

A Study on Work-Life Balance in the Business Process Outsourcing (BPO) Sector

Abhishek Sharma

PGDM-HR

XIDAS, Jabalpur, Madhya Pradesh, India

Abstract: The present research report is on work-life balance in the BPO sector. Despite the booming growth of the BPO sector nowadays many human-resource-related issues are receiving considerable attention in the BPOs regular work conditions, organizational environment management-labor relationships, workforce empowerment, and work-life balance. Work-life balance has become a subject of concern because of the contemporary technological, demographic, market, and organizational changes associated with it. Increasing concern for work-life balance has forced BPO companies to take some of the initiatives such as alternative work arrangements, flexible working hours, leave policies and benefits instead of family care responsibilities, and employee assistance programs. The availability of technology anywhere that assists in the connectivity of people have delineated the boundaries between work and personal life. The present study on work-life balance is purely based on secondary data and it explores different aspects of work and work-life balance incorporate context. The study mainly focuses on the work-life balance of BPO workers in Bangalore city and Chennai city. The method of data analysis comprises of comparison, perception analysis, and enlisting of observations cited in different research papers including various problems and solutions of work-life Balance in the BPO sector. Satisfaction level of employees due to work-life balance in the BPO sector is concluded that high percentage of an employee did not satisfy with their work and life. The impact of work-life balance on work productivity is low confidence, low morale, lack of enthusiasm, spoils relationships and affects work productivity.

Keywords: Business Process Outsourcing, Personal life interference with work, Work-life Balance, Work-life Benefits and Practices.

1. Introduction

In the BPO sector work schedule is uncommon. There are excessive targets to be achieved like the employees have to be compelled to act with differing kinds of callers. Some of whom are also authoritarian and irreful. At an equivalent time, the quality of the service must be maintained. All this could result in burn-out and stress to the employees. BPO corporations try to herald the work-life balance of the employees by taking care of the factors like work from home, flexi-time, and swapping to retain talent, enhance the quality of work and keep the employees happy. The flexibility of work alleviates stress and helps in better time management. A work-life balance needs cooperation and coordination at the organizational as well as the individual level.

Kofodimos (1993) outlined that work-life balance may be a satisfying, healthy, and productive life that has work, play, and love. Marcks and MacDermid (1996) outlined that performing each role is a part of life and place it on the practices. Kirschmeyer (2000) outlined that win and satisfy with all works; for this would like personal resources like energy, time, and commitment. Clark (2000) outlined doing all work and being satisfied with it without any conflict. Rapaport (2002) outlined concentrating on self and work. Greenhaus, Collins, and Shaw (2003) propose three things time balance, Involvement Balance, and satisfaction Balance. Frone (2003) complete work-life balance may be a low level of conflict and high level of involvement. Greenhaus and Allen (2006) completed that work-life balance is an individual's effectiveness and satisfaction in work and family roles. Grzywacz and Carlson (2007) propose work and life in expectation of work with shared among work and family.

Work-Life Balance is the lack of opposition between work and alternative life roles. It's the state of equilibrium within which demands of personal life, professional life, and family life are equal. Work-Life Balance consists of but isn't limited to, flexible work arrangements that permit the employee to carry-out alternative life programs and practices. The term 'work-life balance' is recent in origin, as it was first used in the United Kingdom and the United States in the late 1970s and 1980s respectively. Work-life balance may be a term normally accustomed to describe the balance that operating individual desires between the time allotted for work and alternative aspects of life. Areas of life apart from work-life will embody personal interests, family, and social or leisure activities. Technological advances have made it possible for work tasks to be accomplished faster due to the use of smartphones, e-mail, video chat, and alternative technological software. These technological advances facilitate employees to work without having a typical '9 am to 5 pm' workday.

Work-life balance may be a broad idea as well as proper Prioritising between "work" (career and ambition) on one hand and "life" (health, pleasure, leisure, family, and religious development) on the other hand. The idea of work-life balance has currently become the middle of attention for nearly all corporations, political, institutions, research institutions, families, peoples, and trade unions at each national and international level. Work-Life Balance refers to the level of prioritization between personal and professional activities in an individual's life and also the level of that activity associated with their job is present in the home. Work-life balance may be a topical issue due to the increased quantity of technology that removes the importance of physical location in shaping the work-life balance. Antecedently it was tough or not possible to require work from home then, there was a transparent line between professional and personal. The rise in mobile technology, cloud-based software packages, and also the proliferation of the internet has created it abundant easier for employees to be permanently at work, blurring the excellence between professional and personal.

Stress may be a common feature of a poor work-life balance. Within the information economy mental stress has been identified as a significant economic and unhealthiness, caused by a perceived would like for employees to do more work in less time. A key issue within the work-life balance discussion is wherever responsibility lies for guaranteeing employee has a decent work-life balance. The general feeling is that employers have a responsibility to the health of their employees; excluding the ethical responsibility, the stressed-out employee is less productive and additional seemingly creates errors.

Work-life balance is a very important topic in human resource management which means exceedingly combining work and life, that each is accomplishable. Work-life balance is usually associated with role overload, time management, time pressure, job satisfaction, job stress, organizational commitment, life satisfaction, employee turnover, welfare, social insurance, operating time, flexibility, family, fertility, unemployment, migration, consumption, demographic changes, leisure time and so on.

Most people aren't able to notice a balance between their personal and professional life. Folks are working to earn money and they are serious concerning careers that cause work-life conflict and work-family conflict. This shows additional involvement in work than life.

"There isn't any such issue as work-life balance. There are work-life decisions, and that we create them, and that they have consequences", explicit Jack Welch, former General Electric's business executive and all-around business guru.

The two most significant domains of an individual's life are work and family and their interface has become the middle of attention within the past 20 years for researchers within the field of human resource management worldwide. The changing social structures arising out of dual career couples, single-parent families, globalization, changes within the demands and patterns of work, an increasing number of parents with children-care responsibilities, an increasing number of women workforce and aging parents all have contributed to escalating research in the area of work-life balance. There's a requirement to integrate and balance family and career necessities otherwise work-life balance is at hazard as the person is unable to perform his roles due to tiredness from work or family responsibilities hamper concentration at work. Work-life conflict is the opposite of work-life balance, which might be either associated with strain-based or time-based conflicts between work and life. There are 2 conflicting areas: (1) how work impacts family life i.e., work-to-family conflict, and (2) how family life impacts work i.e., family-to-work conflict. But the net impact is the same which is work-life imbalance or conflict. Work-life balance isn't primarily a women's issue because the principles equally apply to men. This idea extremely aims to encourage the employee to adopt flexible operating arrangements that may facilitate them to realize the balance between their professional and personal life.

Due to the drastic change in work culture because of liberalization, privatization, and globalization, India is recognized as one of the rising economies of the world. With a rise in competition and radical technology, the organization is more competitive, agile, flexible, and customer-oriented. The employees are internally and externally challenged for performing well and to devote their time to work of competitive responsibilities but in this, the employee forgets to allot proper time for family and social life. The balancing act starts over here with a dimensional aspect of life namely organizational life, societal life, and personnel life which is known as work-life balance.

Work-life balance in India v/s the western countries

Work-life balance in India is sort of a dream that has never come back true. Within the metro cities of India, wherever folks usually find themselves traveling for 6 hours daily and so work for an additional 8-9 hours, work acquaintances are additionally privileged than families. Even the commute isn't too intensive, the competition is therefore fierce that performers are the sole ones that get rewarded and also the pressure to perform on top of average lands up taking additional hours of employees daily, while not obtaining any additional pay or vacation for an equivalent. Consistent with a study of one hundred cities around the world conducted by an Amsterdam-based consultancy Arcadis, five of the biggest cities of India- Bengaluru, Chennai,

Kolkata, Mumbai, and New-Delhi stratified very low in terms of work-life balance. Bengaluru, Chennai, and Kolkata stratified within the 70s whereas Mumbai was at 86th rank and New- Delhi was at 87th. Consistent with the study, Indians worked for around 2,195 hours on a median annually, whereas, in Hamburg, folks worked for concerning 1,473 hours annually, which is among the highest 3 scores.

In a study conducted by EY in 2015, 30% of Indian respondents have disclosed that managing work, family, and personal responsibilities had become tougher within the past five years.

In western countries, work-life balance is taken seriously. In Canada, the national press doesn't work throughout the weekends. In Germany, the store closing and opening laws are strictly regulated, wherever a store closes at around 6 PM daily and doesn't open on Sundays or national holidays at all. In 2017, France has introduced a law that permits employees a right to disconnect themselves from work-related messages or e-mails after operating hours. Within the Netherlands, the work week is 30 hours long. In Denmark, the operating day isn't any over 6.6 hours long and both of the parents are entitled to 23 weeks of maternity or paternity leave. On paper, many companies in India have started providing paternity leaves for new fathers, and also maternity leave is often extended for around 6 months. However, in reality, things are not smooth particularly for working women. This can be a result of most working women struggling with the burden of performing at the workplace while taking the utmost care of the kids, family, and households with very little assistance from anyone else. This creates a large roadblock within the manner of achieving a work-life balance.

Reasons for work-life Imbalance are as followings:

- Individual Career Ambitions.
- Competition.
- Global Economy.
- Longer operating hours.
- International business.
- Work burden.
- Busy Schedule.
- Non – Flexible operating.
- Technology advancement pulls to expand organization and diversification of departments that end up in engagement in work.

Work-life balance programs:

- Flexible Time.
- Telecommuting.
- Child Care.
- Adult Care.
- Leave.
- Job Sharing.
- Employee Assistance Programs.
- Vacations.
- Part-time operating.
- Shift operating.
- Work from home.

Elements of work-life Balance:

- Time Management.
- Stress Management.

Therefore, Work-life Balance = Time Management + Stress management.

Work-Life Balance within the BPO Sector:

India is one of the most preferred outsourcing destinations. Indian ITes BPO industry has been increasingly contributing to the domestic economy over the years. it's additionally providing a valuable

contribution to the service sector. Though value reduction and availability of skilled English-speaking employees are the key growth drivers within the industry, several alternative factors like access to talent, service quality, and productivity have kept the Indian ITes BPO business competitiveness within the global market. A number of the Human Resource connected problems receiving considerable attention within the BPOs are work conditions, organizational environment management-labor relationships, workforce empowerment, and work-life balance. Work-life balance is the stability characterized by the balancing of an individual's life complexness and dynamism with environmental and personal resources like family, community, employer, profession, geography, information, economics, personality, or values. Work-life balance has become a topic of concern because of the modern technological, demographic, market, and organizational changes related to it. The increasing demand for work-life balance has forced BPO corporations to require a number of the initiatives like alternative work arrangements, flexible operating hours, leave policies and advantages rather than family care responsibilities, and employee assistance programs. Such policies area unit referred to as 'work-life benefits and practices' (WLBP). Studies recommend that WLBP assist in improved employee commitment, morale, satisfaction, and performance as these reduce the amount and intensity of stress that employee's expertise. The availability of technology anywhere that assists within the connectivity of individuals has depicted the boundaries between work and personal life.

In the present-day situations after finishing a degree, it's tough to seek out jobs suited to the individual profiles. On the other hand, age and commitments of persons never stop, therefore it makes them get glad about whatever jobs he/she find and has to stay devoted to his/her employee. To some extent this is often acceptable, however within the later stages once an individual family develops, commitments increase, responsibilities increase, one has got to make sure that he/she takes out someday as leisure and invest constantly with the family too. This will assist in building better family attachments, smoothen family relationships, and strengthen family bonds. Over a while maybe a much better understanding is feasible. These days folks realize that they are missing their family life and therefore the prime reasons for this are long operating hours, stress and anxiety at the work, employees' endless targets, and high expectations. Tight terms and conditions, unfavorable and disconfirming work atmosphere, employee's discrimination on employee's unfavorable and unequal treatment, etc., can cause a great deal of stress and strain on individual and end in lack of morale and motivation, drop-in work potency and productivity. So, a single worker might go home with totally demoralized surroundings. This may unfold negative cascading impact in family lives too, and there is also the possibility for quarrels within the family which can surface into fights, separations, and even forthcoming generations might suffer. therefore, it's continually sensible to keep up correct diversity or balance between work-life, family life, and family lives. The work-life imbalance will bring out a lot of scope for increasing employee turnover, losing fairly profitable and result delivering employees to alternative organizations. Quality of labor life refers to the effective management of multiple responsibilities at work, at home, and within the alternative aspects of life. It's a problem that's necessary for the organizations and employees. Within the current economic situation, organizations area unit in trouble for higher productivity and wish employee with improved quality of work-life as a worker with a higher quality of work-life can contribute a lot of meaningfully towards structure growth and success. Family and personal life-related factors embody increasing participation of women within the workforce, increasing participation of childbearing women within the workforce, increasing participation of dual career couples within the workforce, increase in single-parent/single-person households, increase in child-care/ eldercare burden on employees and health and well-being concerns. Business process outsourcing (BPO) could be a developing business that's receiving vital attention from all alternative sectors like government, business, moreover as from academia. BPO is developed to source processes to a third party that's not core to an organization however area unit necessary for its everyday operations. India has the most variety of BPO corporations within the world and consequently the most studies and analyses created on this subject. BPOs area unit currently receiving extended tutorial attention handling multiple aspects like work conditions, organizational environment, and specific organization and work-related problems.

Features of BPO Workers in India:

The post principally classes of BPO workers are as follows: -

- Customer Care Executive 39%
- Team Leaders 32%
- Team Managers 29%

Customer Care Executive strengths are high than team leaders and team managers. Customer Care Executive performs a significant role within the BPO industry. Customer Care Executive Role is to inbound call or outbound call to the client.

Gender:

- Males 60%
- Females 40%

Males Gender is high than Females Gender within the BPO industry.

Shifts:

- 70% of employees work in the Night Shifts.
- 30% of the employees work in the Day Shifts.

In Night 70% of employees are operating because employees are operating with the timing of US and UK, dealing International Services.

On Day 30% of employees work due to dealing Domestic Services.

Working Hours:

- 10- 15 hours per day.

Youth:

The young generation is fascinated by BPO as a result of entering into BPO Sector is incredibly straightforward than into the other sector as a result of the BPO sector solely prepares within the communication skills.

2. Literature Review

Thompson (2002) classified work-life initiatives into 5 classes specifically (1) Time-based ways like flexi-time, telecommuting, and job sharing (2) Information-based ways like relocation help, elder care resources, company work-life balance computer network (3) Money-based ways like leave with pay, scholarships for dependents (4) Direct services like onsite childcare, caretaker services, and takeout dinners and (5) Culture modification ways like coaching or concentrate on employees' performance, not workplace face time.

Bruke (2002) discerned that each woman and men like operating in organizations that support work-life balance. Men are perceived to profit over women. Once work doesn't allow women to require care of their families, they feel sad, unsuccessful, and pissed off. They draw tight boundaries between work and family and they don't like one crossing the opposite.

Hyman (2004) discovered that organizational pressures, combined with lack of work position, lead to work intrusive into non-work areas of employees' lives. Such intrusions typically manifest themselves differently depending on the kind of work, the extent of autonomy, and organizational support.

Smitha S (2004) says that organizations' approach nowadays is merely towards building top-line and bottom-line growth and not in streamlining its H. R policies moving the work-life balance of their employee's families. Presently a time has closely approached wherever they need to work out a proper schedule to be prepared and fixed for its employees' when getting their due consent and willingness.

Bagozzi (2004) says that the organization's H. R module needs proper analysis in terms of its policy mechanisms on work schedules. A relaxed and flexible schedule can be able to bring employees back on track at the workplace and also equally enjoy with their families. Proper attachment at home and work can solely create an employee a true asset everywhere.

Helen De Cieri (2005) argues that organizations have to be compelled to attract and retain valued employees during an extremely competitive market could be a strong motivating factor for accrued organizational awareness and action regarding the implementation and management of WLB ways. Whereas some achievements have been made over the years, there stay substantial challenges for the uptake and management of WLB ways.

Gibson (2006) offered 2 explanations concerning the interconnection of work and life within the organization setting: (1) the compensation impact implies that employees tend to compensate for low work or personal life satisfaction by seeking happiness within the different domain; and (2) the spillover view that indicates that job satisfaction spills over into one's work life and vice-versa.

Sandhu (2006) says that particularly women operating within the services sector for extended hours notice it tough to balance family and work. Stress factors have a right away impact on work productivity. An added downside detected among these employees is that they quit their jobs when their marriages. Indirectly a company loses one worthy candidate who is eagerly waiting to take up the given task.

Alam (2009) has worked on the co-relation between operating hours and family life. He finds that each family and work-life balance get affected considerably on a mean with those employees operating for higher than 10 hours daily for his or her enterprises. Typically, there's no time to move out due to tight or busy schedules and additionally due to the deadlines to meet up with the targets allotted at the workplace. Company expectations clash with individual interests once tasks are allotted for additional hours than they ought to.

Bhargava and Baral (2009) are the opinions of that, though individuals work from home choices are given out. It's just for people who manage in working at urban locations and has been working at premier posts with senior designations. Thence this approach of the organizations might not bring several changes in work-life balances, as a result of their spouses might not have constant operating shifts and should miss out currently so.

Bhargava and Baral (2011) have analyzed that the family-friendliness of employers in India has been mirrored in numerous welfare provisions that are a matter of concern for employers since industrial enterprise. With time, the scope and coverage of such initiatives have broadened and become additional individual growth and family well-being adjusted.

Rakesh Yadav (2011) analyzed those factors like the absence of personal life, physical strains, unscheduled work hours were affecting the attrition from an HR perspective that can be reduced by giving additional break to employees who work ceaselessly in night shift for 5 days, compensating employees with wellness programs and stress busters and aligning employees' holidays with the clients' holidays.

Chitra D (2012) finds in her study that there's a right away affiliation between job satisfaction and work-life balance. Within the initial stages of employment, it's considerably necessary to grasp, however, jobs create employees feel comfy, however within the later stages, just in case it's found that employees get jaded in their monotonous works and lookout for a strong modification in work schedule, it's clear that they need a modification. If changes are created in their work, then work is allotted within the same spirit. It's better to respond authentically to earlier warning signals of employees.

3. Need of the Study

- a. *BPO* workers Balance their Work and life.
- b. About Psychological problems of *BPO* workers.
- c. Work-life balance Policies and Practices.
- d. To Study reasons for work-life imbalance in the *BPO* Sectors.
- e. To understand the probable solutions of work-life imbalances in the *BPO* Sectors.
- f. To know that in today's generation why Work-life balance is so important.
- g. To study the role of technology in the work-life balance and its consequences.
- h. To study Gender role in the work-life balance. Either male or Female who labor more to make balance their work and life.

4. Objectives of the Study

Based on the need the present study focused on the following objectives-

- To study the perception of employees towards factors affecting work-life balance.
- To study the satisfaction level of the employee due to work-life balance in the *BPO* sector.
- To study the steps taken by an employee to reduce work-life balance problems.
- To analyze the impact of work-life balance on employees' work life, family life, personal life, and on employees' relationship with management and employees.
- To analyze the impact of work-life balance on work productivity.
- To understand the expectations of *BPO* employees.

5. Research Methodology

Research Design

This study is described the *BPO* sector elaborately, explored in-depth their problem and coping strategies, and observed different expressions in different secondary sources. Thus, its research design includes Exploratory and Descriptive design to fulfill its objectives.

Research Tools

The study is based on Secondary data; therefore, the main tool was the internet, books, journals magazine, video recording, newspapers, etc.

Sampling Design

The present study is based on secondary sources thus sampling design is not applicable we restrict our study to the sample designs of the secondary sources for our work.

Universe: - *BPO* Workers of India as a whole but special emphasis is given to the workers of Bangalore and Chennai city.

Source and type of Data

The Source of data is secondary data through research papers on work-life balance in *the BPO* sector. Type of data is **Qualitative data** collected which shows all the dimensions and aspects of work-life balance and consequences of *BPO* workers over the work-life balance in the *BPO* sector. Data is realistic and genuine to understand the work-life balance in *BPO* Sector.

6. Method of Data Analysis

Secondary Data is analyzed through **Comparison**, **Perception** chart, and **Observation** points were enlisted from various Research Papers regarding work-life balance in the *BPO* Sector.

7. Limitations of the Study

- Sample of study taken only from four research papers due to sort of sources.
- Universe of the study taken of Bangalore and Chennai city only which show limitation of the Study in two cities only.
- The *BPO*'s Companies established in the rural areas were not covered.
- International situated *BPO*'s companies were not covered.

8. Analysis

The study is based on Bangalore and Chennai city research papers of work-life balance in the *BPO* sector the objective-wise results of their content analysis are given below.

8.1 The perception of employees towards factors affecting work-life balance

In Bangalore city, *BPO* workers had perception towards factors affecting work-life Balancecare 20% long working hours, 24% Repetitive work, 40% Employers Pressure, and 16% never-ending expectations of the employer.

In Chennai city, *BPO* workers had perception towards factors affecting work-life Balancecare 25% working hours, 25% work overload, 30% Psychological distress, 20% Physical Health.

Bangalore City	%	Chennai City	%
Long working hours	20	Working hours	25
Repetitive work	24	Work overload	25
Employer's pressure	40	Psychological distress	30
Never-ending expectations of the employer	16	Physical health	20

The analysis is done through Bangalore and Chennai city *BPO* sectors is that the perception of Employees towards factors affecting work-life balance are long working hours, repetitive Work, Employers Pressure, work overload, psychological distress, and physical health.

¹ S.M.Chockalingam(2018). A study of work-life Balance of BPO workers in Bangalore City Research paper. https://www.researchgate.net/publication/326413065_A_Study_on_Work_Life_Balance_of_it_Enabled_Bpo_Workers_in_Bangalore_City_Karnataka retrieved on July 2018.

K.Padmini (2013). A study on quality of work life in BPO sector in Chennai city Research paper. [https://www.worldwidejournals.com/indian-journal-of-applied-research-\(IJAR\)/article/a-study-on-quality-of-work-life-in-bpo-sector-with-reference-to-chennai-city/MjgxMA==/?is=1](https://www.worldwidejournals.com/indian-journal-of-applied-research-(IJAR)/article/a-study-on-quality-of-work-life-in-bpo-sector-with-reference-to-chennai-city/MjgxMA==/?is=1) retrieved on 12 dec.2013.

8.2 Satisfaction Level of an employee due to work-life balance in the BPO sector.

In Bangalore city BPO workers had satisfaction levels at their work-life Balance are 20% Highly Satisfied, 32% Satisfied, and 48% Not Satisfied.

In Chennai city BPO workers had satisfaction levels at their work-life Balance are 5% Highly Satisfied, 85% Not Satisfied, and 10% is Satisfied.

Bangalore City	%	Chennai City	%
Highly Satisfied	20	Highly Satisfied	5
Satisfied	32	Satisfied	10
Not Satisfied	48	Not Satisfied	85

2

The analysis is done through Bangalore and Chennai city BPO sectors is that satisfaction level of Employee due to work-life balance in the BPO sector is concluded that highly Percentage of employees not satisfied with their work and life.

8.3 The Steps were taken by employees to reduce work-life balance Problems.

In Bangalore city, BPO workers' steps taken to reduce work-life balance Problems are 28% Flexible working hours, 20% Fixed holidays, 22% Job Rotation, and 30% Employees Positive feedback.

In Chennai city, BPO workers steps taken to reduce work-life balance Problems are 30% flexible working hours, 10% Parental Leave, 13% Job sharing Scheme, 12% shorter working week, 15% Casual Leave, 20% Earned Leave.

Bangalore City	%	Chennai City	%
Flexible working hours	28	Flexible working hours	30
Fixed holidays	20	Parental leave	10
Job rotation	22	Job sharing scheme	13
Employees positive feedback	30	Shorter working week	12
		Casual leave	15
		Earned leave	20

3

The analysis is done through Bangalore and Chennai city BPO sectors is that the steps taken by the employee to reduce work-life balance problems are flexible working hours, fixed holidays, job rotation, employee positive feedback, parental leave, job sharing scheme, shorter working week, casual leave and earned leave.

8.4 The impact of work-life balance on employees' work life, family life, personal life, and on employees' relationships with management and employees.

The impact of work-life balance on employees' work life, family life, personal life, and on Employees' relationship with management and employees according to Bangalore city BPO workers are 5% self-health, 10% family and friends, 25% relationship with colleagues & management and 60% work environment.

² S.M.Chockalingam(2018). A study of work-life Balance of BPO workers in Bangalore City Research paper. https://www.researchgate.net/publication/326413065_A_Study_on_Work_Life_Balance_of_it_Enabled_Bpo_Workers_in_Bangalore_City_Karnataka retrieved on July 2018.

K.Padmini (2013). A study on quality of work life in BPO sector in Chennai city Research paper. [https://www.worldwidejournals.com/indian-journal-of-applied-research-\(IJAR\)/article/a-study-on-quality-of-work-life-in-bpo-sector-with-reference-to-chennai-city/MjgxMA==/?is=1](https://www.worldwidejournals.com/indian-journal-of-applied-research-(IJAR)/article/a-study-on-quality-of-work-life-in-bpo-sector-with-reference-to-chennai-city/MjgxMA==/?is=1) retrieved on 12 dec.2013.

³ S.M.Chockalingam(2018). A study of work-life Balance of BPO workers in Bangalore City Research paper. https://www.researchgate.net/publication/326413065_A_Study_on_Work_Life_Balance_of_it_Enabled_Bpo_Workers_in_Bangalore_City_Karnataka retrieved on July 2018.

K.Padmini (2013). A study on quality of work life in BPO sector in Chennai city Research paper. [https://www.worldwidejournals.com/indian-journal-of-applied-research-\(IJAR\)/article/a-study-on-quality-of-work-life-in-bpo-sector-with-reference-to-chennai-city/MjgxMA==/?is=1](https://www.worldwidejournals.com/indian-journal-of-applied-research-(IJAR)/article/a-study-on-quality-of-work-life-in-bpo-sector-with-reference-to-chennai-city/MjgxMA==/?is=1) retrieved on 12 dec.2013.

The impact of work-life balance on employees' work life, family life, personal life, and on Employees' relationships with management and employees according to Chennai city BPO workers are 3% self-health, 25% family and friends, 20% relationship with colleagues & management, 40% work environment, 10% social, and 2% Spiritual.

Bangalore City	%	Chennai City	%
Self-health	5	Self-health	3
Family and friends	10	Family and friends	25
Relationship with colleagues and Management	25	Relationship with colleagues and Management	20
Work environment	60	Work environment	40
		Social	10
		Spiritual	2

4

The analysis is done through Bangalore and Chennai city BPO sector is that the impact of work-life balance on employees work life, family life, personal life and on employees' relationship with management and employees are low engage towards self-health, spiritual, medium engage towards family, friends, social, colleagues, and management and highly engage towards the work environment.

8.5 The impact of work-life balance on work productivity.

The impact of work-life balance on work productivity of BPO workers in Bangalore city is 34% affects work productivity, 36% reduces confidence, and 30% Spoils relationship.

The Impact of work-life balance on work productivity of BPO workers in Chennai city is 20% Low Confidence, 20% Low Morale, 10% Lack of Enthusiasm towards work, 50% Error in productivity output.

Bangalore City	%	Chennai City	%
Affects work productivity	34	Errors in productivity output	50
Reduces confidence	36	Low confidence	20
Spoils relationships	30	Low morale	20
		Lack of enthusiasm towards work	10

5

The analysis is done through Bangalore and Chennai BPO sector is that the impact of work-life balance on work productivity is low confidence, low morale, lack of enthusiasm, spoils relationships and affects work productivity.

8.6 The expectations of BPO Employees.

In Bangalore city, BPO workers had expectations toward work-life balance are 28% Flexible working hours, 20% fixed holidays, 22% Job Rotation, and 30% Employees Positive feedback.

In Chennai city, BPO workers had expectations towards work-life balance are 30% Flexible time, 20% Half-time work, 25% work from Home, 25% job sharing Scheme.

⁴ S.M.Chockalingam(2018). A study of work-life Balance of BPO workers in Bangalore City Research paper. https://www.researchgate.net/publication/326413065_A_Study_on_Work_Life_Balance_of_it_Enabled_Bpo_Workers_in_Bangalore_City_Karnataka retrieved on July 2018.

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⁵ S.M. Chockalingam (2018). A study of work-life Balance of BPO workers in Bangalore City Research paper. https://www.researchgate.net/publication/326413065_A_Study_on_Work_Life_Balance_of_it_Enabled_Bpo_Workers_in_Bangalore_City_Karnataka retrieved on July 2018.

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Bangalore City	%	Chennai City	%
Flexible working hours	28	Flexible time	30
Fixed holidays	20	Half-time work	22
Job rotations	22	Work from home	35
Employee positive feedback	30	Job sharing scheme	13

The analysis is done through Bangalore and Chennai city BPO sector is that expectations of BPO employees are flexible working hours, fixed holidays, job rotation, half-time work, work from home, and Job-sharing scheme.

9. Discussion

BPO organizations have to create flexible working conditions, job sharing, job rotation, fixed working hours, shorter working week, no overtime work, no unofficial work, holiday on Saturday and Sunday, paid sick leave, paid emergency leave, vacations holidays in a year, telecommunication facilities to talk to elder parents and children during work, work from home facilities for good work-life balance. Work overload is the demand of the organization which pulls down the satisfaction level of BPO workers towards the job, which show error in the productivity and impact on the performance level of the employee which causes low confidence level, low morale, and lack of enthusiasm towards work and workers finally decided to leave the job which impact to the organization through knowledge workers and talented workers went out and employee turnover increases. To make proper work-life balance culture in the organization the BPO industry has to build Proper Work-life balance policies and practices for the employees. How to implement leisure work in their life apart of work this type of learning activities should an organization implement in their organization which is lacking presently. BPO workers suffered from psychological problems such as stress, tension, anxiety, etc. and posture problems due to incorrect posture remains long hours working which is a lack of human engineering in the organization. BPO workers focus more on work than life because of career growth, earning money, and aligning daily targets of the organization. Night –Shift workers had spoiled their life balance due to being unable to give time to their elder parents, spouse, sister, children, neighbors, and friends. Work-life imbalance culture in the organization caused attrition rate high & retention rate low.

In the BPO Industry, there should be training, coaching, counseling center for how to balance work and life together with no problems.

BPO Workers are facing lots of Problems in balancing their life and working properly. Work-life balance is very important nowadays. If Men want to do work in the BPO industry then he accepts the challenges of the night shift and owns a transportation facility. BPO workers know to speak English as well as Hindi languages because communication only tool between clients and BPO workers to make a deal. BPO workers are reserved kind of people they are only keen on their work.

10. Conclusion

A satisfied employee is more likely to do remain with the organization, come to work regularly contribute to high performance, contribute organizational goals and effectiveness, work as a positive force within the organization, help to build a strong culture, have more commitment to the organization, keep his interest to employee ethics and so on. BPO companies are trying to bring in work-life balance of the employees by taking care of the factors like working, from home, flexi-time, and swap to retain talent, enhance the quality of work and keep the employees happy. The study reveals that employees perceive the quality of work-life as a conducive environment; the organization should provide them with the required training and resources whenever necessary it will helpful for their career growth. While certain elements like employees' participation in framing the policies and taking key decisions, effective communication of organizations policies can be strengthened to make work and personal life of employees highly balanced. The factor determining the dissatisfaction with the quality of work-life in the organization were lack of income and fair compensation, safe and healthy working conditions, opportunities and developed human capacity, the opportunity for career growth. The growing

⁶ S.M. Chockalingam (2018). A study of work-life Balance of BPO workers in Bangalore City Research paper. https://www.researchgate.net/publication/326413065_A_Study_on_Work_Life_Balance_of_it_Enabled_Bpo_Workers_in_Bangalore_City_Karnataka retrieved on July 2018.

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diversity of family structures represented in the workforce, including dual-earner couples, single parents, blended families, BPO workers with eldercare responsibilities, and the increasing number of people choosing to live alone, have heightened the relevance of balancing work and life roles for a substantial segment of employed men and women. It can be said that work-life balance is a very important issue in the human resource management field and it has a vital impact on the productivity and growth of both the organization and the employee. Employees are the real assets of the organization and they need to be seen with extreme care because they work for the organization with their whole-hearted efforts. Many factors are acting as supporting elements for employees to achieve a balance between work and personal life. The study found that there is dissatisfaction among the employees regarding the quality of work-life in the BPO sector. Work-life is all about a measure about controlling when, where, and how they work. If they are expected to have cost-effective resources they will very soon slip out of the organization and will remain as a particular case for increasing employee turnover rate, by this credibility of the organizations remain affected. Work-life balance requires cooperation and coordination at the national, governmental, organizational, as well as individual levels. These societal developments have greatly increased the complexities of the interface between work and life roles. Employees are the prime people who will be there with the organization for longer periods if they receive humanistic treatments. The flexibility of work alleviates stress and helps in better time management. If they are utilized as professional resources, they will remain loyal, dedicated, and committed to the organization. In the BPO sector work schedule is unusual. Employees living with joint families are more comfortable when compared to those from nuclear families. All these factors are responsible for the dissatisfaction among the employees of BPO.

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