

Women's Empowerment in the IT Sector under Remote Work: The Role of Organizational Commitment, Job Loyalty, and Work–Life Balance Policies

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ABSTRACT

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Introduction: Work from home gets the whole world flocked into their home. Everyone has to do their own work confine at home. The work of women increased by manifold. In this situation it was of great interest to know how the working women balances her work and life and whether their job loyalty (JL) and organizational commitment (OC) is influenced by the companies work life balance policies (WLBP).

Objectives: The primary objective of this study is to examine how organizational work–life balance policies influence organizational commitment and job loyalty among working women in the software industry during the work-from-home period.

Methods: This study is carried out in 3 software firms of India, by using primary data collected online from women respondents through a structured questionnaire. Data are analysed by correlation and regression method.

Results: The study explores that there is a significant positive correlation between WLBP with OC and JL. On the basis of the results the study proposes a conceptual model on WLBP, OC and JL.

Conclusions: The study has significant practical implication in organisational policy formulation, human resource management and organisational effectiveness.

Keywords: Work life balance policies, work life balance, organizational commitment, job loyalty, model

INTRODUCTION

The impact of work from home for women is significant (Barrero et al., 2023; Lott,2020). The work of a women increased by many fold as there were no one to help. The working women has serious challenges in maintaining a balance between her work life and domestic life (Couch & Sullivan, 2021). Increasing work burdens, globalization, technological progress and pandemic distorted the balance of work and life of a women (Pahuja, 2017). In this situation retention of women employees is a big issue for many organizations. A proper balance in domestic life and work life can play a vital role for attaining personal and organizational goals (Rathee & Bhuntel, 2018; Fels, 2004; Greenhaus & Beutell, 1985) and helpful in their retention. It is observed that women have distinct social experiences compared to men due to the difference in holding power in work life (Forsell, 2018). Software companies who works in a more complex climate needs to redesign their policies so that they should prompt in attaining the OC and JL in the female workers. Including such practices is expected to be more effective if the interlink between effective WLBP with JL and OC can be established. The achievement of an association is reliant on its workforce. As, the effectiveness of the workforce relies upon both organizational and individual perspectives. The work-life balance (WLB) becomes a major issue for all kinds of organisations (Thakur & Geete, 2014) including economic and social issues (Brough et al., 2008). The lack of family friendly program in the WLBP is a major reason for voluntary turnover of many women employees (Batt & Valcour, 2003; Thompson, Brough, & Schmidt, 2006). Similarly, software industry not being an exception to the scenario must deal with work-life issues sensitively to develop OC and JL among the employees and

talent retention in the organisation. Increasing demand for work-life issues have forced the industry to take a portion of the activities.

H1: There is significant interrelationships between WLBP and JL

The positive work culture has a significant impact on loyalty and productivity of organisation (Dave & Pandya, 2019). A loyal employee always tries to develop the image of the organization in the mind of the outsiders (Bentten Court, Gwinner & Meuter, 2001) and job loyalty leads to job satisfaction (Walker & Boyne, 2005; McCusker & Wolfman, 1998; McGuinness, 1998; Selnow & Gibert, 1997; Vardi et al., 1989). It is also observed that satisfied employees perform better (Brafield & Crockett, 1955; Goslin, 2005; Harter, Schmitd, & Keyes, 2003; Iaffaldano & Muchinsky, 1985; Judge, Thoresen, Bono & Patton, 2001; Locke, 1979; Near, Rice, & Hunt, 1980; Rain, Lane, & Steiner, 1991; Schwab & Cummings, 1970; Tait, Padgett, Baldwin, 1989; Vroom, 1964; Wright & Cropanzano, 2000). There were two explanations with respect to interconnection of work and individual life in the hierarchical setting: (1) the pay impact infers that representatives will in general compensate for low work or individual life satisfaction by searching for fulfilment in different regions; and (2) the overflow shows that work satisfaction spouts out over into one's work life and the other way around (Gibson et al., 2006). The work stress and lack of work centrality, make the work interfering the non-work domains in the lives of employees. Such interruptions frequently show themselves diversely relying upon the kind of work, degree of independence and hierarchical help (Hyman and Summers, 2004). It is also observed that work based support to women is decidedly connected with work fulfilment, OC and career accomplishment (Marcinkus et al., 2007). The family-friendliness of employers in India have been reflected in different government assistance arrangements which has involved worry for managers since industrialization (Baral & Bhargava, 2011). With time, the degree and inclusion of such activities have expanded and have become more individual development and family prosperity arranged. There were three particular arrangements of proportions of work-life balance, viz. extent of available time, the cover of work and different elements of life, and the time went through with others (Fisher & Layte, 2003). Factors such as absence of personal life, physical strains, unscheduled work hours were influencing the steady loss from human asset angle which could be limited by offering additional reprieve to representatives who work consistently in night shift for five days, compensating workers with wellness programs and stress busters and aligning employees holidays with the clients' holidays (Yadav, 2011). There are many challenges in the implementation of WLBP in many organisation. The family-to-work spill-over is higher for women and the work-to-family spill-over is greater for men (Pleck, 1977). The conflict between work and family has real consequences significantly affects the quality of family life and career attainment of both men and women (Friedman & Greenhaus, 2000). The concerns are it resulted in women may has to make serious career choices, limited opportunity for career advancement and success in their work-role, and the need to choose between two apparent opposites an active and satisfying career, or marriage, children, and a happy family life.

H2: There is significant interrelationships between WLBP and OC.

The work life balance policies have significant impact on employee's commitment (Baral & Bhargava, 2011). The measurement of organizational commitment has huge relevance to organisation (Mowday et al., 1979; Caillier, 2013; Ko & Smith-Walter, 2013). It has increased the employee's control over time and place of work (Thomas & Ganster, 1995) and reduced work-family conflict (Kossek & Ozeki, 1998) and stress (Thompson & Prottas, 2006). The equally high investment of time and involvement in work and family would reduce work-family conflict and stress thereby enhancing an individual's quality of life (Greenhaus, Collins & Shaw, 2003). So, married working women of this era can have a healthy quality of life only when work-life balance is maintained making the topic of WLB for working women, the need of the hour. There is a high integration of work and family domains can lead to negative consequences, as high flexibility can blur the boundaries between those two domains (Hill, Hawkins & Miller, 1996; Clark, 2000). Flexible, integrative work-family arrangements can improve WLB by enabling employees to spend more time with their family. At the same time, when these integrating arrangements are so high that they blur work-family boundaries, they can worsen WLB and lead to higher work-family conflict, higher dissatisfaction with work and family life, and higher levels of stress or depression. The role stress was higher among employees with more work-family issues than employees with less work-family issues (Madhavi & Vimala, 2011). In order to help employees, manage their work and family lives organizations particularly multinational corporations in the information technology sectors introduced work-family policies and benefits.

OBJECTIVES

The growing overlap of professional and domestic responsibilities, particularly for women, the study seeks to understand whether supportive workplace policies help employees maintain a positive connection with their organizations. It aims to analyze the relationship between work–life balance policies and organizational commitment, as well as their impact on job loyalty, while also exploring the interrelationship between commitment and loyalty in a remote work context. By empirically assessing these associations, the study further intends to propose a conceptual framework that explains the linkages among work–life balance policies, organizational commitment, and job loyalty. Ultimately, the objective is to provide practical insights that can assist organizations in formulating effective human resource policies that enhance employee well-being, commitment, and long-term organizational effectiveness.

METHODS

Data are collected from primary sources through a structure questionnaire. In this study there are four parts in the questionnaire. The first part consists of the demographic profile of the respondents, second part deals with the WLBP designed by companies which are segregated into 4 independent variables, the third part deals with the JL using questionnaire with 6 items and section last part deals with the OC with 4 different items in it. Google form questionnaires were prepared and mailed to all the respondents selected through convenient sampling from 3 software companies of India. WLBP are divided into four different kind of policies, namely, flexible working hours (FWH) involves compressed working time, flexible arrangements, part time work and short breaks in working hours, leave policies (LP) includes maternity leave, leave for emergency in family, short time leave for taking care of elderly parents and paid sickness leave, onsite facilities (OF) consists of child care centres, gym facility, break space and canteen facility and organisational assistance programmes (OAP) training for WLB, counselling sessions, work from home and comfortable working environment. Total 150 sets of questionnaires distributed among the female respondents (including married, widows, divorcees and separated women while no unmarried women were there) out of which 120 questionnaires were returned and included in the study for being complete in all respect.

RESULTS

Spearman's coefficient of correlation was used with WLBP as the independent variables and JL and OC as the dependent variables using SPSS. Regression analysis was conducted to examine the variation in dependent variables, i.e. JL and OC are explained by independent variable i.e. WLBP. The result of Spearman's coefficient of correlation has been depicted in Table 1 for JL as the dependent variable and WLBP as the independent variable.

<<< Take in Table 1 here>>>

Table 1 shows the correlation between independent (WLBP) and dependent variables (JL). It indicates that overall there is a positive and significant relationship between the independent variable i.e., WLBP with dependent variable i.e., JL with values ranging from highest 0.903 to lowest 0.762. Flexible working hours as an independent variable has the highest spearman rho correlation coefficient value (0.903) leading to the most important influencing factor to create JL. As there is high correlation value among the independent variables with JL, it is concluded that WLBP are one of the most important determinant to JL. The regression analysis is depicted in Table 2 to examine the variation in dependent variable, i.e. JL is explained by independent variable i.e. WLBP.

<<< Take in Table 2 here>>>

Table 2 represents the regression coefficient of independent variable i.e. WLBP on dependent variable i.e. JL. The results indicate that 85% variation in JL is explained by independent variable i.e. WLBP. The result of Spearman's coefficient of correlation has been shown in Table 3 for OC as the dependent variable and WLBP as the independent variable.

<<< Take in Table 3 here>>>

Table 3 shows the correlation between independent (WLBP) and dependent variable (OC). It indicates that overall there is a positive and significant relationship between the independent variable i.e., WLBP with dependent variable i.e., OC with values ranging from highest 0.900 to lowest 0.799. Leave policies as an independent variable has the

highest spearman rho correlation coefficient value (0.900) leading to the most important influencing factor to create OC. As there is high correlation value among the independent variables with OC, it is concluded that WLBP are one of the most important determinant to OC. The regression analysis has been depicted in Table 4 to examine the variation in dependent variable, i.e. OC is explained by independent variable i.e. WLBP.

<<< Take in Table 4 here>>>

Table. 4 represents the regression coefficient of independent variable i.e. WLBP on dependent variable i.e. OC. The results indicate that 82% variation in dependent variable i.e. OC is explained by independent variable i.e. WLBP.

Models

Empirical Specification

The empirical specification through the regression analysis is derived by taking JL and OC as the dependent variables and WLBP as the independent variables evolved with two different models for these regression equations:

$$\text{Model.1.} \quad JLi = \beta_0 + \beta_1WLBP + \epsilon_i$$

Where, JL is the dependent variable job loyalty, WLBP is the independent variable work life balance policies, β_0 is the intercept, β_1 is the slope and ϵ_i is the error term, which is assumed to be independently and identically distributed with a normal distribution.

$$\text{Model.2.} \quad OCj = \beta_0 + \beta_2WLBP + \epsilon_j$$

Where, OC is the dependent variable organizational commitment, WLBP is the independent variable work life balance policies, β_0 is the intercept, β_2 is the slope and ϵ_j is the error term, which is assumed to be independently and identically distributed with a normal distribution.

Conceptual Model

It is on the basis of the empirical results and past literature a conceptual model on WLBP, OC and JL is proposed which included all the four vectors of WLBP and indicates how they are correlated with the JL and OC.

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Work Life Balance Policies

There are four different kind of policies, namely, Flexible working hours (FWH) involves compressed working time, flexible arrangements, part time work and short breaks in working hours, Leave policies (LP) includes maternity leave, leave for emergency in family, short time leave for taking care of elderly parents and paid sickness leave, onsite facilities (OF) consists of child care centres, gym facility, break space and Canteen facility and organisational assistance programmes (OAP) training for WLB, counselling sessions, work from home and comfortable working environment). Each individual vectors of WLBP has a positive correlation with JL and OC. WLBP significantly improves both JL and OC.

Organizational commitment

The OC is significantly influenced by WLBP. If the policies are employee friendly it will bring more commitment of employee for the organisation and vice versa, which indicates the WLBP has significant impact on the work performance and organisational effectiveness also.

Job Loyalty

The JL is also significantly swayed by WLBP. If the policies are employee friendly it will enhance the job loyalty of employee for the organisation and vice versa. It indicates that if a company has employee supportive WLBP then there is better chance of retention of employee in the organisation.

DISCUSSION

The COVID-19 pandemic put the entire world in a stressful condition, when the work from home is the new norm for every organisation. In such a scenario the organisational culture must align its strategies to the changing working conditions by redefine its strategic intents, human resource norms and existing value system. The women employees are going through one of their toughest time during this period struggling to maintain a balance between their domestic life and work life. The organisation must lend a helping hand through better WLBP which reaffirm their JL and OC in such a critical situation. As, collaboration of female employees is very essential for development of the organisation (Coutinho- Sledge, 2015). In this respect the empirical findings and the conceptual model make the organisation understand the significance of WLBP in ensuring JL and OC. The models also explored the various vectors of WLBP that will increase the JL and OC of the employees.

The findings of the study establish that flexible working hours and leave policies are the most important factors to create JL and OC respectively. Offering WLBP to women employees will ultimately motivate the talent to retain with the organisation. Flexible working hours empowers the women employees to work with liberty which improves the JL. Different leave policies eventually help to enhance OC among woman employees. Similarly, onsite facilities and organisational assistance programmes for WLBP also help to create JL and OC. It can be concluded that woman employees' JL and OC in software sector are dependent on effective WLBP. Software companies in India are already implementing the WLBP to facilitate the women talent in the organisation. As working in a software company is challenging and hectic, many times due to complex work pattern WLBP are must for them. Due to these challenges it is difficult to retain women employees in software companies. But, as the study shows different WLBP would definitely be helpful to create JL and OC which in turn increase the women talent retention in software companies.

Concluding Remarks

The purpose of the study is to extend the knowledge of WLBP, JL and OC of female employees during COVID-19 in an organizational environment and develop an inclusive conceptual model. The results of the study contribute significantly to the existing literature and industries as well in formulation of better policies which will encourage loyalty and commitment of women employees. More extensive research is recommended on the issues relates to WLBP, JL and OC of women employees. Further research is required on how WLBP, JL and OC will contribute to organizational effectiveness. There are few limitations of the study that it only considers 3 software companies with a small number of samples which might not be sufficient to generalize the findings. The study only taken into account the software companies the results might be different for other sectors female employees. In spite of these limitations the study has profound theoretical and practical implications which make this study unique.

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Table 1. Mean, Standard deviation and Correlation

S.No.	Variables	Mean	S.D.	1	2	3	4	5
1.	FWH	4.216	0.342	1				
2.	LP	4.016	0.410	0.82377	1			
3.	OF	3.742	0.324	0.76491	0.73239	1		
4.	OAP	3.593	0.437	0.72599	0.79236	0.722952	1	
5.	JL	4.382	0.358	0.903219	0.88541	0.81937	0.76238	1

Notes: n = 120, Significant at 0.05 level (2- tailed).

Table. 2 Regression Analysis for the effect of WLB policies on JL (N=120)

Dependent Variable	Independent Variable	R ²	F	t
JL	WLBP	0.8537	631.308	24.5502

F = F statistic, t = t statistic, $p < 0.001$.

Table.3 Mean, Standard deviation and Correlation

S.No.	Variables	Mean	S.D.	1	2	3	4	5
1.	FWH	4.216	0.342	1				
2.	LP	4.016	0.410	0.82377	1			
3.	OF	3.742	0.324	0.76491	0.73239	1		
4.	OAP	3.593	0.437	0.72599	0.79236	0.722952	1	
5.	OC	4.233	0.343	0.84376	0.900233	0.79963	0.802341	1

Notes: n = 120, Significant at 0.05 level (2- tailed).

Table. 4 Regression Analysis for the effect of WLBP on OC (N=120)

Dependent Variable	Independent Variable	R ²	F	t
OC	WLBP	0.8226	591.308	22.4729

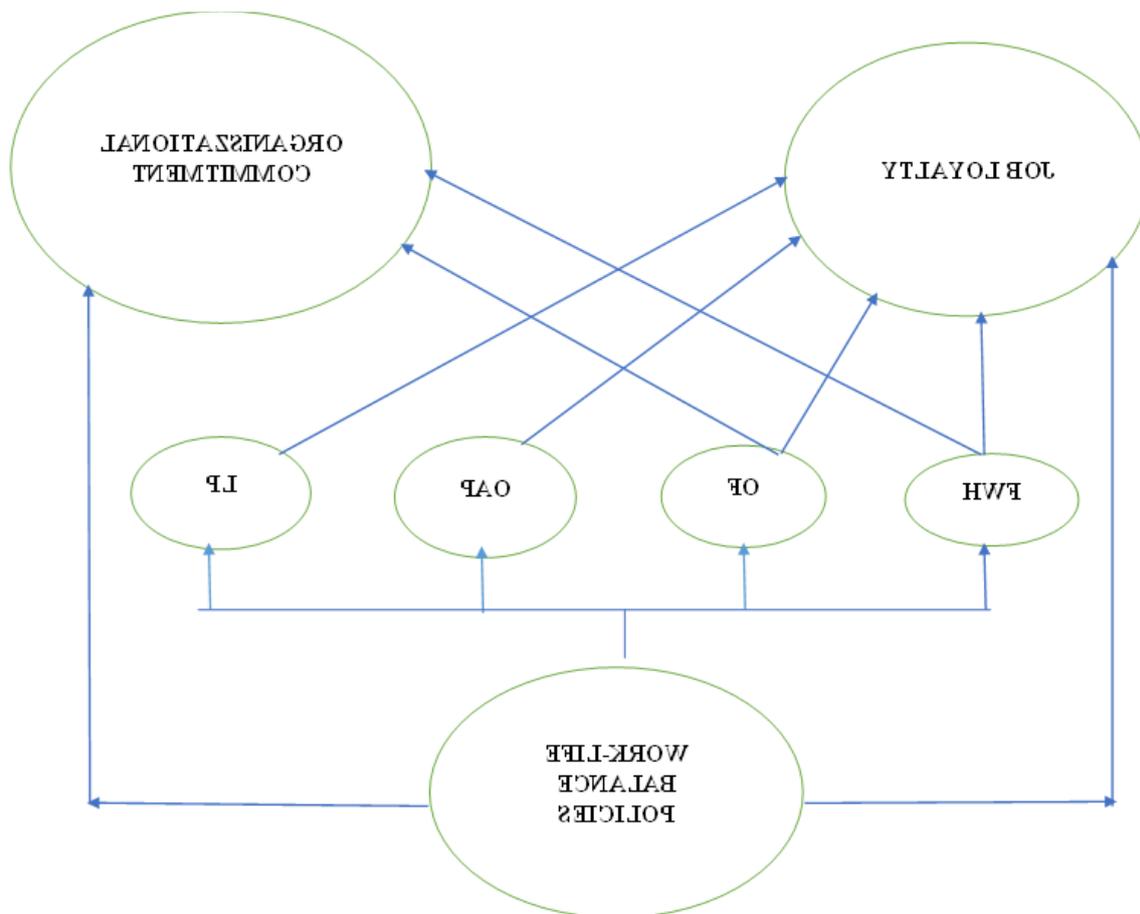


Figure.1. Model of work life balance policies, Job loyalty and Organizational Commitment