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Research Article

Impact of Work Life Balance on Employee Engagement and Productivity in Chennai IT Sector

A. Mubashira Fathima[1], B. N. Suresh Kumar[2]
[1] *Department of management studies St Peter's institute of higher education and research, Avadi, Chennai*
[2] *Department of management studies St Peter's institute of higher education and research, Avadi, Chennai*

A.Mubashira Fathima (mubi9597@yahoo.com) ; B.N.Suresh Kumar(profbns@gmail.com)

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ABSTRACT

This study investigates the relationship between demographic profiles, work-life balance, employee engagement, and productivity in the Chennai IT sector. The research adopts a descriptive research design and collects data from 443 IT employees in Chennai through structured questionnaires using interview and online methods. The demographic analysis reveals gender, age, and designation distributions, shedding light on workforce composition. Multivariate tests employing Pillai's Trace statistics highlight the significant influences of gender, age, and designation on various work-related aspects. The Between-Subjects Effects tests further emphasize the impact of these factors on specific workplace dimensions. Correlation analysis establishes strong positive connections between work-life balance, employee engagement, and productivity. Regression analyses demonstrate that increased work-life balance corresponds to higher levels of employee engagement and productivity. In conclusion, the study's findings offer valuable insights for industry leaders and policymakers striving to create work environments that enhance engagement and productivity while prioritizing employees' well-being.

Keywords: work-life balance, employee engagement, productivity, demographic profile, Chennai IT sector, multivariate tests, Between-Subjects Effects, correlation analysis, regression analysis, well-being.

INTRODUCTION

In recent years, the Chennai Information Technology (IT) sector has emerged as a vital hub for technological innovation and business growth. Amidst the rapid advancements and relentless pace of work in this dynamic industry, the significance of maintaining a healthy work-life balance has gained prominence. Work-life balance, a delicate equilibrium between professional commitments and personal well-being, has shown to have a profound impact on two critical aspects: employee engagement and productivity.

Employee engagement, a measure of an employee's emotional commitment and involvement in their work, plays a pivotal role in shaping the success of any organization. In the Chennai IT sector, where competition is fierce and demands are high, fostering employee engagement is of paramount importance. A conducive work-life balance cultivates an environment where employees feel valued, supported, and respected. When employees are able to balance their professional responsibilities with personal pursuits, they experience reduced burnout and higher job satisfaction. This, in turn, translates to increased engagement levels, as individuals are more likely to invest their energy and creativity into their roles. The flexibility to manage work commitments alongside personal interests allows employees in the Chennai IT sector to maintain a positive attitude towards their job, contributing to a more engaged workforce.

Furthermore, the correlation between work-life balance and productivity cannot be overlooked. In Chennai's bustling IT sector, where innovation and efficiency are vital, the well-being of employees directly influences their productivity levels. A balanced work-life routine not only prevents the onset of

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exhaustion and stress but also enhances cognitive abilities and decision-making skills. Employees who can allocate time for family, hobbies, and self-care are often rejuvenated and mentally prepared to tackle complex tasks and challenges. As employees feel more supported by their organization in achieving a harmonious work- life balance, they are likely to be more committed to delivering high-quality results. By investing in programs that promote work-life balance, IT companies in Chennai can experience a boost in their overall productivity, as employees are empowered to manage their time effectively and maintain a sustainable pace of work.

In essence, the Chennai IT sector is a vibrant and fast-paced industry that thrives on innovation and efficiency. However, achieving a balance between professional and personal commitments is vital for the sustained success of both employees and organizations. The positive impact of work-life balance on employee engagement and productivity is evident in this sector. As IT companies in Chennai recognize the importance of enabling employees to manage their responsibilities and well-being, they can create a work environment that fosters heightened engagement and increased productivity. By valuing work-life balance as a crucial element, the Chennai IT sector can pave the way for a brighter and more sustainable future.

2. REVIEW OF LITERATURES

In the dynamic and rapidly evolving landscape of the IT sector in Chennai, the impact of work-life balance on employee engagement and productivity has gained paramount significance. The Chennai IT sector is renowned for its innovation and technological prowess, but it is not immune to the challenges associated with maintaining a harmonious equilibrium between professional responsibilities and personal well-being (Jaharuddin, N. S., & Zainol, L. N., 2019).

In this bustling hub of technological advancement, the correlation between work-life balance and employee engagement is profound. When employees are afforded the opportunity to strike a balance between their work commitments and personal lives, a cascade of positive outcomes is unleashed. Enhanced work-life balance often translates into heightened job satisfaction, a critical precursor to employee engagement (Iqbal, I., Zia-ud-Din, M., Arif, A., Raza, M., & Ishtiaq, Z., 2017). A workforce that feels empowered to manage their time effectively experiences a reduced sense of burnout and stress, enabling them to immerse themselves more deeply in their roles. As the boundary between work and personal life becomes clearer, employees are better poised to channel their emotional investment into their tasks, thus elevating their engagement levels (Millath, M. A., & Thowseaf, S., 2016).

Beyond fostering employee engagement, an optimized work-life balance in the Chennai IT sector can wield a considerable impact on productivity. The demanding nature of IT roles, often accompanied by long hours and intense projects, can inadvertently erode productivity if not balanced with adequate downtime. Employees who are able to step away from work and recharge during non-working hours return to their tasks with heightened focus and renewed vigor (Banu, A. S., & Sundharavadivel, G., 2019). Consequently, productivity is bolstered as employees efficiently channel their energy into their work. The cognitive effects of reduced stress, stemming from a balanced work-life equation, cannot be understated. A well-rested and less stressed workforce is better equipped to think critically, solve complex problems, and innovate—a hallmark of the IT industry (Deivasigamani, J., & Shankar, G., 2014).

Moreover, the implications extend to recruitment and retention in the Chennai IT sector. In an era where top-tier talent is fiercely sought after, organizations that prioritize work-life balance become magnets for skilled professionals. The prospect of a workplace that acknowledges the importance of personal time and well-being becomes a compelling factor in attracting the best candidates. Furthermore, the retention of employees is heightened when work-life balance is acknowledged and supported. Employees who feel valued as individuals with lives beyond their work tend to exhibit higher levels of loyalty and commitment. The reduced turnover rates not only contribute to cost savings associated with recruitment and training but also foster a stable and experienced workforce (Aruldoss, A., Kowalski, K. B., & Parayitam, S., 2021).

In terms of collaborative dynamics, work-life balance plays a pivotal role in shaping the quality of teamwork and camaraderie within the Chennai IT sector. Employees who are not overwhelmed by persistent work pressures are more inclined to actively participate in collaborative efforts. The positive relationships fostered among team members, stemming from shared understanding and a supportive work environment, lead to improved communication and effective knowledge exchange. Collaboration is

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the backbone of innovation in the IT industry, and a balanced work- life equation lubricates this collaborative machinery (Arief, N. R., Purwana, D., & Saptono, A., 2021).

Amidst the practical advantages, the impact of work-life balance on employee well-being emerges as a central tenet. The recognition of employees' multifaceted lives outside the workplace augments their sense of holistic well-being (Ricardianto, P., Ikhsan, R., Setiawati, R., & Gugat, R., 2020). When organizations demonstrate a genuine commitment to the physical and mental health of their employees, it cultivates a positive attitude and fosters loyalty. The resultant morale boost radiates throughout the workforce, creating an atmosphere of positivity and mutual respect (Banu, A. S., & Sundharavadivel, G., 2019).

Objectives

The study aims at identifying whether there is significant difference in the Work life balance, employee engagement and employee productivity with respect demographic profile of the respondents. Further the study investigates the impact of work life balance on employee engagement and productivity in Chennai it sector.

3. METHODOLOGY

Analysis and Interpretation

The table provides the frequency and percentage distribution for three variables: Gender, Age, and Designation.

		Frequency	Percent
Gender	Male	286	64.6
	Female	157	35.4
	Total	443	100
Age	Less than 25	26	5.9
	25 - 35	178	40.2
	36 - 45	198	44.7
	Above 45	41	9.3
	Total	443	100
Designation	Team Leader	343	77.4
	Manager	86	19.4
	Executive	14	3.2
	Total	443	100

Table 1: Percentage Analysis – Demographic Profile

- **Gender:**
  - Male: The table indicates that there are 286 individuals who identify as male, which accounts for 64.6% of the total population in the study.
  - Female: There are 157 individuals who identify as female, making up 35.4% of the total population.
- **Age**:
  - Less than 25: There are 26 individuals who fall into this age group, constituting 5.9% of the total population.
  - 25 - 35: The largest age group comprises 178 individuals, representing 40.2% of the total.

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- 36 - 45: This age bracket includes 198 individuals, making up 44.7% of the total.
- Above 45: There are 41 individuals who are aged 45 and above, accounting for 9.3% of the total.

- **Designation**:
- Team Leader: The majority of individuals, 343 in total, hold the position of Team Leader. This makes up 77.4% of the total population.
- Manager: There are 86 individuals who are Managers, comprising 19.4% of the total.
- Executive: The smallest category includes 14 individuals who are Executives, constituting 3.2% of the total.

Summary:

- Gender distribution is skewed toward males, who make up about 64.6% of the total, while females account for 35.4%.
- The largest age group falls in the 25 - 35 range, making up 40.2% of the total, followed by individuals aged 36 - 45 at 44.7%.
- The most common designation is Team Leader, with 77.4% of the individuals holding this position, followed by Managers at 19.4%, and Executives at 3.2%.

The table presents the results of a multivariate analysis for the factors "Gender," "Age," and "Designation" in relation to various aspects of Work Life Balance.

Multivariate Tests						
Effect	Val ue	F	Hypothesis df	Error df	Sig.	
Gend er	Pillai's Trace	0.024	2.164[b]	5.000	432.000	0.057
Age	Pillai's Trace	0.165	5.042	15.000	1302.000	0.000

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Designation	Pillai's Trace	0.192	9.175	10.000	866.000	0.000
Tests of Between-Subjects Effects						
Source	Type III Sum of Squares	df	Mean Square	F	Sig.	
Gender	Work-related concerns frequently encroach upon personal time.	2.653	1	2.653	2.868	0.091
	Achieving a balance between work respons	0.925	1	0.925	1.110	0.293

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	ibilities and personal life is important.					
	The workload permits a healthy equilibrium between work and personal life.	0.311	1	0.311	0.285	0.594
	Weekends and holidays allow for disengagement	7.376	1	7.376	8.873	0.00

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	from work-related communication.					3
	Certain adjustments would greatly enhance overall well-being and work-life balance.	0.181	1	0.181	0.216	0.642
Age	Work-related	24.077	3	8.026	8.674	0.00

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	concerns frequently encroach upon personal time.					0
	Achieving a balance between work responsibilities and personal life is important.	9.263	3	3.088	3.704	0.012
	The workload permits a healthy equilibrium between work and personal life.	22.873	3	7.624	6.983	0.000
	Weekends and holidays allow for disengagement from work-related communication	9.241	3	3.080	3.706	0.012
	would greatly enhance overall well-being and work-life balance.					
Designation	Work-related concerns frequently encroach upon personal time.	8.553	2	4.277	4.622	0.010
	Achieving a balance between work responsibilities and personal life is important.	35.519	2	17.759	21.307	0.000
	The workload permits a healthy equilibrium between work and personal life.	8.865	2	4.432	4.059	0.018
	Weekends and	48.621	2	24.310	29.246	0.00

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	holidays allow for disengagement from work-related communication.					0
	Certain adjustments would greatly enhance overall well-being and work-life balance.	20.446	2	10.223	12.190	0.000

Table 2: Multivariate Test – Work Life Balance

Multivariate Analysis (Pillai's Trace):

- **Gender:**
  - Pillai's Trace: The value of 0.024 suggests a weak effect.
  - Significance (Sig.): 0.057 ($p > 0.05$), indicating that the effect of gender is not statistically significant for the overall work-life balance.
- **Age:**
  - Pillai's Trace: The value of 0.165 indicates a moderate effect.
  - Significance (Sig.): 0.000 ($p < 0.001$), showing that age has a statistically significant effect on work-life balance.
- **Designation:**
  - Pillai's Trace: The value of 0.192 indicates a moderate effect.
  - Significance (Sig.): 0.000 ($p < 0.001$), indicating that designation has a statistically significant effect on work-life balance.

Tests of Between-Subjects Effects:

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- This section presents the effects of each variable on specific aspects of work-life balance, along with their respective F-statistics and significance levels.

- **Work-related concerns frequently encroach upon personal time:**
- Gender: The F-statistic of 2.868 with a significance level (Sig.) of 0.091 ($p > 0.05$) suggests that gender doesn't have a statistically significant effect on the extent to which work- related concerns encroach upon personal time.
- Age: The F-statistic of 8.674 with Sig. < 0.001 indicates that age significantly influences how often work-related concerns interfere with personal time.
- Designation: The F-statistic of 4.622 with Sig. =

0.010 ($p < 0.05$) implies that designation has a statistically significant impact on the frequency of work encroaching upon personal time.

- **Achieving a balance between work responsibilities and personal life is important:**
- Gender: The F-statistic of 1.110 with Sig. = 0.293 ($p > 0.05$) suggests that gender doesn't have a statistically significant impact on the perceived importance of work-life balance.
- Age: The F-statistic of 3.704 with Sig. = 0.012 (p

< 0.05) indicates that age significantly affects the perception of achieving a balance between work responsibilities and personal life.

- Designation: The F-statistic of 21.307 with Sig. <

0.001 suggests that designation has a strong influence on the perceived importance of maintaining work-life balance.

- **The workload permits a healthy equilibrium between work and personal life:**
- Gender: The F-statistic of 0.285 with Sig. = 0.594 ($p > 0.05$) indicates that gender doesn't significantly affect whether the workload allows for a healthy balance between work and personal life.
- Age: The F-statistic of 6.983 with Sig. < 0.001 shows that age has a significant impact on whether the workload permits a healthy equilibrium.
- Designation: The F-statistic of 4.059 with Sig. =

0.018 ($p < 0.05$) suggests that designation has a statistically significant effect on the perceived equilibrium between work and personal life.

- **Weekends and holidays allow for disengagement from work-related communication:**
- Gender: The F-statistic of 8.873 with Sig. = 0.003 ($p < 0.01$) indicates that gender has a statistically significant impact on the extent to which weekends and holidays allow for disengagement from work-related communication.
- Age: The F-statistic of 3.706 with Sig. = 0.012 ($p < 0.05$) suggests that age influences the ability to disconnect from work-related communication during weekends and holidays.
- Designation: The F-statistic of 29.246 with Sig. < 0.001 implies that designation strongly affects the extent to which individuals can disengage from work-related communication during weekends and holidays.
- **Certain adjustments would greatly enhance overall well-being and work-life balance:**
- Gender: The F-statistic of 0.216 with Sig. = 0.642 ($p > 0.05$) indicates that gender doesn't significantly influence whether certain adjustments would enhance overall well-being and work-life balance.
- Age: The F-statistic of 12.854 with Sig. < 0.001 suggests that age significantly affects whether specific adjustments would enhance overall well-being and work-life balance.
- Designation: The F-statistic of 12.190 with Sig. < 0.001 shows that designation significantly affects whether certain adjustments would improve overall well-being and work-life balance.

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In summary, the table demonstrates that age and designation have statistically significant effects on various aspects of work-life balance, while gender does not show a statistically significant effect. The F-statistic values indicate the extent of variation explained by each variable, and the significance levels (p-values) reveal whether these effects are likely due to chance or if they are meaningful in the context of work-life balance.

The table presents the results of a multivariate analysis for the factors "Gender," "Age," and "Designation" in relation to various aspects of Employee Engagement.

Multivariate Tests						
Effect		Value	F	Hypothesis df	Error df	Sig.
Gender	Pillai's Trace	0.013	1.165[b]	5.000	432.000	0.326
Age	Pillai's Trace	0.156	4.755	15.000	1302.000	0.000
Designation	Pillai's Trace	0.199	9.577	10.000	866.000	0.000
Tests of Between-Subjects Effects						
Source		Type III Sum of Squares	df	Mean Square	F	Sig.
Gender	A sense of connection to the organization is lacking.	0.291	1	0.291	0.263	0.608
	Contributions and suggestions are valued by the team and management.	1.159	1	1.159	1.361	0.244
	Familiarity with the compa	0.470	1	0.470	0.558	0.456

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	ny's mission and its impact on work is evident.					
	Interaction with colleagues goes beyond task-related conversations.	4.192	1	4.192	5.050	0.025
	Instances of high motivation and engagement are tied to specific factors.	0.697	1	0.697	0.799	0.372
Age	A sense of connection to the organization is lacking.	12.765	3	4.255	3.843	0.010
	Contributions and suggestions are valued by the team	17.216	3	5.739	6.736	0.000

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	and management.					
	Familiarity with the company's mission and its impact on work is evident.	25.178	3	8.393	9.953	0.000
	Interaction with colleagues goes beyond task-related conversations.	11.181	3	3.727	4.490	0.004
	Instances of high motivation and engagement are tied to specific factors.	26.917	3	8.972	10.287	0.000
Designation	A sense of connection to the organization is lacking.	12.972	2	6.486	5.858	0.003
	Contributions and suggestions are valued by the team and management.	29.985	2	14.993	17.598	0.000
	Familiarity with the company's mission and its impact on work is evident.	41.440	2	20.720	24.571	0.000
	Interaction with colleagues goes beyond task-related conversations.	34.113	2	17.056	20.550	0.000
	Instances of high motivation and engagement	24.650	2	12.325	14.131	0.000

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	are tied to specific factors.					

Table 3: Multivariate Test – Employee Engagement

Multivariate Analysis (Pillai's Trace):

- **Gender:**
  - Pillai's Trace: The value of 0.013 suggests a weak effect.
  - Significance (Sig.): 0.326 ($p > 0.05$), indicating that the effect of gender is not statistically significant for employee engagement.
- **Age:**
  - Pillai's Trace: The value of 0.156 indicates a moderate effect.
  - Significance (Sig.): 0.000 ($p < 0.001$), showing that age has a statistically significant effect on employee engagement.
- **Designation:**
  - Pillai's Trace: The value of 0.199 indicates a moderate effect.
  - Significance (Sig.): 0.000 ($p < 0.001$), indicating that designation has a statistically significant effect on employee engagement.

Tests of Between-Subjects Effects:

- This section presents the effects of each variable on specific aspects of employee engagement, along with their respective F-statistics and significance levels.
- **A sense of connection to the organization is lacking:**
  - Gender: The F-statistic of 0.263 with Sig. = 0.608 ($p > 0.05$) indicates that gender doesn't significantly influence the perception of a lack of connection to the organization.
  - Age: The F-statistic of 3.843 with Sig. = 0.010 ($p < 0.05$) suggests that age significantly affects the perception of lacking a connection to the organization.
  - Designation: The F-statistic of 5.858 with Sig. = 0.003 ($p < 0.01$) indicates that designation has a statistically significant impact on the perceived lack of connection to the organization.
- **Contributions and suggestions are valued by the team and management:**
  - Gender: The F-statistic of 1.361 with Sig. = 0.244 ($p > 0.05$) suggests that gender doesn't have a significant influence on the perception of whether contributions and suggestions are valued by the team and management.
  - Age: The F-statistic of 6.736 with Sig. < 0.001 indicates that age significantly affects the perception of the value placed on contributions and suggestions by the team and management.
  - Designation: The F-statistic of 17.598 with Sig. < 0.001 shows that designation significantly influences whether contributions and suggestions are valued by the team and management.
- **Familiarity with the company's mission and its impact on work is evident:**
  - Gender: The F-statistic of 0.558 with Sig. = 0.456 ($p > 0.05$) suggests that gender doesn't significantly affect the perception of familiarity with the company's mission and its impact on work.
  - Age: The F-statistic of 9.953 with Sig. < 0.001 indicates that age significantly influences the perception of familiarity with the company's mission and its impact on work.
  - Designation: The F-statistic of 24.571 with Sig. < 0.001 shows that designation has a strong influence on the perception of familiarity with the company's mission and its impact on work.

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- **Interaction with colleagues goes beyond task- related conversations:**
  - Gender: The F-statistic of 5.050 with Sig. = 0.025 ($p < 0.05$) indicates that gender has a statistically significant impact on the extent to which interactions with colleagues go beyond task- related conversations.
  - Age: The F-statistic of 4.490 with Sig. = 0.004 ($p < 0.01$) suggests that age significantly influences the depth of interactions with colleagues beyond tasks.
  - Designation: The F-statistic of 20.550 with Sig. < 0.001 shows that designation significantly affects whether interactions with colleagues extend beyond task-related discussions.

- **Instances of high motivation and engagement are tied to specific factors:**
  - Gender: The F-statistic of 0.799 with Sig. = 0.372 ($p > 0.05$) indicates that gender doesn't significantly influence whether instances of high motivation and engagement are linked to specific factors.
  - Age: The F-statistic of 10.287 with Sig. < 0.001 suggests that age significantly affects whether instances of high motivation and engagement are associated with specific factors.
  - Designation: The F-statistic of 14.131 with Sig. < 0.01 shows that designation significantly influences whether instances of high motivation and engagement are tied to specific factors.

  In summary, the table demonstrates that age and designation have statistically significant effects on various aspects of employee engagement, while gender does not show a statistically significant effect. The F-statistic values indicate the extent of variation explained by each variable, and the significance levels (p-values) reveal whether these effects are likely due to chance or if they are meaningful in the context of employee engagement.

  The table presents the results of a multivariate analysis for the factors "Gender," "Age," and "Designation" in relation to various aspects of Employee Productivity.

Multivariate Tests

Effect		Value	F	Hypothesis df	Error df	Sig.
Gender	Pillai's Trace	0.020	1.803[b]	5.000	432.000	0.111
Age	Pillai's Trace	0.158	4.824	15.000	1302.000	0.000
Designation	Pillai's Trace	0.171	8.118	10.000	866.000	0.000

Tests of Between-Subjects Effects

Source		Type III Sum of Squares	df	Mean Square	F	Sig.
Gender	Efficient task management and resource utilization are critical.	1.233	1	1.233	1.343	0.247

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	Certain tools, resources, or training could significantly enhance task performance.	2.089	1	2.089	2.331	0.128
	Open conversations about workload and support for productivity exist.	1.296	1	1.296	1.492	0.223
	Specific strategies are linked to optimal productivity in past projects.	0.327	1	0.327	0.394	0.531
Age	Efficient task management and resource utilization are critical.	36.907	3	12.302	13.407	0.000
	Regular productivity obstacles are a common occurrence.	5.755	1	5.755	7.203	0.008
	Certain tools, resources, or training could significantly enhance task performance.	30.515	3	10.172	11.351	0.000
	Regular productivity obstacles are a common occurrence.	11.748	3	3.916	4.901	0.002

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	Open conversations about workload and support for productivity exist.	5.201	3	1.734	1.996	0.114
	Specific strategies are linked to optimal productivity in past projects.	18.534	3	6.178	7.440	0.000
	Efficient task management and resource utilization are critical.	18.323	2	9.162	9.985	0.000
	Certain tools, resources, or training could significantly enhance task performance.	22.413	2	11.206	12.505	0.000
	Regular productivity obstacles are a common occurrence.	30.798	2	15.399	19.272	0.000
	Open conversations about workload and support for productivity exist.	20.082	2	10.041	11.559	0.000
	Specific strategies are linked to optimal productivity in past projects.	41.725	2	20.863	25.124	0.000

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Table 4: Multivariate Test – Employee Productivity

Multivariate Analysis (Pillai's Trace):

- **Gender:**
  - Pillai's Trace: The value of 0.020 suggests a weak effect.
  - Significance (Sig.): 0.111 ($p > 0.05$), indicating that the effect of gender is not statistically significant for employee productivity.
- **Age:**
  - Pillai's Trace: The value of 0.158 indicates a moderate effect.
  - Significance (Sig.): 0.000 ($p < 0.001$), showing that age has a statistically significant effect on employee productivity.
- **Designation:**
  - Pillai's Trace: The value of 0.171 indicates a moderate effect.
  - Significance (Sig.): 0.000 ($p < 0.001$), indicating that designation has a statistically significant effect on employee productivity.

Tests of Between-Subjects Effects:

- This section presents the effects of each variable on specific aspects of employee productivity, along with their respective F- statistics and significance levels.

- **Efficient task management and resource utilization are critical:**
  - Gender: The F-statistic of 1.343 with Sig. = 0.247 ($p > 0.05$) indicates that gender doesn't significantly influence the perception of whether efficient task management and resource utilization are critical.
  - Age: The F-statistic of 13.407 with Sig. < 0.001 suggests that age significantly affects the perception of the importance of efficient task management and resource utilization.
  - Designation: The F-statistic of 9.985 with Sig. < 0.001 indicates that designation has a statistically significant impact on the perception of the criticality of efficient task management and resource utilization.

- **Certain tools, resources, or training could significantly enhance task performance:**
  - Gender: The F-statistic of 2.331 with Sig. = 0.128 ($p > 0.05$) suggests that gender doesn't significantly influence the perception of whether specific tools, resources, or training could significantly enhance task performance.
  - Age: The F-statistic of 11.351 with Sig. < 0.001 indicates that age significantly affects the perception of the potential impact of tools, resources, or training on task performance.
  - Designation: The F-statistic of 12.505 with Sig. < 0.001 shows that designation significantly influences the perception of whether specific tools, resources, or training could enhance task performance.
- **Regular productivity obstacles are a common occurrence:**
  - Gender: The F-statistic of 7.203 with Sig. = 0.008 ($p < 0.01$) indicates that gender has a statistically significant impact on the perception of the frequency of regular productivity obstacles.
  - Age: The F-statistic of 4.901 with Sig. = 0.002 ($p < 0.01$) suggests that age significantly influences the perception of the occurrence of regular productivity obstacles.
  - Designation: The F-statistic of 19.272 with Sig. < 0.001 shows that designation significantly affects the perception of whether regular productivity obstacles are a common occurrence.
- **Open conversations about workload and support for productivity exist:**

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- Gender: The F-statistic of 1.492 with Sig. = 0.223 (p > 0.05) suggests that gender doesn't significantly influence the perception of whether open conversations about workload and support for productivity exist.
- Age: The F-statistic of 1.996 with Sig. = 0.114 (p > 0.05) indicates that age doesn't significantly affect the perception of the presence of open conversations about workload and support.
- Designation: The F-statistic of 11.559 with Sig. < 0.001 shows that designation significantly influences whether open conversations about workload and support for productivity exist.

- **Specific strategies are linked to optimal productivity in past projects:**
- Gender: The F-statistic of 0.394 with Sig. = 0.531 (p > 0.05) suggests that gender doesn't significantly influence whether specific strategies are linked to optimal productivity in past projects.
- Age: The F-statistic of 7.440 with Sig. < 0.001 indicates that age significantly affects whether specific strategies are linked to optimal productivity in past projects.
- Designation: The F-statistic of 25.124 with Sig. < 0.001 shows that designation significantly influences whether specific strategies are tied to optimal productivity in past projects.

In summary, the table demonstrates that age and designation have statistically significant effects on various aspects of employee productivity, while gender does not show a statistically significant effect. The F-statistic values indicate the extent of variation explained by each variable, and the significance levels (p-values) reveal whether these effects are likely due to chance or if they are meaningful in the context of employee productivity.

The table presents a correlation analysis between three variables: Work-Life Balance, Employee Engagement, and Employee Productivity.

Correlations

		Work-Life Balance	Employee Engagement	Employee Productivity
Work-Life Balance	Pearson Correlation	1	.711**	.691**
	Sig. (2-tailed)		0.000	0.000
	N	443	443	443
Employee Engagement	Pearson Correlation	.711**	1	.693**
	Sig. (2-tailed)	0.000		0.000
	N	443	443	443
Employee Productivity	Pearson Correlation	.691**	.693**	1
	Sig. (2-tailed)	0.000	0.000	
	N	443	443	443

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Table 5: Correlation Analysis – Work Life Balance, Employee Engagement and Employee Productivity

Work-Life Balance vs. Employee Engagement:

- Pearson Correlation: The coefficient is 0.711, indicating a strong positive correlation between Work-Life Balance and Employee Engagement.
- Significance (2-tailed): The significance value is 0.000 ($p < 0.001$), suggesting that the correlation is statistically significant.

Work-Life Balance vs. Employee Productivity:

- Pearson Correlation: The coefficient is 0.691, indicating a strong positive correlation between Work-Life Balance and Employee Productivity.
- Significance (2-tailed): The significance value is 0.000 ($p < 0.001$), indicating that the correlation is statistically significant.

Employee Engagement vs. Employee Productivity:

- Pearson Correlation: The coefficient is 0.693, indicating a strong positive correlation between Employee Engagement and Employee Productivity.
- Significance (2-tailed): The significance value is 0.000 ($p < 0.001$), showing that the correlation is statistically significant.

Summary:

- Work-Life Balance has a strong positive correlation with both Employee Engagement (0.711) and Employee Productivity (0.691).
- Employee Engagement also has a strong positive correlation with Employee Productivity (0.693).

These correlations suggest that as Work-Life Balance, Employee Engagement, and Employee roductivity increase, they tend to do so in conjunction with each other. This implies that individuals who experience better work-life balance are more engaged, and engaged employees tend to be more productive.

The table presents the results of a regression analysis that examines the impact of Work Life Balance on Employee Engagement.

Model Summary

Model	R	R Square	Adjusted R Squa Re	Std. Error of the Estimate
1	.711[a]	0.505	0.504	0.48721

a. Predictors: (Constant), Work-Life Balance

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	106.971	1	106.971	450.652	.000[b]
	Residual	104.680	441	0.237		

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	Total	211.651	442			
a. Dependent Variable: Employee Engagement						
b. Predictors: (Constant), Work-Life Balance						
Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.088	0.140		7.797	0.000
	Work-Life Balance	0.725	0.034	0.711	21.229	0.000
a. Dependent Variable: Employee Engagement						

Table 6: Regression Analysis – Impact of Work Life Balance on Employee Engagement

Variables Entered/Removed:

- **Model 1:** Work-Life Balance was entered as a predictor variable for Employee Engagement.
- **Dependent Variable:** The dependent variable being predicted is Employee Engagement.

Model Summary:

- **R:** The correlation coefficient (R) is 0.711, indicating a strong positive relationship between Work-Life Balance and Employee Engagement.
- **R Square**: The coefficient of determination (R Square) is 0.505, which means that approximately 50.5% of the variance in Employee Engagement can be explained by the variance in Work-Life Balance.
- **Adjusted R Square:** The adjusted R Square is 0.504, which considers the number of predictors in the model and is slightly lower than R Square.
- **Std. Error of the Estimate:** The standard error of the estimate is 0.48721, indicating the average difference between the actual Employee Engagement scores and the predicted scores from the regression model.

ANOVA:

- **Regression**: The sum of squares for the regression model is 106.971, with 1 degree of freedom.
- **Residual:** The sum of squares for the residuals (unexplained variance) is 104.680, with 441 degrees of freedom.
- **Total:** The total sum of squares is 211.651, with 442 degrees of freedom.
- The F-statistic is 450.652 with a significance value (Sig.) of 0.000 ($p < 0.001$), indicating that the regression model is statistically significant in explaining the variance in Employee Engagement.

Coefficients:

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- **Constant:** The constant term in the regression equation is 1.088. It represents the predicted Employee Engagement score when Work-Life Balance is zero (which might not have a practical interpretation in this context).
- **Work-Life Balance:** The coefficient for Work-Life Balance is 0.725. This indicates that for a one- unit increase in Work-Life Balance, Employee Engagement is expected to increase by 0.725 units.
- The t-statistic for Work-Life Balance is 21.229, and the significance value (Sig.) is 0.000 ($p < 0.001$), indicating that the relationship between Work-Life Balance and Employee Engagement is statistically significant.

In summary, the regression analysis indicates that Work-Life Balance has a statistically significant and positive impact on Employee Engagement. The regression model suggests that improvements in Work-Life Balance are associated with higher levels of Employee Engagement. Approximately 50.5% of the variance in Employee Engagement can be explained by the variance in Work-Life Balance.

The table presents the results of a regression analysis that examines the impact of Work Life Balance on Employee Productivity.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.691[a]	0.477	0.476	0.50355

a. Predictors: (Constant), Work-Life Balance

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	102.015	1	102.015	402.329	.000[b]
	Residual	111.821	441	0.254		
	Total	213.836	442			

a. Dependent Variable: Employee Productivity

b. Predictors: (Constant), Work-Life Balance

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.264	0.144		8.767	0.000

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	Work-Life Balance	0.708	0.035	0.691	20.058	0.000
a. Dependent Variable: Employee Productivity						

Table 7: Regression Analysis – Impact of Work Life Balance on Employee Productivity

Variables Entered/Removed:

- **Model 1:** Work-Life Balance was entered as a predictor variable for Employee Productivity.
- **Dependent Variable:** The dependent variable being predicted is Employee Productivity.

Model Summary:

- **R:** The correlation coefficient (R) is 0.691, indicating a strong positive relationship between Work-Life Balance and Employee Productivity.
- **R Square:** The coefficient of determination (R Square) is 0.477, which means that approximately 47.7% of the variance in Employee Productivity can be explained by the variance in Work-Life Balance.
- **Adjusted R Square:** The adjusted R Square is 0.476, which considers the number of predictors in the model and is slightly lower than R Square.
- **Std. Error of the Estimate:** The standard error of the estimate is 0.50355, indicating the average difference between the actual Employee Productivity scores and the predicted scores from the regression model.

ANOVA:

- Regression: The sum of squares for the regression model is 102.015, with 1 degree of freedom.
- Residual: The sum of squares for the residuals (unexplained variance) is 111.821, with 441 degrees of freedom.
- Total: The total sum of squares is 213.836, with 442 degrees of freedom.
- The F-statistic is 402.329 with a significance value (Sig.) of 0.000 ($p < 0.001$), indicating that the regression model is statistically significant in explaining the variance in Employee Productivity.

Coefficients:

- Constant: The constant term in the regression equation is 1.264. It represents the predicted Employee Productivity score when Work-Life Balance is zero (which might not have a practical interpretation in this context).
- Work-Life Balance: The coefficient for Work-Life Balance is 0.708. This indicates that for a one- unit increase in Work-Life Balance, Employee Productivity is expected to increase by 0.708 units.
- The t-statistic for Work-Life Balance is 20.058, and the significance value (Sig.) is 0.000 ($p < 0.001$), indicating that the relationship between Work-Life Balance and Employee Productivity is statistically significant.

In summary, the regression analysis indicates that Work-Life Balance has a statistically significant and positive impact on Employee Productivity. The regression model suggests that improvements in Work-Life Balance are associated with higher levels of Employee Productivity. Approximately 47.7% of the variance in Employee Productivity can be explained by the variance in Work-Life Balance.

4. DISCUSSION

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Based on the findings presented in the analysis of the Chennai IT sector, several key suggestions can be proposed to enhance employee engagement, productivity, and overall work-life balance within the industry. Given the significant impact of age and gender on various workplace dimensions, consider implementing flexible work arrangements such as remote work, flexible hours, or compressed workweeks. These options can accommodate different life stages and responsibilities, allowing employees to balance their personal and professional lives more effectively. Develop comprehensive wellness programs that cater to the diverse needs of the workforce. These programs can include physical fitness activities, mental health support, stress management workshops, and mindfulness training. By prioritizing employee well-being, you can foster a healthier and more engaged workforce. Invest in training and development programs that focus on enhancing skills, knowledge, and career progression. Providing opportunities for growth can boost employee engagement and motivation, as they feel valued and supported in their professional journey. Encourage open and transparent communication between management and employees. Regularly share organizational goals, changes, and updates, allowing employees to understand their roles and contributions within the bigger picture. This transparency can enhance a sense of connection and engagement.

Implement strategies that empower employees to take ownership of their work. Recognize and celebrate achievements, both big and small, to acknowledge their contributions. Feeling valued and appreciated significantly contributes to higher engagement levels. Address concerns related to workload and task management. This can involve optimizing work processes, distributing tasks evenly, and setting realistic expectations. When employees have manageable workloads, they are better equipped to maintain a healthy work-life balance. Establish mentorship programs that enable experienced employees to guide and support newer ones. Additionally, provide leadership development opportunities to nurture and promote internal talent, creating a sense of career progression and engagement.

Create a culture of continuous feedback. Regular performance evaluations and discussions about work-related concerns can help identify areas for improvement and provide a platform for employees to voice their opinions and suggestions. Encourage the integration of work and personal life. This can involve organizing family-friendly events, promoting hobbies and interests among employees, and emphasizing the importance of self-care. A holistic approach to life can positively impact engagement and productivity. Review and implement policies that align with the needs of a diverse workforce. This may include parental leave policies, flexible scheduling options, and mechanisms to address employee concerns effectively. Foster a collaborative and inclusive work environment where employees can share ideas, collaborate on projects, and learn from one another. A positive and supportive atmosphere can enhance engagement and creativity. By implementing these suggestions, the Chennai IT sector can create a work culture that values work- life balance, promotes employee engagement, and drives productivity. As organizations prioritize the well-being and growth of their employees, they pave the way for a more motivated, satisfied, and high-performing workforce.

5. FINDINGS AND CONCLUSION

The demographic breakdown reveals a significant gender distribution in the sector, with 64.6% males and 35.4% females. Age-wise, employees below 25 years constitute 5.9%, 25-35 years make up 40.2%, those aged 36-45 comprise 44.7%, and those above 45 years represent 9.3% of the workforce. Additionally, the designation distribution portrays 77.4% as Team Leaders, 19.4% as Managers, and 3.2% as Executives, offering insights into the hierarchical structure. Moving on to the multivariate tests, the Pillai's Trace statistics unveil intriguing patterns. The effects of gender, age, and designation on work-related concerns, achieving a work-life balance, and other significant aspects were analyzed. The p-values associated with these tests exhibit the statistical significance of these factors in influencing different work-related dimensions. Gender and age, in particular, were significant predictors, with age demonstrating a stronger impact on various factors, underscoring its role in shaping workplace experiences.

Tests of Between-Subjects Effects further delve into the impact of gender, age, and designation on specific workplace aspects. These aspects encompass the encroachment of work on personal time, the importance of work-life balance, the equilibrium between work and personal life, disengagement from work-related communication, and the potential for enhancing overall well-being. The F-statistics and p-values provide evidence of the significance of these factors in influencing these workplace aspects. Furthermore, the correlation analysis establishes connections between work-life balance, employee engagement, and productivity. The high Pearson correlation coefficients (significantly different from zero) emphasize strong

positive relationships among these variables, suggesting that improvements in work-life balance are associated with higher levels of employee engagement and productivity. This finding reinforces the notion that a balanced work-life routine positively affects employees' attitudes and performance.

Lastly, the regression analyses offer insight into the quantitative impact of work-life balance on employee engagement and productivity. The coefficients indicate that an increase in work-life balance is associated with higher levels of both employee engagement and productivity. These findings underscore the importance of fostering work environments that prioritize work-life balance to enhance overall workforce engagement and productivity levels. Overall, the analyses collectively highlight the multi-faceted relationships between demographic factors, work- life balance, employee engagement, and productivity within the Chennai IT sector. The data provides valuable insights for industry leaders and policymakers aiming to create conducive work environments that drive engagement and productivity while acknowledging the significance of personal well-being.

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