

## Impact of Work-Life Balance on Job Performance of Women Employees

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### ABSTRACT

**Introduction:** Work-life balance has been shown to have a significant impact on work performance and employee participation in his organisation. Employees' productivity and job satisfaction rise when they have a nice work life. The financial sector, educational institutions, and hospitals have been the focus of service industry study. Unfortunately, relatively little attention has been paid to the BPO industry, which employs a substantial number of urban residents. There is a scarcity of research on work-life balance in this industry, particularly among female employees.

**Objective:** The present study find out job performance and work-life balance of female BPO employees.

**Methodology:** For this objective, 280 women employees were chosen from three distinct BPOs: local, global, and domestic-international using a purposive sample approach. The study was both analytical and descriptive in character. A multi-method strategy to data collecting was adopted. Data collected with the help 5point likert scale questionnaire.

**Result:** The result shows that a happy work life, according to 77.8 percent of employees, lowers absenteeism, employees believe that a happy work life is useful in reducing employee turnover and improving productivity by 89.3 percent and 85.7 percent, respectively and more than 70% of employees believe that WLB improves physical and mental health, promotes morale, and increases job dedication.

**Conclusions:** The current research was an intriguing study that provided light on the working circumstances of BPO personnel and their impressions of them. Although the BPO business is renowned as the finest paymaster at the entry level, employees are dissatisfied with their working circumstances and the whole atmosphere.

**Keywords:** Work Life, BPO, Employees, Job satisfaction, employee performance

### INTRODUCTION

Human resources are, without a doubt, an organization's most valuable asset. All other resources can be simply controlled if human resources are appropriately managed. As a result, organisations must guarantee that their human resources have a decent quality of life at work. Work-life balance has been shown to have a significant impact on work performance and employee participation in his organisation. Employees' productivity and job satisfaction rise when they have a nice work life. It also minimises employees' proclivity for absenteeism. A positive work environment helps to reduce employee stress and incidences of stress-related burnout. This contributes to the enhancement of employees' health. Individual and organisational productivity increases as a result.

A great deal of study has been done in the topic of work-life balance. According to a review of existing literature, different researchers have focused on different aspects of work-life balance. Though much study has been conducted on the many aspects of work-life balance, the majority of it has been conducted in the manufacturing business. The financial sector, educational institutions, and hospitals have been the focus of service industry study. Unfortunately, relatively little attention has been paid to the BPO industry, which employs a substantial number of urban residents. There is a scarcity of research on work-life balance in this industry, particularly among female employees. As a result, there is an urgent need to address this research vacuum and conduct study on the job performance and work-life balance of female BPO employees. Thus, the researcher investigates the influence and link between work-life balance and employee performance in this study.

Human resources in the organisation are seen to be the most significant asset for the survival and continued progress of the society in today's globalised economy. It is not the amount of individuals who separate rich and progressing civilizations from others, but their calibre, talents, and character. Today's culture is known as the "knowledge society," since cerebral pursuits have surpassed physical activities. Every company today seeks to hire "knowledge employees." High-quality human resources are essential to move the economy toward prosperity and well-being. Positive work attitudes, knowledge, skills, dedication, and loyalty describe a high-quality staff. This is supported by a desire to succeed, collaboration and teamwork, as well as a readiness to experiment, adopt, and modify.

The efficacy of every company is determined by the quality and efficiency of its human resources. In today's fast-paced world, it is more important than ever before to manage an organisation properly. In practically every industry, attrition rates are increasing at an alarming rate. In this circumstance, one of the most significant components of the job that secures workers' long-term relationship with the organisation is the quality of work life. Work-life balance is important for overall work satisfaction and employee participation in the business. Work-life balance is a mindset or strategy that may pervade many different job activities. Work-life balance assesses how favourable or unfavourable the work environment is for those who work in the organisation.

Employee job performance is greatly influenced by the quality of their work life. Many researchers have looked at this. According to Aketch et al. (2012), there is a substantial association between workers' well-being at work and organisational success. Their summary of work-life balance characteristics are applicable to practically all enterprises. The significant link between employee well-being at work and organisational success emphasises the necessity of evaluating work life, organisational performance, and motivation as vital components to a company.

Employees' emotional stress is mostly generated by the fact that they have a responsibility to their families as well as being expected to deliver and achieve their goals at work. It's like walking a tightrope when juggling family and professional duties. All employees experience this mental and physical stress, which manifests as irritation, hypertension, and other symptoms, and each employee manages it in his or her own unique way. The way individuals deal with work-related stress varies from person to person. Organizations prioritise workers' education, experience, and previous track record, but they rarely inquire about their family obligations.

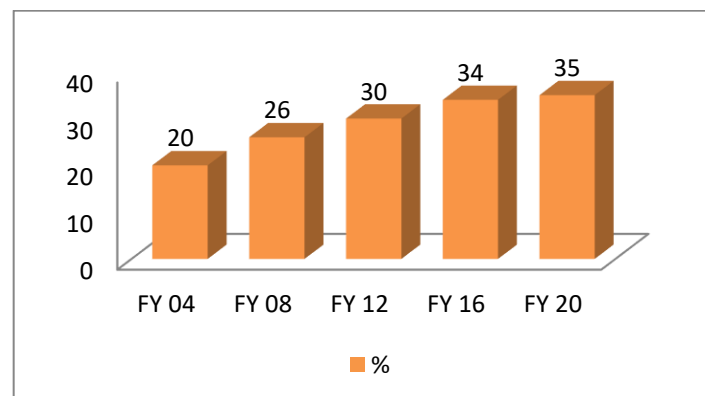
### WOMENWORKERS IN BPOINDUSTRY

The worldwide Business Process Outsourcing industry is expected to quadruple in size by 2020. Such rapid development has had & will continue to have enormous financial benefits for Asia. This breakthrough has resulted in an initiative in India to increase number of women in BPO sector by an astounding 50%. It is said that in countries such as India, where women have historically faced historical & ingrained prejudice, BPO employment provides both challenges to conventional preconceptions, opportunity, & prospective expectation (Forey 2013).

The late 1980s saw the introduction of liberalisation policies, i.e. the removal of the state from direct involvement in social and economic development, which UNICEF called a "lost decade for development" (Boserup, 2008). Because liberalisation and globalisation have increased inequities between rich and developing nations, as well as within ones. 'The Indian IT-BPO business has established high standards in gender inclusion,' said Nasscom Vice President Sangeeta Gupta. Women are an important and significant element of our workforce, & their involvement in workforce is viewed as a major enabling factor for industry's continuing success (Nasscom 2009).

Women now account for 34 percent of IT-BPO workforce (about 1.3 million female employees), an increase of around 1.8 times since 2009. Around 10 percent of these women hold high managerial roles. Furthermore, 28 percent of the segment's female employees are vital bread suppliers, demonstrating the evolving trend of women's employment & engagement in industry (PwC 2016). A woman makes up one out of every three employees in India's \$143 billion IT-BPO market (Nasscom Diversity & Inclusion Summit 2016).

According to the most recent estimates, the proportion of organizations with more than 20% women at the highest levels has risen to about 60%, with approximately 51% of enterprises having more that 20% women in the C-suite (top-level). Women's participation in the IT/BPO business in India is steadily increasing. Figure 2.3 shows that women's engagement in the BPO industry has increased from 20% in 2004 to 26% in 2008. Similarly, the industry grew at a 4% annual rate from 2008 and 2012. In February 2017, women employees made up 34 percent of the total IT-BPO workforce. As a result, Figure 1 depicts women's consistent growth in Indian IT-BPO employment presence.



**FIGURE 1 SHARE OF WOMEN IN INDIAN IT-BPO SECTOR**

Source: WomenSafety 2013, Nasscom & Nasscom Diversity & Inclusion Summit 2017; times of India 2021

In traditionally male-dominated technical jobs, the proportion of female workers has steadily increased from 35 percent in 2006 to 36% in 2008, notably at junior levels (Nasscom-Mercer 2008). The proportion of women in the BPO-IT business is close to 34%, with the majority of them working at the entry level. While women's engagement in BPOs has been steadily expanding recently, and they are extremely involved at entry and middle management levels, there is still a lack of authentic representation of women at high levels in many firms. Women directors, for example, increased by a meagre 2% point from 21% in 2012 to 23% in 2014, suggesting that social considerations, as well as a hostile workplace, have been key factors in women ascending corporate ladder (Business Line 2016). Aside from social and unsupportive

workplaces, there are a few other factors, for example, the need to adjust work-life, personal obligations, childcare, proficient travel requirement, migration, particularly when spouse needs to move to another area, and so on, that can be impediments to women's career advancement. Promotion carries with it increased authority and responsibility, as well as reduced flexibility, which is undoubtedly not a perfect option for some women due to personal obligations. It is frequently difficult for them to balance job, family, society, & self with increased professional commitment & incorporated work inflexibility. As a result, personnel constraints continue to obstruct their career plans & determinations, & many extraordinarily talented women professionals quit advancing in their careers at an early stage, negatively impacting women's representation at higher levels. This is an outstanding worry for business to increase number of females participating in BPOs, manage drop-out rates, & empower women to become the industry's top specialists. To that end, industry has identified and addressed impediments through coordinated policies. The efforts, policies, and actions undertaken by businesses to alleviate the obstacles faced by women in the workplace have a significant influence on building trust in a comprehensive and inclusive working environment.

### **DEVELOPMENT OF BPO/IT SECTORS IN DELHI-NCR**

Mumbai was the initial location where the IT industry began, but as time passed, the outstanding rise of the IT industry went on, and software development grew larger in seven major cities in India, including the following: Bangalore, Hyderabad, Chennai, Mumbai, Delhi-NCR, Pune, and Kolkata, due to a conjunction of factors such as a large number of privately educated employees, the spread of computer science schools and other scientific organizations, lower average prices for basic items,

According to NASSCOM, there were around 2236 IT enterprises in India as of 2016. This article analyzes the number of IT enterprises in Bangalore (487), Chennai (276), Hyderabad (205), Kolkata (103), and Mumbai (223), followed by Navi Mumbai (19), Pune (141), Faridabad (3), Ghaziabad (3), Gurugram (150), Noida (130), and New Delhi (92).

The technology sector is widely represented in the nation's capital, Delhi-NCR, as well as other North Indian states. The "Golden Triangle" of Delhi, Noida, and Gurgaon has succeeded in attracting a significant number of national and international IT corporations to construct corporate headquarters in the region. Delhi, in particular, has experienced an extraordinary surge in tertiary sector involvement, which currently contributes for 79% of the state's GDP. IT and BPO services make up a significant component of this contribution (CII 2010).

The presence of significant universities such as IIT Delhi, Delhi Engineering College, Jawaharlal Nehru College of Engineering, and Delhi College, among others, maintained a consistent supply of talent for the growth of the NCR's IT industry. The group's strengths are mostly in hardware and ITES/BPO. It was India's top ITES-BPO target (Khomiakova 2007). As the capital city, New Delhi's foundations and quality of institutions would have facilitated both intra-group and extra-group relationships for NCR-based businesses (Rao and Balasubrahmanya 2017). The closeness of the primary decision-making body, the federal government, to Delhi has also aided the growth of the IT business in this cluster. Delhi-NCR features 28 confirmed IT/ITES Special Economic Zones, or with notable companies like Genpact, IBM, Oracle, the, American Express, HP, and others. According to NASSCOM, there are 378 IT enterprises in Delhi NCR. Other factors driving the rise of information technology in the region consist of a portion of the English-speaking population, colleges that generate lakhs of IT graduates, and infrastructure offices such as major telecommunications companies, telecom service providers, and satellite communication facilities.

With the Delhi government's IT policy aimed at establishing its IT capability and promoting its benefits to the people of Delhi, the state's entire financial landscape has changed, with new and better avenues of growth, revenue, employment, proficiency, and economic development. The state goal aspires to transform Delhi into a "Cyber State," with residents meeting all e-citizenship requirements (CII 2010).

In Delhi, the IT policy and its goals are governed by a mix of six E's: electronic governance, equality, schooling, employment, business ownership, and economy. The Delhi government has also assigned a functional responsibility to carry out this advancement process, which includes promoting IT for the public, leading E-governance, and establishing an environment suitable to the growth of the city's IT business and infrastructure (ICT Policy 2012). An important aspect of the policy has been its section devoted to the autonomy of women in order for them to play an active part of the developing business, and as a result, the policy has placed emphasis on carrying out various plans and projects to empower the benefits of the IT sector to reach out to the female population. Many projects have been deliberately chosen to accomplish these aims, including an IT competency programme and increasing women's interest in business by building city-wide Business to Consumers and Business to Business websites (ICT Policy 2012).

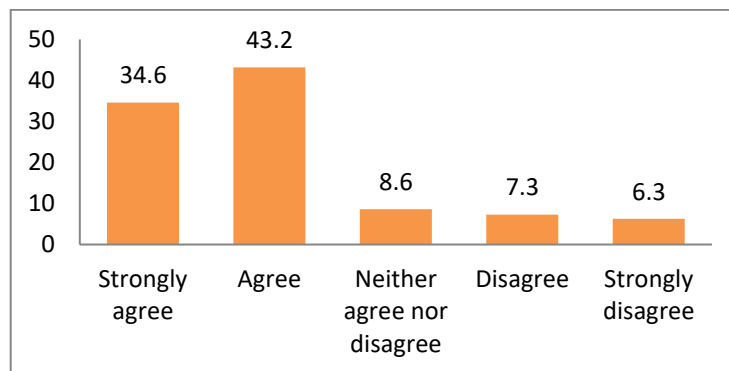
Despite the fact that women make up more than one-third of the labor force, they only represent one aspect of Indian culture. The new knowledge-based ICT is considered non-discriminatory. Nonetheless, access to ICT is uneven, and a societal divide remains. IT workers are mostly urban, middle and upper class, and come from educated families (Upadhyay 2006). The IT business, which has risen substantially over the previous several decades, has provided major benefits to educated, minimally competent, and unskilled women in India.

**IMPACT OF WORK LIFE BALANCE ON JOB PERFORMANCE**

The researcher attempts to properly explore influence of work-life balance on BPO women employees' job performance in Delhi-NCR in this Data Analysis report. For 280 BPO women employees, a pre-tested 'structured questionnaire' was used to collect data. Following data collection, it was tabulated, and numerous statistical procedures were performed using MS office excel for extensive analysis and accurate study outcomes. The essence of the entire research process that leads to research objectives is data analysis for primary and secondary data.

**TABLE 1 REDUCES EMPLOYEE ABSENTEEISM**

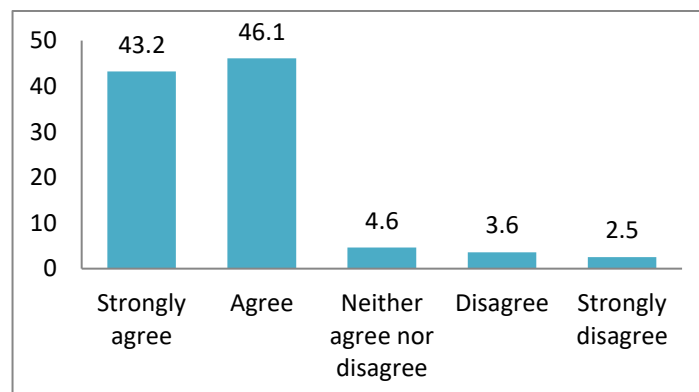
|   | RESPONSES                  | NO. OF RESPONDENTS | %    |
|---|----------------------------|--------------------|------|
| 1 | Strongly agree             | 97                 | 34.6 |
| 2 | Agree                      | 121                | 43.2 |
| 3 | Neither agree nor disagree | 24                 | 8.6  |
| 4 | Disagree                   | 20                 | 7.3  |
| 5 | Strongly disagree          | 18                 | 6.3  |
|   | Total                      | 280                | 100  |

**FIGURE 2: % OF RESPONSE ON REDUCES EMPLOYEE ABSENTEEISM**

The sample distribution of 280 employee replies in terms of degree of agreement and degree of disagreement for the aforementioned statement 'employee absenteeism' is shown above. According to the research, 77.8 percent (34.6 percent + 43.2 percent) of employees agree with the statement, 13.6 percent (7.3 percent + 6.3 percent) disagree with statement, & 8.6 percent neither agree nor disagree with the statement.

**TABLE 2 REDUCES EMPLOYEE TURN OVER**

|   | RESPONSES                  | NO. OF RESPONDENTS | %    |
|---|----------------------------|--------------------|------|
| 1 | Strongly agree             | 121                | 43.2 |
| 2 | Agree                      | 129                | 46.1 |
| 3 | Neither agree nor disagree | 13                 | 4.6  |
| 4 | Disagree                   | 10                 | 3.6  |
| 5 | Strongly disagree          | 7                  | 2.5  |
|   | Total                      | 280                | 100  |

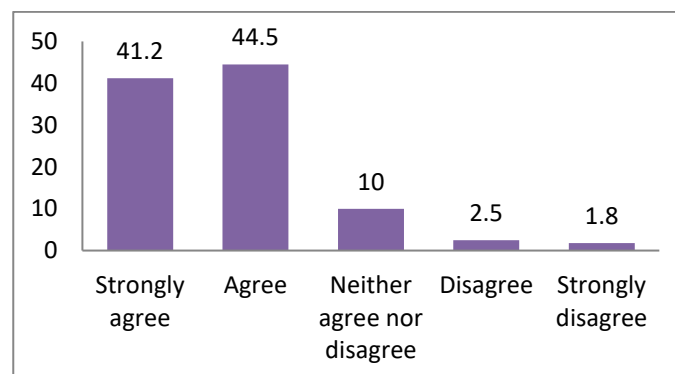
**FIGURE 3: % OF RESPONSE REDUCES EMPLOYEE TURN OVER**

The above categorization depicts the sample distribution of 280 employee replies about the degree of agreement and disagreement with the given statement "Reduces employee turnover." According to the research, 89.3 percent (46.1 percent + 43.2 percent) of employees agree with the statement, 6.1 percent (3.6 percent + 2.5 percent) disagree with statement, & 4.6 percent neither agree nor disagree with statement.

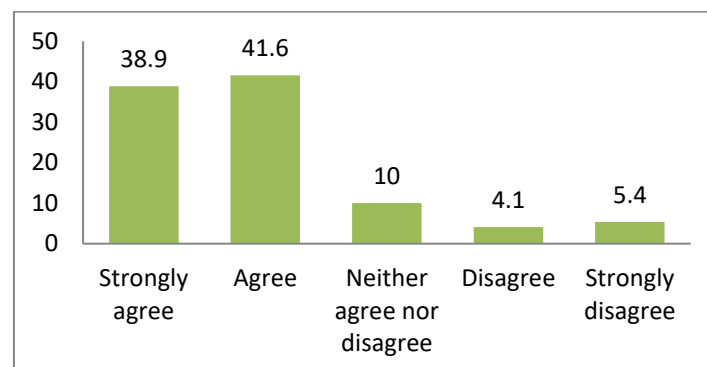
**TABLE 3 INCREASES PRODUCTIVITY**

|   | RESPONSES                  | NO. OF RESPONDENTS | %    |
|---|----------------------------|--------------------|------|
| 1 | Strongly agree             | 115                | 41.2 |
| 2 | Agree                      | 125                | 44.5 |
| 3 | Neither agree nor disagree | 28                 | 10.0 |
| 4 | Disagree                   | 7                  | 2.5  |
| 5 | Strongly disagree          | 5                  | 1.8  |
|   | Total                      | 280                | 100  |

The sample distribution of 280 employee responses in terms of degree of agreement and degree of disagreement for the aforementioned statement 'Increases productivity' is shown above. According to the research, 85.7 percent (41.2 percent + 44.5 percent) of employees agree with the statement, 4.3 percent (2.5 percent + 1.8 percent) disagree with statement, & 10 percent neither agree nor disagree with the statement.

**FIGURE 4: % OF RESPONSE ON INCREASES PRODUCTIVITY****TABLE 4 IMPROVES PHYSICAL AND MENTAL HEALTH**

|   | RESPONSES                  | NO. OF RESPONDENTS | %    |
|---|----------------------------|--------------------|------|
| 1 | Strongly agree             | 109                | 38.9 |
| 2 | Agree                      | 116                | 41.6 |
| 3 | Neither agree nor disagree | 28                 | 10.0 |
| 4 | Disagree                   | 12                 | 4.1  |
| 5 | Strongly disagree          | 15                 | 5.4  |
|   | Total                      | 280                | 100  |

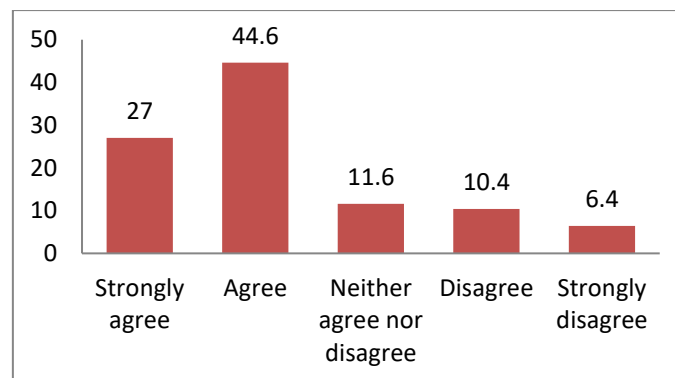
**FIGURE 5: PERCENT OF RESPONSE ON IMPROVES PHYSICAL AND MENTAL HEALTH**

The sample distribution of 280 employee responses in terms of degree of agreement and degree of disagreement for the aforementioned statement 'Improves physical and mental wellbeing' is shown above. According to the research,

80.5 percent (41.6 percent + 38.9 percent) of employees agree with the statement, 9.5 percent (4.1 percent + 5.4 percent) disagree with statement, & 10 percent neither agree nor disagree with the statement.

**TABLE 5 BOOSTS THE EMPLOYEE MORALE**

|   | RESPONSES                  | NO. OF RESPONDENTS | %    |
|---|----------------------------|--------------------|------|
| 1 | Strongly agree             | 75                 | 27.0 |
| 2 | Agree                      | 125                | 44.6 |
| 3 | Neither agree nor disagree | 33                 | 11.6 |
| 4 | Disagree                   | 29                 | 10.4 |
| 5 | Strongly disagree          | 18                 | 6.4  |
|   | Total                      | 280                | 100  |

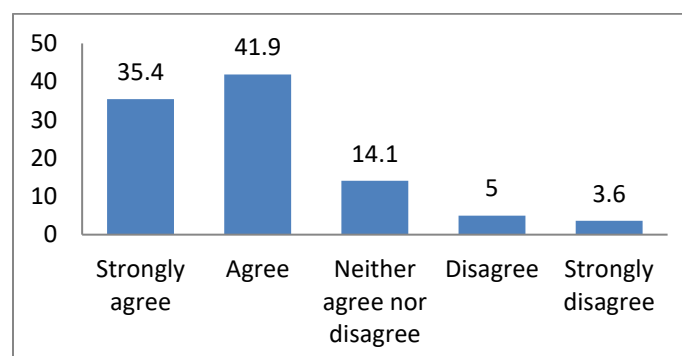


**FIGURE 6: % OF RESPONSE ON BOOSTS THE EMPLOYEE MORALE**

The sample distribution of 280 employee responses in terms of degree of agreement and degree of disagreement for the aforementioned statement 'Boosts employee morale' is shown in the above analysis. According to the research, 71.6 percent (44.6 percent + 27 percent) of workers agree with the statement, 16.8 percent (10.4 percent + 6.4 percent) disagree with statement, and 11.6 percent neither agree nor disagree with the statement.

**TABLE 6 INCREASES THE COMMITMENT IN THE WORK**

|   | RESPONSES                  | NO. OF RESPONDENTS | %    |
|---|----------------------------|--------------------|------|
| 1 | Strongly agree             | 99                 | 35.4 |
| 2 | Agree                      | 117                | 41.9 |
| 3 | Neither agree nor disagree | 40                 | 14.1 |
| 4 | Disagree                   | 14                 | 5.0  |
| 5 | Strongly disagree          | 10                 | 3.6  |
|   | Total                      | 280                | 100  |

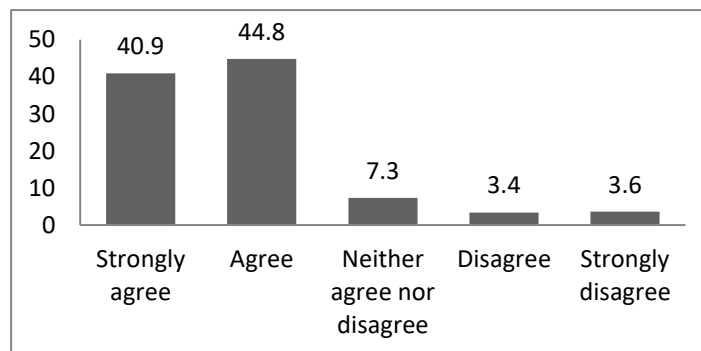


**FIGURE 7: % OF RESPONSE ON INCREASES THE COMMITMENT IN THE WORK**

The sample distribution of 280 employee responses in terms of degree of agreement and degree of disagreement for the aforementioned statement 'Increases dedication to work' is shown above. According to the research, 77.3 percent (41.9 percent + 35.4 percent) of workers agree with the statement, 8.6 percent (5.0 percent + 3.6 percent) disagree with statement, & 14.1 percent neither agree nor disagree with the statement.

**TABLE 7 ENHANCES THE QUALITY OF SERVICE TO THE CUSTOMERS**

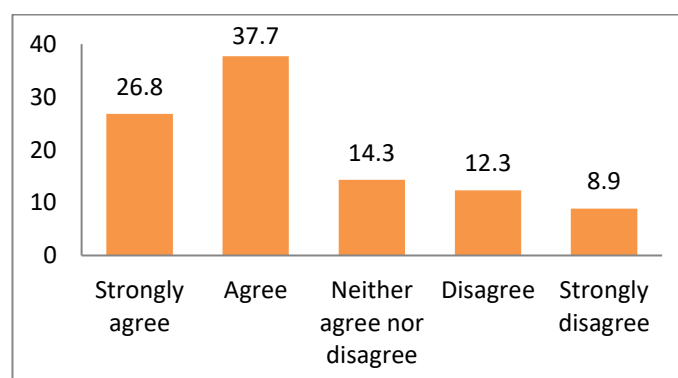
|   | RESPONSES                  | NO. OF RESPONDENTS | %    |
|---|----------------------------|--------------------|------|
| 1 | Strongly agree             | 115                | 40.9 |
| 2 | Agree                      | 124                | 44.8 |
| 3 | Neither agree nor disagree | 21                 | 7.3  |
| 4 | Disagree                   | 10                 | 3.4  |
| 5 | Strongly disagree          | 10                 | 3.6  |
|   | Total                      | 280                | 100  |

**FIGURE 8: ENHANCES THE QUALITY OF SERVICE TO THE CUSTOMERS**

The sample distribution of 280 employee responses in terms of degree of agreement and degree of disagreement for the aforementioned statement 'Enhances the quality of service to clients' is shown above. According to the research, 85.7 percent (40.9 percent + 44.8 percent) of employees agree with the statement, 7 percent (3.4 percent + 3.6 percent) disagree with statement, & 7.3 percent neither agree nor disagree with the statement.

**TABLE 8 REDUCES THE GRIEVANCES AND COMPLAINTS**

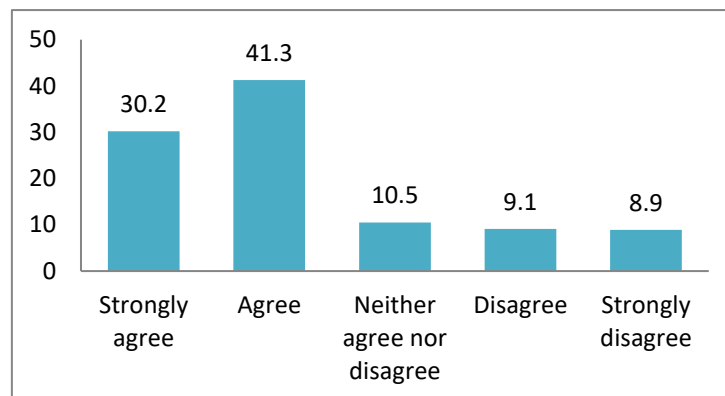
|   | RESPONSES                  | NO. OF RESPONDENTS | %    |
|---|----------------------------|--------------------|------|
| 1 | Strongly agree             | 75                 | 26.8 |
| 2 | Agree                      | 105                | 37.7 |
| 3 | Neither agree nor disagree | 40                 | 14.3 |
| 4 | Disagree                   | 35                 | 12.3 |
| 5 | Strongly disagree          | 25                 | 8.9  |
|   | Total                      | 280                | 100  |

**FIGURE 9: REDUCES THE GRIEVANCES AND COMPLAINTS**

The sample distribution of 280 employee responses in terms of degree of agreement and degree of disagreement for the aforementioned statement 'Reduces grievances and complaints' is shown above. According to the research, 64.5 percent (37.7 percent + 26.8 percent) of workers agree with the statement, 21.2 percent (12.3 percent + 8.9 percent) disagree with statement, and 14.3 percent neither agree nor disagree with the statement.

**TABLE 9 REDUCES WASTAGES AND DAMAGES**

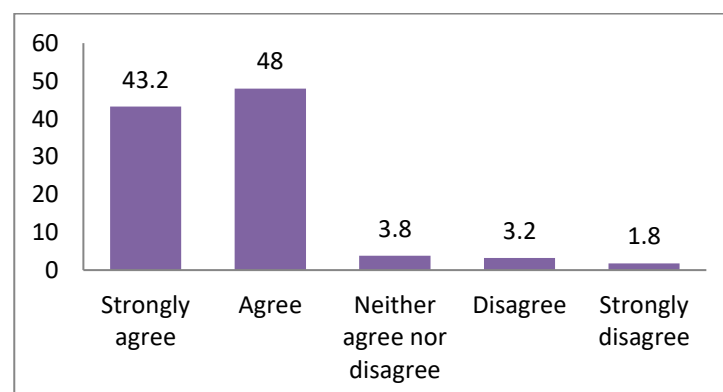
|   | RESPONSES                  | NO. OF RESPONDENTS | %    |
|---|----------------------------|--------------------|------|
| 1 | Strongly agree             | 85                 | 30.2 |
| 2 | Agree                      | 115                | 41.3 |
| 3 | Neither agree nor disagree | 30                 | 10.5 |
| 4 | Disagree                   | 25                 | 9.1  |
| 5 | Strongly disagree          | 25                 | 8.9  |
|   | Total                      | 280                | 100  |

**FIGURE 10: PERCENT OF RESPONSE ON REDUCES WASTAGES AND DAMAGES**

The above categorization represents the views of 280 workers in terms of agreement and disagreement with the statement 'Reduces wastages and damages.' According to the research, 71.5 percent (30.2 percent + 41.3 percent) of workers agree with the statement, 18 percent (9.1 percent + 8.9 percent) disagree with statement, & 10.5 percent neither agree nor disagree with statement.

**TABLE 10 REDUCES THE WORK RELATED STRESS, BURNOUTS AND HEALTH ISSUES**

|   | RESPONSES                  | NO. OF RESPONDENTS | %    |
|---|----------------------------|--------------------|------|
| 1 | Strongly agree             | 121                | 43.2 |
| 2 | Agree                      | 135                | 48.0 |
| 3 | Neither agree nor disagree | 10                 | 3.8  |
| 4 | Disagree                   | 9                  | 3.2  |
| 5 | Strongly disagree          | 5                  | 1.8  |
|   | Total                      | 280                | 100  |

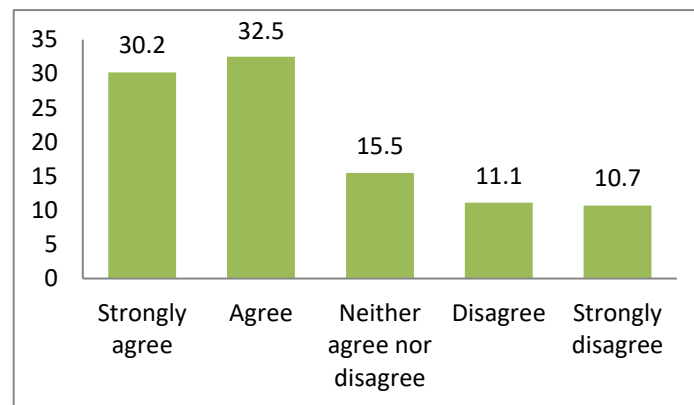
**FIGURE 11: REDUCES THE WORK RELATED STRESS, BURNOUTS AND HEALTH ISSUES**

The table above displays the employee replies to the above statement, 'Reduces work-related stress, burnout, and health difficulties.' According to the research, 91.2 percent (43.2 percent + 48.0 percent) of employees agree with the statement, 5.0 percent (3.2 percent + 1.8 percent) disagree with statement, & 3.8 percent neither agree nor disagree with the statement and are neutral.



**TABLE 11 BUILDS GREATER LOYALTY**

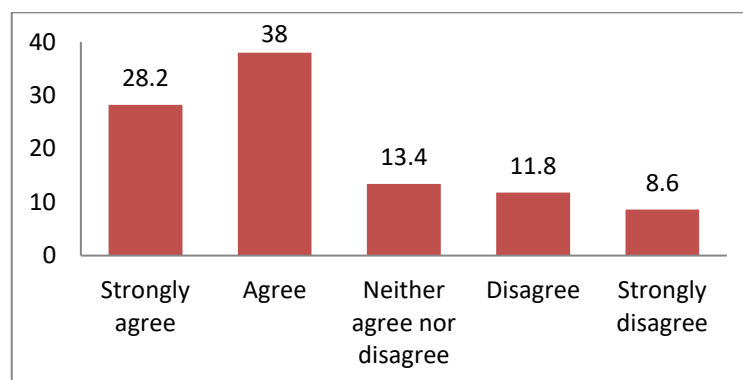
|   | <b>RESPONSES</b>           | <b>NO. OF RESPONDENTS</b> | <b>%</b> |
|---|----------------------------|---------------------------|----------|
| 1 | Strongly agree             | 85                        | 30.2     |
| 2 | Agree                      | 91                        | 32.5     |
| 3 | Neither agree nor disagree | 43                        | 15.5     |
| 4 | Disagree                   | 31                        | 11.1     |
| 5 | Strongly disagree          | 30                        | 10.7     |
|   | Total                      | 280                       | 100      |

**FIGURE 12: BUILDS GREATER LOYALTY**

The above categorization depicts the replies of 280 workers to the phrase 'Builds more loyalty' in terms of agreement and disagreement. According to the research, 62.7 percent (32.5 percent + 30.2 percent) of employees support the remark, 21.8 percent (11.1 percent + 10.7 percent) oppose it, and 15.5 percent are ambivalent about it.

**TABLE 12 ENABLES ORGANIZATIONAL STABILITY**

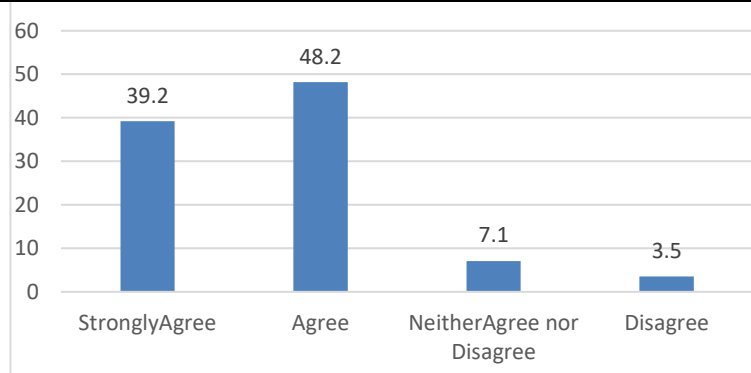
|   | <b>RESPONSES</b>           | <b>NO. OF RESPONDENTS</b> | <b>PERCENTAGE</b> |
|---|----------------------------|---------------------------|-------------------|
| 1 | Strongly agree             | 79                        | 28.2              |
| 2 | Agree                      | 106                       | 38.0              |
| 3 | Neither agree nor disagree | 38                        | 13.4              |
| 4 | Disagree                   | 33                        | 11.8              |
| 5 | Strongly disagree          | 24                        | 8.6               |
|   | Total                      | 280                       | 100               |

**FIGURE 13: % OF RESPONSES ON ENABLES ORGANIZATIONAL STABILITY**

The distribution of 280 employee responses in terms of degree of agreement and disagreement for the statement 'Enables organizational stability' is shown in the table above. According to the research, 66.2 percent (28.2 percent + 38.0 percent) of workers agree with the statement, 20.4 percent (11.8 percent + 8.6 percent) disagree with statement, & 13.4 percent neither agree nor disagree with the statement.

**TABLE 13 RESPONSE ON HEALTH AND WELLNESS PROGRAMS**

|   | <b>RESPONSES</b>           | <b>NO. OF RESPONDENTS</b> | <b>%</b> |
|---|----------------------------|---------------------------|----------|
| 1 | Strongly agree             | 110                       | 39.2     |
| 2 | Agree                      | 135                       | 48.2     |
| 3 | Neither agree nor disagree | 20                        | 7.1      |
| 4 | Disagree                   | 10                        | 3.5      |
| 5 | Strongly disagree          | 5                         | 1.7      |
|   | Total                      | 280                       | 100      |

**FIGURE14: % OF RESPONSE ON HEALTH AND WELLNESS PROGRAMS**

The sample distribution of 280 employee replies on Health and Wellness Programs which improve job performance is shown above. According to the research, 87.4 percent (39.2 percent + 48.2 percent) of employees agree with the statement, 10.6 percent (7.1 percent + 3.5 percent) disagree with statement, & 7.1 percent neither agree nor disagree with the statement.

## CONCLUSIONS

The BPO sector in India has expanded at a rapid rate. It is a non-traditional industry with its own set of problems. The current research was an intriguing study that provided light on the working circumstances of BPO personnel and their impressions of them. Although the BPO business is renowned as the finest paymaster at the entry level, employees are dissatisfied with their working circumstances and the whole atmosphere. Employees have a negative attitude on the quality of their working lives. This has significant consequences for BPO management, especially given the industry's exceptionally high turnover rates. The following facts are shown through an examination of responses to influence of work-life balance on job performance.

- A happy work life, according to 77.8 percent of employees, lowers absenteeism.
- Employees believe that a happy work life is useful in reducing employee turnover and improving productivity by 89.3 percent and 85.7 percent, respectively.
- More than 70% of employees believe that excellent QWL improves physical and mental health, promotes morale, and increases job dedication.
- Work-life balance improves service quality, which is a key source of concern in the BPO sector.
- It decreases employee complaints, work-related stress, burnout, and health problems.
- Work-life balance decreases grievances and complaints, increases loyalty, and improves organisational stability.

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