

Work-Place Friendship and Work-Life Balance Vis-A-Vis Job Satisfaction – A Study on the Employees

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Abstract

The aim of the present investigation is to study work-place friendship, work-life balance and job satisfaction as expressed by the employees engaged in IT sector. Accordingly, a group of 80 employees (40 employees whose duration of service is 1-5 years and 40 employees whose duration of service 6-10 years) were selected as sample in this investigation. Accordingly, a General Information Schedule, Work-Place Friendship Scale, Work-Life Balance Scale and Job Satisfaction Scale were used as tools. Both qualitative and quantitative analyses were done. Findings revealed that there seems to be indication of good work-place friendship as expressed by both the group. No significant difference was observed in connection with duration of service. On the other hand, work-life balance and job satisfaction level is comparatively better as expressed by the employees whose duration of service is 6-10 years than those whose duration of service is 1-5 years. Significant difference was observed in this regard. Besides this, positive correlation was found between work-place friendship and job satisfaction level and also between work-life balance and job satisfaction level. Adequate measures may be taken to increase the job satisfaction level, to maintain better work-life balance and also to increase work-place friendship for both the group especially for the employees whose duration of service is between 1-5 years.

Key Words : Work-place friendship, work-life balance, job satisfaction level, IT employees

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Introduction

Information Technology in India is an industry consisting of two major components : IT services and business process outsourcing (BPO). In the contemporary world economy, India is the second-largest exporter of IT. A professional career in IT range from highly technical, such as software developer or technical support to those requiring good business awareness such as systems analyst or web author. Kolkata is a major IT hub in Eastern India. All major IT companies are present here. The city has tremendous potential for growth in this sector with upcoming areas like Rajarhat. IT employees have quite a stressful job. The constant change between their organizational demands and their personal demands keep them

under lot of stress. Friendship is the one of the most important component of survival, be it in any kind of surrounding. Work-place friendship is something that starts in a formal setting, but, is maintained and nourished beyond the formal boundaries. It allows people from different culture, gender and age to interact with each other and extend their circles. On the other hand, work-life balance is a term used to acknowledge the notion that a person needs sufficient time for both his work as well as other aspects of life, be it family-related or even of some personal interests. Besides this, job satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience. Duration of service is the time period for which an employee works in an organization.

Employee's attitude towards job sometimes depends on duration of service. Work hours related to work-life balance create problems for IT sector employees. Not only this, the more the age, the better is the work-life balance (Delina and Raya, 2013). According to Thriveni and Rama (2012) found significant relationship between work-life balance and the demographic factors such as age, experience, marital status, income, no. of dependents etc. Rao conducted a study on the influence of personal as well as demographic factors on work-life balance of the corporate sector employees. Findings revealed that there are certain self-management techniques and some measures that should be taken by the organizations to combat with the challenges of work-life balance in the corporate sector. Organizations can increase employees' satisfaction by providing more opportunities for team work and flexible schedules, developing a family friendly organizational culture and also by offering assistance with child care. Tayfun and Catir (2014) found significant relationship between employees' work-life balance and the level of organizational commitment. Findings also revealed that the more the duration of service, the more is the work-life balance. Rani et al (2011) studied the relationship between employees' job satisfaction and work-life balance. Career opportunities, recognition, payments, benefits, superior-subordinate relationship, employees' satisfaction and work-life balance take important role in this regard. There is high correlation between work task and employee satisfaction with a mediator variable namely work-life balance. Wong et al. (2017) found that supervisor support, co-worker support and flexible work environment are the significant factors between work-place factors and work-life balance. Lin and Lin (2011) found that job satisfaction is indeed an intervening variable to the relationship between co-workers' relationship and organizational commitment.

Another study found that work-place friendship has variety of positive functions for individual performance and job satisfaction positively and significantly mediates between the relationships of turnover intentions, contextual performance, task performance and work-place friendship (Amjad et al., 2015). Gibson and Klein (1970) studied employees' attitude as a function of age and length of service. Results suggested that there was a linear positive relationship between employee satisfaction and age but negative affect of length of service and job satisfaction. Considering the above, the present investigation has been designed to study the work-place friendship, work-life balance and job satisfaction as expressed by the employees engaged in IT sector at Kolkata.

Objectives

1. To study the work-place friendship as expressed by the employees engaged in IT sector at Kolkata
2. To study the work-life balance as expressed by the employees engaged in IT sector at Kolkata
3. To study the job satisfaction level as expressed by the employees engaged in IT sector at Kolkata.

Concept and Operationalization

Work-place friendship : Work-place friendship is focused on friendship occurred in the workplace. Work-place friendship is the nonexclusive workplace relations that involve mutual trust, reciprocal liking, shared interests as well as values.

Work-life balance : Work-life balance is defined as the extent to which an individual is engaged in and equally satisfied with his/her work role as well as family role.

Job satisfaction : Job satisfaction is the degree to which people achieve and at the same time maintain correspondence with the environment, satisfying both the extrinsic and intrinsic needs.

IT sector : IT (information Technology) is a catch-all for the industry at present. Any job that is primarily to do with the operation of computers or developing for them is within the IT industry/sector.

Hypotheses

Hypothesis – I : Work-place friendship as expressed by the employees engaged in IT sector is differentially associated with duration of service.

Hypothesis – II : Work-life balance as expressed by the employees engaged in IT sector is differentially associated with duration of service.

Hypothesis – III : Job satisfaction as expressed by the employees engaged in IT sector is differentially associated with duration of service.

Hypothesis – IV : There is positive correlation between work-place friendship and job satisfaction and between work-life balance and job satisfaction.

Study Area and Sample

A group of 80 employees engaged in IT sector was selected as sample following the random sampling technique. The pertinent characteristic of the subjects are as follows :

- i) Age : 26-35 years and 36-45 years
- ii) Gender : Both male and female
- iii) Educational qualification : At least graduate
- iv) Duration of service : 1-5 years and 6-10 years

Tools Used

General Information Schedule : It consists of items like name, address, age, gender, educational qualification, duration of service etc.

Work-place Friendship Scale (Nielsen, Jex and Adams, 2002) : It consists of 12 items answerable in a five-point scale from strongly agree to strongly disagree where high score indicates high work-place friendship and vice-versa. There are two dimensions – i) opportunity for friendship and ii) prevalence of friendship. The value of Cronbach alpha is 0.84.

Work-Life Balance Scale (Rincy and Panchanatham, 2010) : It consists of 42 items answerable in a seven point scale from never to every time. There are four dimensions, viz., i) intrusion of personal life into work, ii) intrusion of work into personal life, iii) work enhancement by personal life and iv) personal life enhancement by work. The questionnaire is answerable in a seven point scale from never to every time where high score indicates high work-life balance and vice-versa. The value of Cronbach alpha is 0.81.

Job satisfaction Scale (Dubey, 2009) : It consists of 25 statements answerable in a four point scale from strongly disagree to strongly agree where high score indicates high level of job satisfaction and vice-versa. The split-half reliability value is 0.72.

Administration, Scoring and Statistical Treatment

The General Information Schedule, Work-place Friendship Scale, Work-life Balance Scale and Job Satisfaction Scale were administered to the selected group of subjects by giving proper instruction. Data were collected and properly scrutinized. Scoring was done with the help of standard scoring key. Tabulation was done for each group and for each test separately. For general information schedule, frequency and percentages were calculated. Mean and S.D. were calculated for other tests. Comparisons were made by applying t-test. Correlation was also done between work-place friendship and job satisfaction and also between work-life balance and job satisfaction.

Results and Interpretation

The general characteristic data inserted in Table – 1 reveals the characteristic features of the subjects, under study.

Table – 1 : General characteristic features of the subjects, under study

General	Characteristics	Duration of	Service 1-5	Duration of	Service 6-10 years
		Frequency	Percentage	Frequency	Percentage
Age	26-35 years	20	50.00	20	50.00
	36-45 years	20	50.00	20	50.00
Gender	Male	20	50.00	20	50.00
	Female	20	50.00	20	50.00
Edu.Qua.	Graduate	20	50.00	20	50.00
	Post-graduate	20	50.00	20	50.00

Data inserted in Table – 2 reveals the comparative picture of work-place friendship of the employees engaged in IT sector whose duration of service is between 1-5 years and 6-10 years respectively. From the findings it can be said that there seems to be indication of good work-place friendship as expressed by both the group. Analysis of data reveals that they have the opportunity to get to know about the co-workers, have the chance to talk informally with others, have the opportunity to develop close friendship

at the work-place, able to form strong friendship at work, can trust the co-workers. But, in some situations they can confide in people at work. When comparison was made between the two groups, no significant difference was observed. Thus, the **Hypothesis – I : Work-place friendship as expressed by the employees engaged in IT sector is differentially associated with duration of service” – is rejected in this investigation.**

Table – 2 : Comparison between the employees whose duration of service is between 1-5 years and between 6-10 years in terms of work-place friendship

Work-place Friendship	1-5 yrs		6-10 yrs		
	Mean	S.D.	Mean	S.D.	t-value
Opportunity for friendship	24.28	5.33	24.25	3.50	0.25*
Prevalence of friendship	19.80	3.60	19.38	4.10	0.49*
Overall	44.08	7.91	43.63	6.01	0.29*

Score range : Opportunity for friendship : 6 – 30

Prevalence of friendship : 6 – 30

Overall : 12 – 60

High score indicates high work-place friendship and vice-versa.

*** Difference is insignificant**

Comparison was also made between the two group of employees engaged in IT sector whose duration of service is between 1-5 years and 6-10 years in terms of work-life balance. Overall picture reveals that there seems to be indication of better work-life balance among the employees whose duration of service is between 6-10 years than those whose duration of service is between 1-5 years. Domain-wise findings

indicate different pictures. Mean value is comparatively higher among the employees whose duration of service is between the ages 1-5 years than those whose duration of service is between 6-10 years in case of intrusion of personal life into work and intrusion of work into personal life. On the contrary, mean score is comparatively higher among the employees whose duration of service is between the ages 6

-10 years than those whose duration of service is between 1-5 years in case of work enhancement by personal life and personal life enhancement by work. Analysis of data further reveals that the employees whose duration of service is between 6-10 years have more positive attitude towards the aspect that their work provides them enthusiasm as well as happiness to pursue their personal/family roles and their experience of managing their family which provides them better skill at work. On the contrary, according to them sometimes they can not concentrate at

work due to the dependent care issues at home. Not only this, they have also shown negative attitude towards the fact that the stress originating at their work drastically diminishes the happiness of their family. When comparison was made between the two groups, significant difference was observed. Thus, the Hypothesis – II which postulates, “Work-life balance as expressed by the employees engaged in IT sector is differentially associated with duration of service” – is accepted in this investigation.

Table – 3 : Comparison between the employees whose duration of service is between 1-5 years and between 6-10 years in terms of work-life balance

Work-life balance	1-5 yrs		6-10 yrs		
	Mean	S.D.	Mean	S.D.	t-value
Intrusion of personal life into work	29.60	9.64	24.33	7.05	2.77*
Intrusion of work into personal life	66.15	13.04	57.55	12.28	3.03*
Work enhancement by personal life	32.05	9.10	43.28	2.59	7.51*
Personal life enhancement by work	34.22	9.02	45.18	2.45	7.41*
Overall	161.18	9.82	170.32	15.15	3.20*

Score range : Intrusion of personal life into work : 10 – 70

Intrusion of work into personal life : 18 – 126

Work enhancement by personal life : 7 – 49

Personal life enhancement by work : 7 – 49

Overall : 42 – 294

High score indicates better orientation towards work-life balance and vice-versa

*** Difference is significant**

Data inserted in Table – 4 reveals the comparative picture between the two groups of employees engaged in IT sector in terms of level of job satisfaction. From the mean score it can be said that job satisfaction level as expressed by the employees whose duration of service is between 6-10 years is comparatively better than those whose duration of service is between 1-5 years. Analysis of data reveals that getting promotions as per the qualification and experience, satisfactory working conditions, opportunity to present their problem to the

management, feel proud of working in the organization, satisfaction regarding general supervision and have the full confidence in the management are the reasons behind the difference between the two groups of employees in terms of level of job satisfaction. When comparison was made between the two groups, significant difference was observed. Thus, the Hypothesis – III, which states, “Job satisfaction as expressed by the employees engaged in IT sector is differentially associated with duration of service” – is accepted in this investigation.

Table – 4 : Comparison between the employees whose duration of service is between 1-5 years and between 6-10 years in terms of level of job satisfaction

	Duration	1-5 yrs	Duration	6-10 yrs	
Scale	Mean	S.D.	Mean	S.D.	t-value
Job satisfaction	53.60	9.80	67.73	8.68	6.94*

Score range : 0 – 100**High score indicates high level of job satisfaction and vice-versa**

Data inserted in Table – 5 reveals the correlation between the work-place friendship and job satisfaction and also work-life balance and job satisfaction. In both the cases positive correlation was found. Thus the **Hypothesis –**

IV which states, “There is positive correlation between work-place friendship and job satisfaction and also between work-life balance and job satisfaction” – is accepted in this investigation.

Table – 5 : Correlation between work-place friendship and job satisfaction and also work-life balance and job satisfaction

Correlation between	Value of r
Work-place friendship and job satisfaction	+ 0.67
Work-life balance and job satisfaction	+ 0.61

Concluding Remarks

In conclusion it can be said that work-life balance as well as level of job satisfaction is comparatively higher as expressed by the employees engaged in IT sector whose duration of service is between 6-10 years than those whose duration of service is 1-5 years. It can be said that as the duration of service increases, the employees are better able to manage between their personal life and work life. They develop a better orientation towards balancing the two important dimensions of their life. They tend to be more satisfied with their work, to feel that their decisions are given importance in the organization that they work in and feel that they are important. These types of attitude should be developed among the employees whose duration of service is between 1-5 years. The organization should take initiatives for them so that their work-life balance as well as job satisfaction level increases, as both the factors will help in improving their quality of work for the organization in which they work in. On the other

hand, as the duration of service increases the employees' tendency towards work-place friendship does not change among the employees whose duration of service is between 6-10 years in compared to the ones whose duration of service is between 1-5 years. Taking this point into consideration the employees should take steps to deepen their bond with their colleagues. As the work-place friendship is a very important aspect in an employee's life so, adequate steps may be taken to improve it. The organization in which the employees are a part of may also take some friendly initiative for improving work-place friendship as it tends to increase performance of the organization towards the positive side. Initiatives should also be taken by the employees to spend quality time with their friends from their workplace and also to maintain healthy work-life balance as far as possible.

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