

E-ISSN: 2708-4523

P-ISSN: 2708-4515

Impact Factor (RJIF): 5.61

AJMC 2025; 6(2): 1036-1039

© 2025 AJMC

www.allcommercejournal.com

Received: 02-08-2025

Accepted: 04-09-2025

R Maharaja

Ph.D. Research Scholar,
Department of Commerce,
Alagappa University,
Karaikudi, Tamil Nadu, India

S Sambath

Ph.D. Research Scholar,
Department of Management
Studies, Pondicherry
University, Puducherry, India

A Surenthar

Ph.D. Research Scholar,
Department of Banking
Technology, Pondicherry
University, Puducherry, India

A Vignesh

Ph.D. Research Scholar,
Department of Banking
Technology, Pondicherry
University, Puducherry, India

K Prem

Ph.D. Research Scholar,
Department of Banking
Technology, Pondicherry
University, Puducherry, India

V Imayavendan

Assistant Professor, PSG
Institute of Management,
Coimbatore, Tamil Nadu,
India

Corresponding Author:**R Maharaja**

Ph.D. Research Scholar,
Department of Commerce,
Alagappa University,
Karaikudi, Tamil Nadu, India

Work-life balance and its effect on the performance of it employees in Chennai city

R Maharaja, S Sambath, A Surenthar, A Vignesh, K Prem and V Imayavendan

DOI: <https://www.doi.org/10.22271/27084515.2025.v6.i2l.827>

Abstract

Chennai's Information Technology (IT) sector has seen exponential growth, offering numerous employment opportunities while posing challenges related to maintaining a healthy work-life balance. This study investigates the impact of work-life balance on the performance of IT employees in Chennai City. The objective is to examine how flexible working hours, workload, organizational support, and personal responsibilities influence job performance. A descriptive research methodology was employed, utilizing primary data collected through structured questionnaires from IT professionals across various companies. The results indicate a strong positive correlation between effective work-life balance and improved employee performance, including higher productivity, reduced stress levels, and enhanced job satisfaction. The study underscores the importance of implementing supportive policies such as remote working options, wellness programs, and time management training to improve work-life integration. It concludes that organizations prioritizing employee well-being can expect better performance and lower attrition rates. This research offers valuable insights for HR professionals and organizational leaders aiming to foster a more balanced and productive work environment in the IT industry.

Keywords: Work-life balance, employee performance, IT sector, organizational support, Chennai

Introduction

In today's fast-paced and highly competitive business environment, the concept of work-life balance has become increasingly significant, especially in the Information Technology (IT) sector. Chennai, being one of India's leading IT hubs, is home to a large number of professionals who often face long working hours, high job demands, and tight deadlines. While the IT industry offers lucrative job opportunities and career growth, it also presents unique challenges in maintaining a healthy balance between work responsibilities and personal life.

Work-life balance refers to the equilibrium between professional duties and personal commitments, allowing individuals to effectively manage both without compromising either. For IT employees, maintaining this balance is crucial, as prolonged stress and workload can lead to burnout, reduced productivity, and job dissatisfaction. On the other hand, a healthy work-life balance can enhance motivation, improve performance, and contribute to overall well-being.

This study aims to explore the relationship between work-life balance and the performance of IT employees in Chennai City. It seeks to identify the key factors influencing this balance, such as organizational support, work flexibility, and personal coping strategies. Understanding this relationship is vital for organizations aiming to improve employee efficiency, retention, and satisfaction in an industry that is constantly evolving and demanding.

Review of Literature

Greenhaus and Beutell (1985) introduced the concept of work-family conflict, identifying time-based, strain-based, and behavior-based conflicts that arise when work and personal life demands are incompatible. Their foundational work highlights how imbalance negatively affects personal and job performance.

Frone, Russell, and Cooper (1992) conducted a study indicating that poor work-life balance

results in higher stress levels, lower job satisfaction, and increased absenteeism. This finding is particularly relevant in the IT industry, where stress and long hours are prevalent. Manikandan and Lavanya (2021) ^[21] studied the relationship between remote work during the COVID-19 pandemic and performance. In Chennai's IT sector, remote work improved WLB for many but created new challenges around boundary management.

Saranya and Saravanan (2020) ^[16] conducted a study in Chennai and found that flexible working hours significantly improved employee satisfaction and job performance in IT companies.

Nirmala and Santhi (2019) ^[11] conducted a focused study on IT employees in Chennai and concluded that companies that implemented flexible work policies saw a significant increase in employee performance and engagement.

Natarajan and Nagar (2018) ^[19] assessed how organizational culture influences work-life balance. In Chennai-based IT firms, they found that firms with open, supportive cultures had employees with higher motivation and output.

Pradhan and Jena (2017) ^[9] analyzed the link between work-life balance and employee performance across Indian industries. They found a positive correlation, stating that better balance leads to improved productivity, lower absenteeism, and better morale.

Rani and Sundaram (2017) ^[14] studied IT professionals in Chennai and discovered that work-life imbalance contributed to reduced innovation and lower employee morale, particularly among those with young children or eldercare responsibilities.

Sundararajan and Thangavel (2016), in their study on IT employees in Chennai, observed that flexible working hours and remote working options significantly improved employees' work-life balance and, consequently, their performance and morale. They emphasized the role of organizational policies in fostering a supportive work environment.

Kumar and Janakiram (2015) ^[10] conducted a study in Chennai and found that IT employees faced high work pressure due to demanding projects and tight deadlines, leading to poor work-life balance. The study suggested that flexible work schedules and employee wellness programs could mitigate the issue.

Sudha and Karthikeyan (2014) ^[12] explored how flexible working conditions in IT companies improved the performance of employees by reducing stress and increasing job satisfaction. Their study, which included participants from Chennai, concluded that work-life balance initiatives were critical for employee retention.

Parikh and Garg (2014) ^[8] studied IT professionals in India and found that work-life balance significantly influenced job satisfaction and organizational commitment. Long working hours and lack of flexibility were cited as major stressors in IT firms.

Mehta and Mehta (2014) ^[18] reported that Indian IT firms with higher gender diversity and work-life policies had more engaged and high-performing employees.

Vijayalakshmi and Karthikeyan (2014) ^[12] investigated gender differences in work-life balance in Chennai IT companies and found that female employees faced more challenges, directly impacting their performance and promotion opportunities.

Padma and Reddy (2013) explored stress and work-life balance among IT professionals in India and found that

excessive workload and lack of time management contributed to burnout and reduced effectiveness at work. The study recommends wellness programs and stress management workshops as remedial measures.

Jyothi and Jyothi (2012) ^[13] emphasized that poor work-life balance among IT employees leads to burnout and decreased job involvement. They found that supportive supervisors and flexible scheduling played a key role in improving performance.

Sheel, Sindhwani, and Goel (2012) ^[15] found that organizational support systems, such as telecommuting and parental leave, enhance employee commitment and reduce turnover in IT firms.

Bhargava and Baral (2009) ^[17] explored how work-family enrichment impacts job performance. They found that employees who were supported in managing their personal lives reported higher work engagement and creativity.

Kalliath and Brough (2008) defined work-life balance as an individual's perception of how well one manages responsibilities across work and personal domains. Their study underlined that employees with better perceived balance tend to exhibit higher organizational commitment and performance.

Rajadhyaksha and Smita (2004) ^[7] explored work-life balance in the Indian context and highlighted how cultural expectations in India complicate the work-life interface, especially for women professionals in urban areas.

Needs of the Study

The rapid expansion of the IT industry in Chennai has brought with it both opportunities and challenges for employees. With increased workloads, long working hours, and the pressure to meet tight deadlines, many IT professionals struggle to maintain a healthy work-life balance. This imbalance can lead to stress, burnout, decreased job satisfaction, and ultimately, reduced performance. Despite the importance of this issue, there is a lack of focused research on how work-life balance specifically affects the performance of IT employees in the Chennai context. Understanding this relationship is essential for organizations to develop effective policies that support employee well-being while enhancing productivity. This study is needed to bridge the gap in existing literature and to provide insights into the factors influencing work-life balance and performance. It will help organizations implement strategies that create a healthier work environment and promote sustainable employee performance in a highly competitive industry.

Scope of the Study

This study focuses specifically on IT professionals in Chennai and may not fully represent other sectors or regions. However, the findings aim to provide valuable insights for HR practices and policy-making in similar urban tech environments.

Objectives of the Study

1. To explore the relationship between work-related stress and work-life balance.
2. To understand the challenges faced by IT employees in achieving work-life balance.
3. To determine the correlation between job satisfaction and work-life balance.

Methodology of the Study

This study employs a descriptive research design to investigate the relationship between work-life balance and the performance of IT employees in Chennai. The primary objective is to analyze how various aspects of work-life balance influence employee productivity, job satisfaction, and stress levels within the IT sector.

Area of the Study: The study was conducted in Chennai, one of India's major IT hubs, which hosts numerous

national and multinational IT companies.

Sample Size

The target population includes IT professionals working in various IT firms across Chennai. A convenience sampling technique was used to collect data from 200 respondents, ensuring representation across different age groups, genders, job roles, and years of experience.

Data Analysis

Table 1: Demo-Graphic Profile of the Respondents

S. No	Variables	Categories	No. of. Respondents	Percentage
1	Gender	Male	135	67.50
		Female	65	32.50
2	Age	Below 25	115	57.50
		26 – 35	60	30.00
		36 – 45	13	6.50
		Above 46	12	6.00
3	Marital Status	Married	75	37.50
		Unmarried	125	62.50
4	Experience	Less than 1 year	31	15.50
		1-3 Years	156	78.00
		4-6 Years	13	6.50

Source: Primary

The Demographic profile of the respondents reveals that the majority of the respondents are Male, 135 (67.50%), and the age distribution of more than half of the respondents is below 25 years, 115 (57.50%). Regarding marital status, the

majority are unmarried, 125 (62.50%), and the largest experience share of the respondents, 156 (78.00%), have 1-3 years of experience.

Table 2: Employee Measurement Level of Work-Related Stress and Work Life Balance

S. No	Particulars	S.A	A	N	D.A	S.D.A	Total
1	I frequently feel overwhelmed by my work responsibilities.	50 (25.00%)	25 (12.50%)	70 (35.00%)	30 (15.00%)	25 (12.50%)	200 (100%)
2	Work-related stress affects my ability to spend quality time with family or friends.	55 (27.50%)	30 (15.00%)	33 (16.50%)	35 (17.50%)	47 (23.50%)	200 (100%)
3	My workload is a major factor affecting my work-life balance.	31 (15.0%)	92 (46.00%)	30 (15.00%)	27 (13.50%)	20 (10.00%)	200 (100%)
4	High job pressure impacts my mental and emotional well-being.	4 (2.00%)	38 (19.00%)	66 (33.00%)	52 (28.00%)	40 (20.00%)	200 (100%)
5	I find it difficult to disconnect from work even after working hours.	18 (9.00%)	27 (13.50%)	95 (47.50%)	32 (16.00%)	28 (14.00%)	200 (100%)

Note: S.A - strongly agree, A - Agree, N – Neutral, D.A – Disagree, S.D.A – Strongly Disagree

Source: Primary

After Table 2, it is clear that out of 200 respondents, 70 (35.00%) respondents Neutral that they feel overwhelmed by their work responsibilities, 55 (27.50%) respondents Strongly Agree that work-related stress affects their ability to spend quality time with family or friends, 92 (46.00%)

respondents Agree that a major factor affecting my work-life balance, 66(33.00%) respondents are Neutral with high job pressure impacts my mental and emotional well-being, 95(47.50%) respondents are Neutral with difficult to disconnect from work even after working hours.

Table 3: Satisfaction Level of Job and Work-Life Balance

S. No	Particulars	S.A	A	N	D.A	S.D.A	T
1	I feel Satisfied with my Current Job role.	82 (41.00%)	58 (29.00%)	52 (26.00%)	8 (4.00%)	0	200 (100%)
2	A healthy work-life balance increases my job satisfaction.	90 (45.00%)	52 (26.00%)	28 (14.00%)	20 (10.00%)	10 (5.00%)	200 (100%)
3	When I maintain a good balance between work and personal life, I perform better at my job.	10 (5.00%)	25 (12.50%)	50 (25.00%)	84 (42.00%)	31 (15.50%)	200 (100%)
4	My satisfaction with work-life balance influences my decision to stay with the organization.	9 (4.50%)	40 (20.00%)	42 (21.00%)	68 (34.00%)	41 (20.50%)	200 (100%)
5	I would recommend my organization to others based on its support for work-life balance.	9 (4.50%)	15 (7.50%)	28 (14.00%)	20 (10.00%)	128 (64.00%)	200 (100%)

Note: S.A - strongly agree, A - Agree, N – Neutral, D.A – Disagree, S.D.A – Strongly Disagree

Source: Primary

After Table 3, it is found that out of 200 respondents, 82 (41.00%) respondents are strongly agree with my current job role, 90 (45.00%) respondents are work-life balance increases my job satisfaction, 84 (42.00%) respondents are maintain a good balance between work and personal life, I perform better at my job, 68 (34.00%) respondents are the satisfaction with work-life balance influences my decision to stay with the organization, 128 (64.00%) respondents are recommend my organization to others based on its support for work-life balance.

Conclusion

The study on work-life balance and its effect on the performance of IT employees in Chennai City concludes that maintaining a healthy balance between professional responsibilities and personal life is crucial for enhancing employee performance, job satisfaction, and overall well-being. With the IT sector known for demanding schedules, long hours, and high-pressure environments, employees often struggle to manage personal commitments alongside their professional obligations. The research findings indicate that a positive work-life balance leads to increased motivation, better time management, reduced stress, and higher productivity levels among employees. It also reveals that organizational support, such as flexible working hours, remote work options, and wellness initiatives, plays a key role in enabling employees to achieve this balance. On the other hand, a lack of balance can lead to burnout, absenteeism, and reduced job efficiency. The study underscores the need for IT companies in Chennai to recognize the value of work-life integration as a strategic priority for long-term growth and employee retention. By implementing policies that support personal and professional harmony, organizations can build a more engaged, loyal, and high-performing workforce. Thus, fostering a culture that values work-life balance is not just beneficial for employees but also essential for organizational success in the competitive IT industry.

References

1. Nithya M, Kavitha M, Maheswari GS. Work-life balance and its impact on job performance: a study with special reference to women police in Chennai City. In: 2025 International Conference on Automation and Computation (AUTOCOM); 2025 Mar. p. 1265-70. IEEE.
2. Panneerselvam D. Work-life balance of Indian women employees in IT and banking sectors: Chennai City case study [dissertation]. Dublin: National College of Ireland; 2020.
3. Priya GR. A study on work-life balance of women employees in the IT sector with special reference to Chennai city. Turk Online J Qual Inq. 2021;12(7).
4. Raja S. The impact of work-life balance on the wellbeing of employees in the IT companies in Chennai.
5. Tamilarasi K. A study on work-life balance of women in Chennai. Fam Life. 12:0-923.
6. Uma Maheswari R, Geetha R. A study on problems related to work life balance among women employees in the IT sector regarding Chennai.
7. Rajadhyaksha U, Smita S. Tracing a timeline for work and family research in India. Econ Polit Wkly. 2004;39(17):1674-80.
8. Parikh S, Garg P. The impact of work-life balance policies on employees' job satisfaction and organizational commitment – a study of IT companies in India. Int J Manag Sci. 2014;3(3):108-17.
9. Pradhan RK, Jena LK. Employee performance at workplace: conceptual model and empirical validation. Bus Perspect Res. 2017;5(1):69-85.
10. Kumar S, Janakiram B. Work-life balance: a study on IT professionals in Chennai. Int J Bus Adm Res Rev. 2015;3(10):136-40.
11. Nirmala R, Santhi R. Impact of work-life balance on the performance of employees in IT companies in Chennai. Asian J Res Bus Econ Manag. 2019;9(2):15-23.
12. Sudha J, Karthikeyan P. Work-life balance of women employees: a literature review. Int J Manag Res Rev. 2014;4(8):797.
13. Jyothi V, Jyothi P. Assessing work-life balance: from emotional intelligence and role efficacy of executives. Adv Manag. 2012;5(6):35-43.
14. Rani M, Sundaram D. Work-life balance of IT employees in Chennai city. Int J Res Commer IT Manag. 2017;7(6):41-6.
15. Sheel S, Sindhwani RK, Goel A. Work-life balance: a comparative study of women in senior management and other levels in the IT sector in India. Int J Organ Behav Manag Perspect. 2012;1(1):95-104.
16. Saranya M, Saravanan P. A study on the work-life balance of IT employees in Chennai city. Int J Res Anal Rev. 2020;7(3):645-51.
17. Bhargava S, Baral R. Work-life balance practices in India: a comparative study of organizations across sectors. Indian J Ind Relat. 2009;44(4):554-66.
18. Mehta R, Mehta M. Work-life balance and job satisfaction among working women in the IT sector. J Bus Manag. 2014;16(4):35-42.
19. Natarajan R, Nagar D. Organizational culture and its impact on work-life balance and performance of IT employees. Asian J Multidimens Res. 2018;7(5):124-34.
20. Vijayalakshmi V, Karthikeyan P. Work-life balance of women employees in IT industry with special reference to Chennai. Int J Innov Res Dev. 2014;3(4):210-4.
21. Manikandan K, Lavanya S. Remote work and its impact on work-life balance and productivity: a study of IT employees in Chennai. J Manag Res Anal. 2021;8(2):56-62.