

**Factors Affecting the Work life Balance (WLB) of IT Workforce working in Hybrid Mode:  
A Model Study in Delhi-NCR**

Atul Choudhary  
Research Scholar  
Teerthanker Mahaveer Institute of Management and Technology  
Teerthanker Mahaveer University  
Moradabad, Uttar Pradesh

Manoj Agarwal  
Professor  
Teerthanker Mahaveer Institute of Management and Technology  
Teerthanker Mahaveer University  
Moradabad, Uttar Pradesh

**Abstract**

Work life balance (WLB) is a highly common state in IT industry at global platform by adopting the hybrid work mode wherein the employee can easily perform through their remote locations or home (Work from home). However there are certain positive and negative impacts of this practice. This study is aimed at the identify, explore and ascertain the various factors impacting the work life balance concerning with IT workforce in Delhi-NCR. For this study, around 125 respondents were contacted through the researchers convenience/ personal contacts and requested to rate the various factors in the form of statements. Tabulation and ‘Descriptive Statistics’ were used to describe the data and ‘Correlation and Multiple Regression Analysis’ were used for compiling the results (SPSS). The findings stated that there are various factors which are negatively influencing the work life balance of IT workforce working in hybrid mode. The study is highly significant so as to judge the overall productivity of IT workforce in future.

**Keywords:** Delhi-NCR, Influencing factors, Hybrid mode, IT workforce, Work life balance(WLB).

## **1. INTRODUCTION:**

Work life balance(WLB) is a fundamental phenomenon wherein workforce expect harmonious and cordial relationship between personal and professional life [1]. In IT sector nowadays this is a generalized practice considered as a win-win situation for both employee and employer. This practice eventually gained momentum in and after COVID-19 and gradually emerged as a sustainable, reasonable and cost effective mode of operation for companies. Initially practiced well and accepted with immense positivity, sooner or later workforce revealed it a negatively influenced practice as subjected to various negative factors like ‘No Personal & Social Interaction’ , ‘Communication Gap’ , ‘Increment in Stress’ etc There are several studies conducted till date to study the impact of work life balance on IT workforce those working in hybrid mode especially after the COVID-19 but the major research question is ‘Whether this is positive or negative?’ and ‘What is the association among the factors impacting the same?’. Major gap existed as the study to be conducted with broader aspect and large sample size. This study is just a model study as researcher will be conducting comprehensive and detailed study in future. In this study the first and the foremost step was to identify the various factors associated with work life balance and then to ascertain the relationship among those factors with revealing the most impactful and addressable factors.

## **2. LITERATURE REVIEW:**

The literature review has been conducted for the last 3-4 years only being of prime significance for this study which is as follows:

[9] Conducted a study of WLB related to service industry and revealed that it had been highly convenient for the workforce working in service industry to maintain the personal and professional lives in the same industry.

[7] Explored the relation between work life balance as an important factor for maintaining proper health and fitness for the workforce as a necessity for professional people all across to follow it.

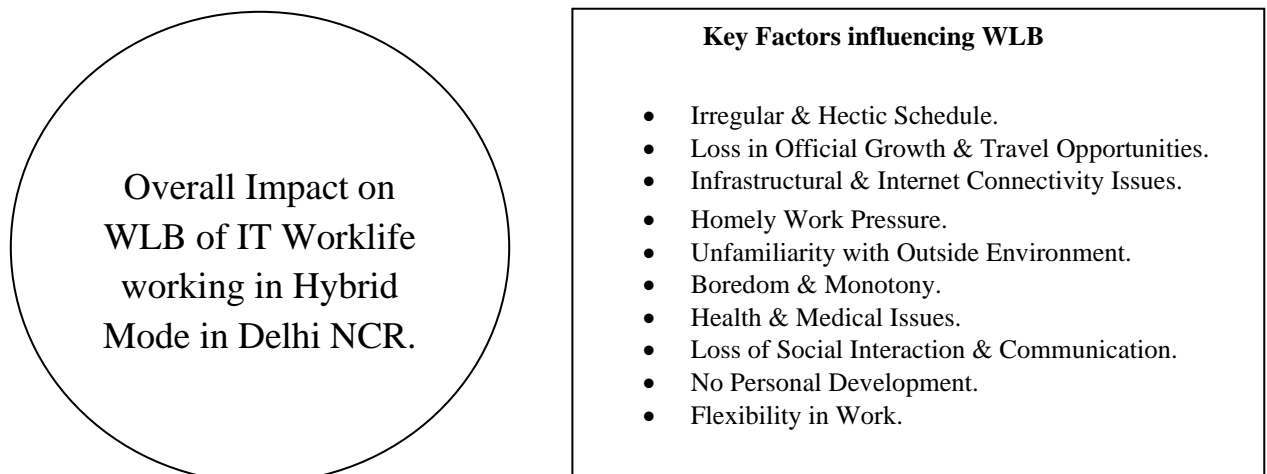
[2] Studied the impact of various demographic variables on WLB and with the help of various tools and techniques find the appropriate relationship among them.

[11] Extensively reviewed several research papers from best databases to study in detail the prominent aspects of WLB and conclusively devised various factors, variables and premises for the same study.

[4] Explained the WLB from the point of view senior management and figured out that whether the work life balance is a strategy for transforming them leaders or laggards.

[10] Stressed on the increment of productivity and well being of workforce through the work life balance and concluded that work life balance always has a significant positive impact on the productivity and well being of workforce.

All the above studies which were reviewed for the current study had a major gap regarding the study of overall impact on work life balance of workforce engaged in IT sector working in hybrid mode and that too in Delhi-NCR. Hence there is an immense need to conduct this study and to identify the factors and their mutual association impacting the work life balance. Hence based on the available literature various factors are investigated and subjected to the respondents for ranking. Demographic factors are ignored in this study due to privacy concerns of the respondents as insisted. Key factors investigated are as follows:



**Fig.1 Conceptual Structure**

*Source: Researcher's construction on the basis of available literature.*

### **3. RESEARCH OBJECTIVES:**

3.1 To investigate the various factors associated with ‘Overall WLB of IT Employees working in Hybrid Mode in Delhi NCR’.

3.2 To show the association among various factors impacting ‘Overall WLB of IT Employees working in Hybrid Mode in Delhi NCR’.

3.3 To identify the most significant factors related to ‘Overall WLB of IT Employees working in Hybrid Mode in Delhi NCR’.

### **4. RESEARCH METHODOLOGY:**

4.1 Research Design is ‘Exploratory’ as the author searched the several factors impacting the **‘Overall WLB of IT Employees working in Hybrid Mode in Delhi NCR’**.

4.2 Research Approach is ‘Empirical’ in nature being the identified factors were subjected to the empirical assessment.

4.3 Data Collection method is ‘Primary’ as around 125 IT workforce were personally contacted in Delhi, Gurgaon, Faridabad, Noida, Greater Noida, Ghaziabad and Meerut. Researcher tried to obtain equal number of respondents from all cities.

4.4 Sampling frame and Sample Unit consisted of IT workforce working hybrid mode in Delhi-NCR region.

4.5 Sample Size of total 125 (selected arbitrarily) respondents had been taken for conducting the research. The clear and valid responses were 100 respondents for the analysis purpose.

4.6 Sampling Method is ‘Convenience Sampling Method’ observing the easy availability of respondents.

4.7 The survey tool is "Schedule," which includes closed-ended questions for respondents' convenience. Using a five-point Likert scale, the researcher assessed the degree of agreement

with the chosen factors: 1-strongly disagree, 2-disagree, 3-can't say, 4-agree, and 5-strongly agree. The researcher himself collected the data from the respondents.

4.8 Time frame of the study is two months being this is the model study for the upcoming extensive research work of the researcher.

4.9 Data Analysis Technique – After collecting responses from 125 people, 100 valid responses had been considered. Data had been edited, refined, coded and modified in a proper manner. The data had been subjected to descriptive analysis and multivariate analysis (Correlation and Regression) for reaching at the results with the help of SPSS.

Key research variables are:

<b>Table 1: Variables of Research</b>			
<b>S. No</b>	<b>Nomenclature</b>	<b>Particulars</b>	<b>Scale</b>
<b>1</b>	WLB	Overall Impact on WLB of IT Employees working in Hybrid Mode in Delhi NCR	Interval
<b>2</b>	WLB1	Irregular & Hectic Schedule.	Interval
<b>3</b>	WLB2	Loss in Official Growth & Travel Opportunities.	Interval
<b>4</b>	WLB3	Infrastructural & Internet Connectivity Issues.	Interval
<b>5</b>	WLB4	Homely Work Pressure.	Interval
<b>6</b>	WLB5	Unfamiliarity with Outside Environment.	Interval
<b>7</b>	WLB6	Boredom & Monotony.	Interval
<b>8</b>	WLB7	Health & Medical Issues.	Interval
<b>9</b>	WLB8	Loss of Social Interaction & Communication.	Interval
<b>10</b>	WLB9	No Personal Development.	Interval
<b>11</b>	WLB10	Flexibility in Work	Interval

Source: SPSS output.

Table 1 above made it evident that "WLB" was a dependent factor and that WLB1 through WLB10 were all independent factors.

## **5. DATA ANALYSIS & INTERPRETATION:**

### 5.1 Overall Impact on WLB of IT Employees working in Hybrid Mode in Delhi NCR (WLB):

<b>Table 2: Overall Impact on WLB of IT Employees working in Hybrid Mode in Delhi NCR</b>					
		<b>Reoccurrence</b>	<b>%</b>	<b>Valid %</b>	<b>Cumulative % age</b>
<b>Valid</b>	Extremely Low	3	3	3	3
	Low	7	7	7	10
	Normal	18	18	18	28
	High	46	46	46	74
	Extremely High	26	26	26	100
	Total	100	100	100	

Source: SPSS output.

### 5.2 Statistics describing the Primary Data (all variables):

<b>Table 3: Statistics describing the Primary Data</b>						
	<b>N</b>	<b>Min.</b>	<b>Max.</b>	<b>Average</b>	<b>S.D.</b>	<b>Variance</b>
WLB	100	1.00	5.00	3.8500	.94682	.896
WLB1	100	1.00	5.00	4.0200	.76515	.585
WLB2	100	3.00	5.00	4.1000	.67420	.455
WLB3	100	1.00	5.00	3.7000	1.02000	1.040
WLB4	100	2.00	5.00	4.1000	.70353	.495
WLB5	100	2.00	5.00	4.3400	.62312	.388
WLB6	100	2.00	5.00	4.0600	.73608	.542
WLB7	100	1.00	5.00	3.6200	1.17017	1.369
WLB8	100	2.00	5.00	4.1300	.63014	.397
WLB9	100	2.00	5.00	4.3500	.64157	.412
WLB10	100	1.00	5.00	4.1400	.72502	.526

Valid N (listwise)	100						
--------------------	-----	--	--	--	--	--	--

Source: SPSS output

**Interpretation:** Tables 2–3 show that work life balance of IT workforce are highly impacted for the IT workforce working in hybrid mode and all explored factors are crucial for the same.

## 6. RESULTS:

An inferential statistics tools like ‘Regression and Correlation Analysis’ were used to calculate the desired results.

### 6.1 Correlation (COR) Analysis:

This is done to show the association among the variable WLB and WLB1-WLB10 and presented in table 4.

Table 4: COR Analysis												
		WL B	WL B1	WL B2	WL B3	WL B4	WL B5	WL B6	WL B7	WL B8	WL B9	WLB 10
WL B	Pearson Correlat ion	1	.701* *	.245* *	- .246*	.478* *	.430* *	.564* *	.340* *	.439* *	.387* *	.472**
	Sig. (2- tailed)		.000	.014	.014	.000	.000	.000	.001	.000	.000	.000
	N is 100 for all. COR= significant = **0.01 level & *0.05 level (two-tailed).											

Source: SPSS output.

**Results and Discussions:** The COR coefficients from above Table 4 indicated the +ive COR between all the variables to ‘WLB’. However, the most significant relationships are with (greater than 0.05) WLB1, WLB4, WLB5, WLB6, WLB8, WLB9 and WLB10, where p value is less than.005.

### 6.2 Regression Analysis:

Table 4 has shown the important findings, however as a next step, "Regression Analysis" is carried out using SPSS and is made up of Tables 5 through Table 8.

### 6.2.1 Variables Entered/Removed (VE/VR):

Table 5: VE/VR			
Model	VE	VR	Method is  Enter
1	WLB10, WLB3, WLB9, WLB8, WLB2, WLB7, WLB6, WLB5, WLB1, WLB4		
Dependent Variable is WLB & all the variables which are requested duly entered.			

Source: SPSS output

### 6.2.2 Model Outline:

Table 6: Model Outline				
Model	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Standard Error
1	.861 <sup>a</sup>	.741	.711	.50857
a. Predictors: (Constant), WLB10, WLB3, WLB9, WLB8, WLB2, WLB7, WLB6, WLB5, WLB1, WLB4				

Source: SPSS output

### 6.2.3 ANOVA Results:

Table 7: ANOVA <sup>a</sup>						
Model		SS	df	MS	F	Sig.
1	Regression	64.721	10	6.473	24.413	.000 <sup>b</sup>
	Residual	24.018	89	.269		
	Total	89.720	99			
a. Dependent Variable: WLB						
b. Predictors: (Constant), WLB10, WLB3, WLB9, WLB8, WLB2, WLB7, WLB6, WLB5, WLB1, WLB4						

Source: SPSS output

**Interpretations:** Tables 6 and 7 show that all predictors have accounted for 74% of the changes in the dependent component. Given that the p value is .000, it is highly significant.



#### 6.2.4 Regression Coefficients (COE):

Table 8: COE <sup>a</sup>						
Model		Unstandardized COE		Standardized COE	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.884	.589		1.593	.149
	WLB1	1.672	.189	1.570	8.313	.000
	WLB2	-.671	.111	-.481	-6.934	.000
	WLB3	-.110	.078	-.129	-1.646	.108
	WLB4	.546	.270	.388	1.816	.069
	WLB5	-.184	.214	-.137	-.958	.356
	WLB6	.086	.185	.067	.494	.639
	WLB7	-.038	.071	-.035	-.397	.694
	WLB8	.287	.108	.192	2.640	.011
	WLB9	.384	.187	.263	2.125	.036
	WLB10	-1.134	.271	-.871	-4.318	.000
a. Dependent Variable: WLB						

Source: SPSS output.

**Interpretation:** It is clear from Table 8 that the most important factors are ‘WLB1 – Irregular & Hectic Schedule’. However, the significant but negatively impacting factor is ‘WLB10 – Flexibility in Work’.

#### 7. FINDINGS:

On the basis of ‘Data Analysis & Interpretation’ and ‘Results & Discussion’ some specific findings of this research study are as follows:

7.1 Total of 10 factors are explored from the secondary as impacting the overall WLB of IT workforce working in hybrid mode in Delhi NCR.

7.2 WLB of IT workforce is highly impacted working on hybrid mode in Delhi-NCR.

7.3 All the factors are positively and most importantly associated with overall WLB of IT workforce working in Delhi-NCR.

7.4 All predictors (independent variables – WLB1-WLB10 have accounted for 74% of the changes in the dependent component (WLB) in this study.

7.5 The most important factor is ‘Irregular & Hectic Schedule’ which is highly impacting the work life balance of IT workforce engaged in IT sector.

7.6 ‘Flexibility of work’ is the only factor which is attracting the most IT people working in hybrid mode.

## **8. CONCLUSION:**

The current study shows that the IT workforce of Delhi-NCR are frustrated with online mode and want to work offline due to factors like ‘Irregular & Hectic Schedule’. However they take it as a more flexible work oriented approach but again due to several factors like ‘Increase Stress’ and ‘No Personal Development’ resist them to work online.

However, this study had several limitations like this is not a comprehensive statistically study covering the broader perspective of all factors and respondents. It is done in a very short time and at a very small scale. Applying convenience sampling with no scientific justification is again a enormous issue in this research. Though it is justified that this study would have been more impactful in future.

## **REFERENCES:**

- Agarwal, P. (2024). A Study of Work Life Balance with Special Reference to Indian Call Center Employees. International Journal of Engineering and Management Research, 4(1), 157-164
- Bhandari, K., & Soni, H. (2021) Impact of Gender, Age and Work Experience on Satisfaction towards Work Life Balance (with special reference to Bank of Baroda, Udaipur).

- Chauhan, Shubham & Sharma, Shubham & Vidani, Jignesh. (2024). Work-Life Balance. SSRN Electronic Journal. 11. 38-51. 10.2139/ssrn.4849867.
- Drew, E., & Murtagh, E. M. (2023). Work/life balance: senior management champions or laggards?. *Women in Management Review*, 20(4), 262-278.
- Doble, N., & Supriya, M. V. (2021). Gender Differences in the Perception of Work-Life Balance. *Managing Global Transitions: International Research Journal*, 8(4).
- Daipuria, P., & Kakar, D. (2023). Work-Life Balance for Working Parents: Perspectives and Strategies. *Journal of Strategic Human Resource Management*, 2(1), 45.
- Gragnano A, Simbula S, Miglioretti M. (2020) Work-Life Balance: Weighing the Importance of Work-Family and Work-Health Balance. *Int J Environ Res Public Health*. Feb 1;17(3):907. doi: 10.3390/ijerph17030907. PMID: 32024155; PMCID: PMC7037206.
- Hariri, N. I. M., Othman, W. N. W., Anuar, S. B. A., Lin, T. Y., & Zainudin, Z. N. (2024). Effect of Work-Life Balance on Employees' Well-Being. *Open Journal of Social Sciences*, 12, 705-718. doi: 10.4236/jss.2024.1212044.
- Mani, Veniisa & Geetha, Smitha & Al-Khaled, Akram. (2020). Factors of Work Life Balance and its Influence on Job Satisfaction in the Service Industry. *International Journal of Academic Research in Business and Social Sciences*. 10. 10.6007/IJARBSS/v10-i7/7472.
- Marecki, Łukasz. (2024). Impact of work-life balance on employee productivity and well-being. *Journal of Management and Financial Sciences*. 10.33119/JMFS.2023.50.9.
- S., T. and S.N., G. (2023), "Work-life balance -a systematic review", *Vilakshan - XIMB Journal of Management*, Vol. 20 No. 2, pp. 258-276. <https://doi.org/10.1108/XJM-10-2020-0186>.
- Veeraiah, V., Ahamad, S., Jain, V., Anand, R., Sindhwani, N., & Gupta, A. (2023, May). IoT for Emerging Engineering Application Related to Commercial System. In *International Conference on Emergent Converging Technologies and Biomedical Systems* (pp. 537-550). Singapore: Springer Nature Singapore.

- Jain, V. (2021). Word of mouth as a new element of the marketing communication mix: Online consumer review. *South Asian Journal of Marketing & Management Research*, 11(11), 108-114.
- Kansal, A., Jain, V., & Agrawal, S. K. (2020). Impact of digital marketing on the purchase of health insurance products. *Jour of Adv Research in Dynamical & Control Systems*, 12.
- Jain, V., Chawla, C., Arya, S., Agarwal, R., & Agarwal, M. (2019). An Empirical Study of Product Design for New Product Development with Special Reference to Indian Mobile Industry. *TEST Engineering & Management*, 81, 1241-1254.
- Jain, V. (2017). Emerging Digital Business Opportunities and Value. *Data Analytics & Digital Technologies*.
- Khan, H., Veeraiah, V., Jain, V., Rajkumar, A., Gupta, A., & Pandey, D. (2023). Integrating Deep Learning in an IoT Model to Build Smart Applications for Sustainable Cities. In *Handbook of Research on Data-Driven Mathematical Modeling in Smart Cities* (pp. 238-261). IGI Global.
- Jain, V, Agarwal, M. K., Hasan, N., & Kaur, G. ROLE OF MICROFINANCE AND MICROINSURANCE SERVICES AS A TOOL FOR POVERTY ALLEVIATION.
- Gupta, N., Sharma, M., Rastogi, M., Chauhan, A., Jain, V., & Yadav, P. K. (2021). Impact of COVID-19 on education sector in Uttarakhand: Exploratory factor analysis. *Linguistics and Culture Review*, 784-793.
- Jain, V. (2021). Information technology outsourcing chain: Literature review and implications for development of distributed coordination. *ACADEMICIA: An International Multidisciplinary Research Journal*, 11(11), 1067-1072.

- Jain, V. I. P. I. N., Chawla, C. H. A. N. C. H. A. L., & Arya, S. A. T. Y. E. N. D. R. A. (2021). Employee Involvement and Work Culture. *Journal of Contemporary Issues in Business and Government*, 27(3), 694-699.
- Setiawan, R., Kulkarni, V. D., Upadhyay, Y. K., Jain, V., Mishra, R., Yu, S. Y., & Raisal, I. (2020). *The Influence Work-Life Policies Can Have on Part-Time Employees in Contrast to Full-Time Workers and The Consequence It Can Have on Their Job Satisfaction, Organizational Commitment and Motivation* (Doctoral dissertation, Petra Christian University).
- Verma, C., Sharma, R., Kaushik, P., & Jain, V. (2024). The Role of Microfinance Initiatives in Promoting Sustainable Economic Development: Exploring Opportunities, Challenges, and Outcomes.
- Verma, C., Sharma, R., Kaushik, P., & Jain, V. (2024). The Role of Microfinance Initiatives in Promoting Sustainable Economic Development: Exploring Opportunities, Challenges, and Outcomes.
- Jain, V. (2021). An overview on employee motivation. *Asian Journal of Multidimensional Research*, 10(12), 63-68.
- Jain, V. (2021). A review on different types of cryptography techniques “should be replaced by” exploring the potential of steganography in the modern era. *ACADEMICIA: An International Multidisciplinary Research Journal*, 11(11), 1139-1146.
- Jain, V., Chawla, C., Arya, S., Agarwal, R., & Agarwal, M. (2019). Impact of Job Satisfaction on relationship between employee performance and human resource management practices followed by Bharti Airtel Limited Telecommunications with reference to Moradabad region. *International Journal of Recent Technology and Engineering*, 8, 493-498.

- Verma, C., Sharma, R., Kaushik, P., & Jain, V. (2024). The Role of Microfinance Initiatives in Promoting Sustainable Economic Development: Exploring Opportunities, Challenges, and Outcomes.
- Jain, V., Verma, C., Chauhan, A., Singh, A., Jain, S., Pramanik, S., & Gupta, A. (2024). A Website-Dependent Instructional Platform to Assist Indonesian MSMEs. In *Empowering Entrepreneurial Mindsets With AI* (pp. 299-318). IGI Global.