

## **Enterprise Bargaining: How to Mortise Talent (Special reference to Professionals in IT and Education Sector in Bangalore)**

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Indian professional due to their adaptive nature accept all classes of occupation. Currently booming with employment opportunities mostly in the service sectors, specifically in the IT and Education sector offering jobs equally to men and women. The working groups are predominantly youngsters, but due to the increase in the job opportunities people in middle age are also shifting into these jobs. These jobs often come with a fair share of problems, such as work pressure, extended working times, overarching goals, non-supportive work environments etc. Consequently, employees report work-life pressures. In the recent years employee engagement has been considered as the important criteria in human resources in all the organizations. Employers have gone to the extra mile of giving an opportunity for employees to work from home and many measures have been taken to retain employees. This has barely untied new vistas but also increased awareness and raised aspirations of personal growth. Anxiety over work and family issue has increased. Work has been defined and personalized by the processes of modernization and industrialization, as well as the entry of women into the world of paid work. As a result, research on work-family balance has become a well-defined area of research in its own right. Work and Family Balance relates to the amount of time devoted to one's life at work, relative to the time spent outside work. The goal is not to achieve equal amounts of time at home and at work, but the amount that is appropriate for a particular individual or family.

Now, there is a critical mass of women in the workforce, whereas Organizations throughout history have been built by men and for men and as men's roles in the workplace have changed little since the Industrial Revolution, the challenges women initially confronted when entering these male-dominated workplaces garnered little attention. The women workforce has to face the challenges at workplace and even at home too. The organizations and governments have been forced to recognize women's concerns about work/life balance.

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### **I. Literature Review**

Number of studies has addressed this issue in different perspectives. Some of the papers related to this subject are reviewed.

Vijaya Mani (2013) has revealed the major factors influencing the Work Life Balance of Women professionals in India such as role conflict, lack of recognition, organizational politics, gender discrimination, elderly and children care issues, quality of health, problems in time management and lack of proper social support.

Murphy and Doherty (2011) revealed that it is not possible to measure work-life balance in an absolute way as there are personal circumstances which influence the way that is perceived but establishing a harmony that reflects an individual's priorities whereas employees must draw a firm line between their home and work lives and be confident that the line is in the right place.

Daniele Grandi (2012) has revealed that work-life balance and implementation of work life balance policies will be one of the main topics for the next decades when talking about human resource practices. The need for a major balance between work and non-work activities is an issue more and more spread between working population and it will be even more important with the entrance of new generations in the labor market.

Julka et al(2017) highlights to achieve WLB, every woman should set the goal and excel both in career and family. Some of the strategies and skills at work such as planning, organizing and setting limits can be used

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at home and workplace for accomplishing a satisfying and fulfilling well balanced life both professionally and personally.

On the basis of intense literature review and gap analysis the researcher has framed the following objectives of the study:

1. To examine the factor that has an impact on selecting work profession between male and female in IT and Education sector in Bangalore.
2. To analyze the factors that enables or constrains the performance of working employees in both personal and professional roles.

**Hypothesis to be tested**

Based on above objectives following hypothesis has been formulated.

H01: There is no significant gender difference while selecting work profession (IT and Education Sector).

H02: There is no significant gender difference impact on work if they work more than agreed number of hours which help them in getting growth in the organization (IT and Education Sector).

**II. Reserach Methodology**

The data has been collected through structured questionnaire. The sample size was 100 from both the industry (50 IT and 50 Education). The collection method was convenient sampling.

T –test and Chi-square were used to analyze the data.

**III. Results And Discussion**

**Table 4.1: Reliability of the Instruments**

Variables	Cronbach's	N of Items
	Alpha	
Selecting Work profession	0.897	6
Organization provides any provisions	0.797	6

The reliability test was conducted to find the extent to which a variable or a set of variables is consistent in what it is intended to measure (Hair, Anderson, Tatham & Black, 1998). For the measurement of both stability and consistency, test of the reliability of a measure is critical (Wiklund, 1999). Cronbach's alpha is calculated from the average inter correlations among the items measuring the concept. The reliability score of the data collected to analyze for the purpose of this project is 0.90 as given in Table4.1 confirming that the data collected is highly reliable.

**Table 4.2 KMO and Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.867
Bartlett's Test of Sphericity	Approx. Chi-Square	210.889
	df	10
	Sig.	.000

Bartlett's test of sphericity, which is usually done before factor analysis identifies if the data comes from a multivariate normal distribution with zero covariance. The null hypothesis is that the population correlation matrix is and identity matrix or the covariance matrix is diagonal in nature. If the Bartlett's chi-square value is not significant and positive, it is advised not to use factor analysis because the variables will not be loaded together properly (Pett, Lackey & Sullivan, 2003; Rummel, 1967). The KMO value in Table 2 of 0.867 is comfortably adequate and the chi-square value out of the Bartlett's test is found to be significantly positive for the data contained in all the variables.

**H01: There is no significant gender difference in while selecting work profession in IT and Education Sector.**

**Table 4.3-Comparison of dimension of work Life Balance in terms of selecting work profession with the Male and Female employees of IT sector**

Dimension of selecting work profession	IT Sector				t	Sig(2-tailed)	Education Sector				t	Sig(2-tailed)
	Female (N=30)		Male (N=20)				Female (N=37)		Male (N=13)			
	Mean	SD	Mean	SD			Mean	SD	Mean	SD		
Flexibility	3.01	1.33	2.83	1.12	1.03	0.24	2.02	1.31	2.13	1.32	1.02	0.26
Timing												

location of workplace	2.07	1.01	2.01	0.65	1.31	0.09	3.05	1.04	2.53	1.62	3.11	0.00
career development prospect	3.07	1.87	3.32	1.21	3.32 *	0.00	1.07	0.81	2.12	1.20	2.12	1.01
Training opportunities	2.09	1.03	2.02	1.01	2.21	0.02	2.05	1.01	2.02	1.21	1.22	0.09
holidays/ paid time-off	1.08	0.24	2.31	1.23	2.01	0.03	2.10	1.43	2.22	1.88	1.90	0.03
Friendly environment	1.02	0.21	2.20	1.29	2.09	0.12	2.11	1.01	1.90	0.23	1.78	0.22

Note: \*\*P<.01 \*P>.05

The comparison of the work Life Balance in terms of selecting work profession with the Male and Female employees of IT sector done in Table 3 tells that a highly significant difference exists in career development prospect (t=3.32, p<.01). Further, a difference in the means reveals that the male employee have a more concern on career development (mean=3.32) as compared to the female employees (mean=3.07) as means value shows that their male counterparts are more concern about better career development prospects.

Table 4.3 Analysis also revealed that work Life Balance in terms of selecting work profession with the Male and Female employees of Education sector put in the picture that a highly significant difference exists in location of workplace (t=3.11, p<.01). Further, a difference in the means reveals that the female employee (mean=3.03) as compared to the male employees (mean=2.53) are more concerned about location of workplace.

The results take us to the conclusion that the hypothesis H01 stands rejected. So there is significant gender difference while selecting work profession in IT and Education sector.

**H02: There is no significant gender difference impact on work if the male and female employees work more than agreed number of hours which helps them in growth in the organization (IT and Education Sector).**

**Table 4.4 Chi-square Test(IT sector)**

	value	df	Asymptotic significance (2-sided)
Pearson chi-square	69.171	4	.000
Likelihood Ratio	53.83	4	.000
Linear-by-Linear Association	38.45	1	.000
N of valid cases	50		

a.0 cells (.0%) have expected count less than 5. The minimum expected count is 10.00.

From the Table 4.4, Pearson Chi-Square statistic,  $\chi^2= 69.171$ , and  $p < 0.001$ ;ie, a very small probability of the observed data under the null hypothesis of no relationship. The null hypothesis is rejected, since  $p < 0.05$  (in fact  $p<0.001$ ). So there is significant gender difference impact on work if the male and female employees work more than agreed number of hours which helps them in growth in the organization (IT Sector).

**Table 4.5 Chi-square Test (Education sector)**

	value	df	Asymptotic significance (2-sided)
Pearson chi-square	73.121	4	.103
Likelihood Ratio	43.73	4	.100
Linear-by-Linear Association	33.20	1	.130
N of valid cases	50		

From the Table 4.5, Pearson Chi-Square statistic,  $\chi^2= 73.121$ , and  $p > 0.001$ , a very small probability of the observed data under the null hypothesis of no relationship. The null hypothesis is accepted, since  $p > 0.05$  (in fact  $p>0.001$ ). So there is no significant gender difference in impact of work more than agreed number of hours help in growth in the organization (Education Sector).

Our findings suggest that both men and women employees in (IT and Education Sector) have a significant gender difference while selecting work profession. Work has an adverse effect on both men and women, as it affects their health and even work discussion. The spill over of work into family life showed that both men and women did not have enough time to spend with their families and moreover work pressures

affected quality of family life. In the context of IT sector there is significant gender difference impact on work if the male and female employees work more than agreed number of hours which helps them in growth in the organization (IT Sector).

But in education Sector there is no significant gender difference in impact of work more than agreed number of hours help in growth in the organization.

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