampling Method Was Used In The Study To Measure The Overall Job Satisfaction While Focusing On Five Main Aspects Such As Financial Rewards, Career Advancement Opportunities, Working Environment, Training And Development Activities And Interpersonal Relationship. The Result Showed The Above Factors Had A Positive Association Towards The Job Satisfaction Among It Employees.

### **Research Gap**

There Are Numerous Studies Which Shows That Work Life Imbalance Leads To Job Dissatisfaction. The Influence Of Personal Profile Is Least Touched Upon And This Study Considers Both The Influence Of Personal Profile And Factors Of Work Life Conflict On Job Satisfaction.

### **Objectives Of The Study**

1. To Know The Demographic Profiles Of The It Employees Of Chennai City.
2. To Identify The Dominant Dimensions Of Work Life Conflict And Job Satisfaction Variables.
3. To Find The Influence Of Work Life Conflict On Job Satisfaction.

### **Research Methodology**

This Study Is A Cross-Sectional Study And Analytical In Nature. The Researcher Collected The Primary Data By Administering A Well-Designed Structured Questionnaire Using Google Forms Through Random Sampling. The Number Of Respondents Were 120. To Check The Reliability Of Scale, **Cronbach's Alpha Reliability Coefficient** Was Used. The Value Being **0.947 For Work Life Conflict And 0.967 For Job Satisfaction**, Scales Are More Consistent And Highly Reliable.

**Questionnaire Design:** The Questionnaire Consists Of 3 Sections.

Section I: Deals With Personal Profile Of The Respondents Namely Age, Gender, Educational Qualification, Marital Status, Monthly Salary, Parents Stay, Work From Home Option And Work Experience.

Section Ii: Deals With Fifteen Statements On Work Life Conflict.

Section Iii: Deals With The Ten Statements Of Job Satisfaction.

The Statements In Section Ii And Iii Were Measured Using 5 Point Likert Scale From Strongly Agree To Strongly Disagree.

### **Statistical Techniques Used**

The Data Collected Were Analysed With The Help Of The Following Statistical Techniques Using Spss Version 24.

- 1. Percentage Analysis And Descriptive Analysis** For Personal Profiles Of The Respondents,
- 2. Factor Analysis** For Identifying Factors Of Work Life Conflict And Job Satisfaction Variables,

### 3. Multiple Regression Analysis To Study The Influence Of Determinants In Determining The Job Satisfaction.

#### Research Results And Interpretation

The Demographic Profile Indicates That Majority Of The Employees Are Male (59.2%), Post Graduated (51.7%), Unmarried (53.3%), Monthly Salary Of More Than Rs.50,000 (56%), Having Work From Home Option (77.5%) And Their Parents Stay With Them (61.7%). The Average Age Of The It Employees Are 30 Years, 4 Years In The Current Organisation And Total Work Experience Of 8 Years.

**Table 1 – Factorisation Of Work Life Conflict**

<b>Factors &amp; % Of Variance Explained</b>	<b>Variables</b>	<b>Mean</b>	<b>S.D</b>	<b>Msa</b>	<b>Commu-Nalities</b>	<b>Factor Loading</b>
<b>Work Life Imbalance Factor (27.719%)</b>	My Work Does Suffer Because Of My Personal Work	3.92	0.967	0.845	<b>0.837</b>	0.838
	I Do Have To Refuse Job Promotion Owing To Other Commitments	3.96	0.902	0.901	0.827	0.801
	I Am Impatient With The Co-Workers And Family	3.90	0.893	0.903	0.820	0.766
	Deadlines And Work Schedules Do Stress Me	3.55	1.076	0.931	0.729	0.706
	I Do Feel Stressed Out Most Of The Time Because Of My Work Pressures	3.58	1.082	0.852	0.807	0.697
	My Health Problems Have Reduced My Energy Level To Work	3.78	1.057	0.859	0.658	0.564
<b>Family Dissatisfaction Factor (22.946%)</b>	I Don't Get Enough Time For My Family Or Friends Because Of My Work	3.49	1.053	0.807	0.810	0.838
	I Do Have A Hard Time Concentrating On My Work Due To Disturbed Environment At Home	3.50	1.092	0.798	0.780	0.797
	Overtime Compulsions Are Made	3.63	1.077	0.938	0.745	0.717
	I Don't Spend Time On Further Studies And Career Growth	3.33	1.087	0.922	0.526	0.510
<b>Prolonged Working Hours Factor (21.930%)</b>	I Do Have To Check Official Mail From Home After Returning From Work	3.09	1.243	0.831	0.819	0.813
	Meetings/ Training After Working Hours Do Happen Often	3.34	1.206	0.915	0.740	0.779

	I Am Not Able To Devote Sufficient Time To Any Domestic And Personal Problems	3.53	1.130	0.877	0.682	0.601
	Travel Pressures To Client Locations Are Made	3.66	1.041	0.880	0.676	0.559
	The Commuting Between Work And Home Do Drain Me	3.60	1.133	0.878	<b>0.435</b>	0.525
Kmo-Msa = <b>0.874</b> , Total % Of Variance Explained = <b>72.595%</b>						
Bartlett's Test Of Sphericity Chi – Square Value Of <b>1536.327</b> With Df Of 105 And P Value Of <b>&lt;0.001</b>						

Work Life Conflict Variables With Their Communality Values Ranging From **0.435 To 0.837**, Have Goodness Of Fit For Factorization. **Kmo-Msa Value Of 0.874** And **Chi-Square Value Of 1536.327** With Df Of **105** And **P-Value Of <0.001** Reveal That Factor Analysis Can Be Applied For Factorization Of 15 Variables. Three Dominant Independent Factors Explaining **72.595%** Of Total Variance Have Been Extracted Out Of 15 Variables. Of Them The Most Dominant Factor Is Work Life Imbalance Factor (Wli), Family Dissatisfaction Factor (Fd) And Prolonged Working Hours Factor (Pwh), In The Order Of Their Dominance.

**Table 2 – Factorisation Of Job Satisfaction**

<b>Factors &amp; % Of Variance Explained</b>	<b>Variables</b>	<b>Mean</b>	<b>S.D</b>	<b>Msa</b>	<b>Commu-Nalities</b>	<b>Factor Loading</b>
<b>Good Working Conditions Factor (41.042%)</b>	My Organization Provides Atmosphere For Continued Advancement And Growth	3.62	1.117	0.938	<b>0.852</b>	0.829
	I Feel The Growth I Have Received So Far In This Organisation Has Been Satisfactory	3.50	1.152	0.880	0.909	0.828
	My Organization Provides Opportunity For Achievements Followed By A Fair Recognition As Reward	3.59	1.170	0.897	0.889	0.825
	High Employee Morale Exists In The Organisation	3.65	1.082	0.811	<b>0.955</b>	0.723
	I Feel Happy And Comfortable In My Workplace	3.69	1.083	0.853	0.943	0.692
	Working Conditions Are Satisfactory Here From The Point Of View Of Our Welfare And Convenience	3.73	1.029	0.893	0.937	0.638
	Low Absenteeism Prevails In The Organisation	3.72	0.927	0.899	0.902	0.878

Impact Of Work Life Conflict On Job Satisfaction Of It Employees In Chennai City

<b>Personal Growth Factor (25.617%)</b>	Personal Life Advancement Has Been Made	3.63	0.899	0.851	0.896	0.774
<b>Independence &amp; Autonomy Factor (21.512%)</b>	I Feel Happy That My Organization Offers Independence In Handling Problems	3.76	0.996	0.911	0.883	0.758
	I Get Ample Opportunity To Utilise My Abilities And Experience Independently	3.76	0.926	0.884	0.900	0.657
Kmo-Msa = <b>0.905</b> , Total % Of Variance Explained = <b>88.172%</b>						
Bartlett's Test Of Sphericity Chi – Square Value Of <b>1459.443</b> With Df Of <b>45</b> And P Value Of <b>&lt;0.001</b>						

Table 2 Indicates That Job Satisfaction Variables With Their Communality Values Ranging From **0.852 To 0.955**, Have Goodness Of Fit For Factorization. **Kmo-Msa Value Of 0.905** And **Chi-Square Value Of 1459.443** With Df Of **45** And **P-Value Of <0.001** Reveal That Factor Analysis Can Be Applied For Factorization Of 10 Variables. Three Dominant Independent Factors Explaining **88.172%** Of Total Variance Have Been Extracted Out Of 10 Variables. Of Them The Most Dominant Factor Is Good Working Conditions Factor (Gwc), Personal Growth Factor (Pg) And Independence And Autonomy Factor (I&A), In The Order Of Their Dominance.

**Table 3 – Model Summary And Anova Results Of Multiple Regression Analysis**

Model 5	Sum Of Squares	Df	Mean Square	F	Sig.
Regression	6100.798	5	1220.160	36.251	<0.001**
Residual	3837.069	114	33.659		
Total	9937.867	119			
Model	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Std. Error Of Estimate	
5	0.784	<b>0.614</b>	0.597	5.801	

**\*\* Significant At 1% Los**

**Table 4 – Determinants Significantly Influencing Job Satisfaction**

Determinants Significantly Influencing Job Satisfaction	Unstandardised Coefficients		Standardised Coefficients	T Value	P Value
	B	Std. Error	Beta		
Constant	7.732	5.368		1.440	0.152
Work Life Imbalance Factor	-1.046	0.159	-0.589	-6.593	<0.001**
Age	-0.360	0.126	-0.231	-2.852	0.005*
Family Dissatisfaction Factor	-0.589	0.219	-0.235	-2.686	0.008**
Gender	3.442	1.235	0.186	2.788	0.006*
Salary	0.831	0.403	0.163	2.061	0.042*

The Ordinary Least Squares Model (Ols) Of Multiple Regression Analysis Has Been Applied To Understand The Influence Of Determinants On Work Life Conflict On Job Satisfaction. All The Nine Demographic Profiles And Three Factors Of Work Life Conflict Have Been Considered As

Determinants (12 Variables) And The Total Job Satisfaction Has Been Considered As Dependent Variable. Stepwise Regression Method Was Adopted For The Reason That It Eliminates The Determinants Which Were Insignificant And Model 5 (Last Model) Was Considered Since It Has The Highest  $R^2$ .

The Regression Model Fit Has Been Achieved Since The P Value Is Less Than 0.05. The  $R^2$  (Coefficient Of Determination) Is At 0.614 Which Indicates That The Model With Six Determinants Explains 37.6% Of Variance In Table 3. The Table 4 Elucidates Determinants Like Work Life Imbalance Factor, Age And Family Dissatisfaction Factor Have Negative Impact On Job Satisfaction And Gender And Salary Has Positive Impact On Job Satisfaction.

### **Findings From The Study**

1. The Study Finds That Prolonged Working Hours Leads To Reduction In Job Satisfaction. Therefore, The Management Has To Consider About The Flexible Working Hours To Mitigate The Ill Effects Of Long Working Hours.
2. Age Has A Negative Influence On Job Satisfaction I.E., As The Employee Ages His Job Satisfaction Declines. The Employee Engagement And Recognition Measures Should Be Considered To Keep Up The Morale Of The Employees.
3. The Results Show That When Employees Don't Get Enough Time To Spend With Their Family It Leads To Family Dissatisfaction. This Obviously Has An Impact On Job Satisfaction. Hence, The Management Must Consider This And Arrange For Paid Leave And Vacation Which Motivates Their Job Satisfaction And A Balanced Work Life.
4. Salary Has Been A Great Influencer In Improving Job Satisfaction. The Companies Must Have Transparent Policies On Salary And Other Monetary Benefits Which Would Eventually Lead An Employee Towards Higher Job Satisfaction.
5. If The Equilibrium Of Work Life Is Maintained, It Leads To A Positive Impact. The Employees Should Be Given Adequate Training On Managing Work Life Balance At All Levels.

### **Conclusion**

There Are Many Studies Which Time And Again Reiterates That The Employees Must Strike A Balance Between Their Work And Life. The Stability In Work Life Balance Is Predominant Factor In Deciding His All-Round Performance – Physiological, Psychological And Financial Aspects. Thus, The Employee Must Improve His Good Relationship With Colleagues And Have A Great Time With Family To Improve His Efficiency Eventually Leading To Higher Job Satisfaction.

**“The Only Way To Do Great Work Is To Love What You Do. If You Haven't Found It, Keep Looking. Don't Settle.”**

**Steve Jobs**

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