

Work-Life Balance, Job Satisfaction and Organizational Commitment: Insights from Gender Perspectives in IT Companies

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Abstract

Purpose

The purpose of the study "Work-Life Balance, Job Satisfaction, and Organizational Commitment: Insights from Gender Perspectives in IT Companies" is to analyse how gender influence employees' ability to maintain a balance between their professional and personal lives, and how this balance affects their job satisfaction and commitment to the organization. The study aims to identify gender variations in these factors within the IT sector and to provide insights for policymakers and human resource professionals to design better work-life balance initiatives that enhance employee well-being, satisfaction, and loyalty.

Methodology

Purposive sampling method was used to collect the data from 512 employees working under various IT companies in Mumbai region.

Findings

The study throws light upon findings which are significant in today's human resource landscape. The perceptions of work-life balance challenges or satisfaction are relatively similar regardless of gender in the IT workplace context. With respect to job satisfaction, it is indicating that gender influences job satisfaction levels. Similarly, the study suggests that despite differences in satisfaction, commitment to the organization does not differ substantially between male and female employees in the IT sector.

Practical implications

The findings of this study contribute to both theoretical understanding and practical implications for IT employees and policy formulation.

Keywords: Gender, IT employees, Job satisfaction, Employee Commitment, Work-life balance.

INTRODUCTION

The information technology (IT) sector has emerged as the cornerstone of global economic growth, societal transformation and technological innovations. There has been significant visible growth in the IT sector in the recent decades. With its profound impact on nearly every aspect of human life, the IT industry has become a subject of intense study and analysis across various academic disciplines. The IT sector encompasses a broad array of technologies, services, and products designed to facilitate the creation, storage, retrieval, transmission, and manipulation of electronic data. The key components of the IT sector

include hardware, software, networking, cyber security, data management etc. From the early days of mainframe computers to the current era of cloud computing, artificial intelligence, and the Internet of Things, the IT landscape has evolved at a remarkable pace, shaping the way individuals, businesses, and governments interact with information and technology. The information technology industry in India comprises information technology services and business process outsourcing.

In today's competitive and fast-paced work environment, especially in the Information Technology (IT) sector, organizations are increasingly recognizing the importance of maintaining a healthy Work-Life Balance for their employees. The IT industry, known for its demanding schedules, tight deadlines, and rapidly changing technology landscape, often places employees under high stress, affecting their personal lives, job satisfaction, and commitment to the organization.

The rapid growth of India's Information Technology (IT) sector has brought significant economic benefits, but it has also introduced new challenges for employees, particularly in maintaining a healthy Work-Life Balance (WLB). The IT industry is characterized by high workloads, tight deadlines, and the pervasive use of digital technologies, which often blur the boundaries between professional and personal life. A harmonious work life balance is integral for an employee to achieve both professional and personal goals. Managing both work and life is extremely important for the physical and mental well-being of working individuals. The employers today focus on this aspect and adopt various strategies to commit to provide work environments that support Work-Life Balance for their employees which ultimately contributes to having a loyal and productive workforce.

These factors have contributed to increased stress, burnout, and dissatisfaction among IT professionals, making the study of Work-Life Balance, Job Satisfaction (JS), and employee commitment especially relevant in this context.

REVIEW OF LITERATURE AND HYPOTHESIS DEVELOPMENT

1. Sreya et al. (2023) presented an insightful study emphasizing the importance of Work-Life Balance (WLB) during the pandemic period, which was marked by significant shifts in workplace flexibility and digital adaptation. The article, titled "Emerging Work Environments in the Pandemic Era: A Gendered Approach to Work-Life Balance Programs," published in *Frontiers in Sociology*, focused on how female IT professionals in Kerala navigated the challenges of remote working environments. Based on primary data collected from 385 female employees in the IT sector, this empirical study utilized sophisticated statistical analyses, including Exploratory Factor Analysis (EFA) and Confirmatory Factor Analysis (CFA), with responses recorded on a 7-point Likert scale. Psychometric testing provided further reliability to the findings. The results revealed that the transition to remote work significantly influenced satisfaction levels among employees, with many benefiting from flexible schedules, although increased domestic responsibilities created strain. The researchers concluded that effective WLB programs have a direct and measurable impact on employee performance, engagement, and emotional well-being, highlighting the importance of gender-inclusive workplace policies during crises like the COVID-19 pandemic. The study underscored how work-from-home arrangements can either enhance satisfaction or exacerbate mental stress depending on organizational support systems and cultural attitudes toward flexible work structures.
2. The research paper by Anshika Agarwal et al. (2023) titled "Work Environment and Job Satisfaction among Employees," published in *The International Journal of Indian Psychology*, is a secondary data-based study that explores the crucial relationship between the work environment and job satisfaction.

The findings indicate a positive correlation between an employee's work environment and their job satisfaction, emphasizing that a supportive and nurturing work setting benefits not only the employee but also the organization. Key factors contributing to a positive work environment include employee welfare, appreciation, recognition, leave policies, medical schemes, organizational culture, and work hours. These elements motivate employees, enhance their job satisfaction, and ultimately lead to improved performance and well-being. The study underscores the managerial importance of designing a conducive workplace environment to maximize employee happiness, productivity, and organizational success. Thus, organizations are advised to focus on creating supportive and inclusive work environments that reward and recognize employees' contributions and provide essential welfare facilities, resulting in mutual benefits for both employees and the organization.

3. Shaima & Kalaiselvi, n.d.(2023) conducted a study which was published in the journal “Journal of Survey in Fisheries Sciences”. The study was titled as “An empirical study on employee commitment and job performance of private sector employees”. Here job performance is taken as the dependant variable and employee commitment as the independent variable. The study was conducted using primary data with a sample size of 114 respondents. Statistical tools like KMO test, Anova, SEM etc were used for data analysis. The study was confined to the employees working in private sector organizations in Chennai. The study ascertained that most of the companies were not providing adequate benefits to their employees. The researchers conclude that there is a significant relationship between job performance, it's factors and employee commitment.
4. Kasbuntoro et al (2020) conducted the study titled “Work-Life Balance and Job Satisfaction: A Case Study of Employees on Banking Companies in Jakarta” which was published in International Journal of Control and Automation. It had a sample size of 450 employees. This study disclosed that relationship with co-workers, subordinates and bosses, in addition to the culture and environment of an organization can significantly influence employee job satisfaction. Findings revealed that job satisfaction continues to be a main task to forecast, in part since there are a number of facts that add job satisfaction of employee rather than work-life balance. It was concluded that employee job satisfaction highly depends on work-life balance factors in the organization.
5. Mohapatra et al., (2019) discussed about the inter corelation between job satisfaction and job commitment in the research paper titled “Organizational commitment and job satisfaction in information technology sector”. This was published in the International Journal of Innovative Technology and Exploring Engineering. Both primary and secondary data were used for this research. Information about the employees were collected from the company's database. 233 employees were the sample size involved here. The responses were scaled on a 5-point Likert scale. The research found that gender and age of the employees didn't matter when it comes to job satisfaction, but it mattered in continuance commitment. The employees were less emotionally connected to the organization due to the low level of affective commitment. Regression analysis findings reflected that affective, normative and continuance commitment had a significant influence on job satisfaction. The study concluded opining that an increase in all 3 different types of commitment will result in an increase in job satisfaction.

HYPOTHESES DEVELOPMENT

Hypotheses I

H0: There is no significant difference in mean Work-Life Balance among at least one of the gender groups.

H1: There is a significant difference in mean Work-Life Balance among at least one of the gender groups.

Hypotheses II

H0: There is no significant difference in mean Job Satisfaction among at least one of the gender groups.

H1: There is a significant difference in mean Job Satisfaction among at least one of the gender groups.

Hypotheses III

H0: There is no significant difference in mean Organizational Commitment among at least one of the gender groups.

H1: There is a significant difference in mean Organizational Commitment among at least one of the gender groups.

RESEARCH METHODOLOGY

Objectives of the study

- To understand the different constructs affecting Work-life balance, Job Satisfaction and Employee Commitment.
- To understand whether there is any significant difference in the various variables with respect to gender of IT employees.

Sample

The data was collected using purposive sampling method from 512 respondents over a period of 4 months (December 2024-March 2025). Data was collected using structured questionnaire which was based on Hayman's WLB scale and Spector's JS scale along with Allen Meyer's EC scale. It was a close ended questionnaire with Likert scale questions.

Measures

Validated scales were used to measure the constructs of work- life balance, and job satisfaction. All the constructs were measured on a five-point Likert scale ranging from Strongly Disagree (1) to Strongly Agree (5). The responses were self-reported by the employees.

DATA ANALYSIS

Descriptives									
		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
Job Satisfaction									
	Female	217	3.03950	1.05870	.083553	2.86248	3.19252	1.000	5.000
	Male	290	2.83400	1.16175	.104444	2.52711	2.94289	1.200	4.500
	Others	5	2.01479	.950460	.176496	1.65226	2.37533	1.000	5.000
	Total	512	2.81914	1.106052	.048881	2.72311	2.91517	1.000	5.000
Organizational Commitment			2.91266	.520600	.033960	2.84675	2.98056	2.000	4.000
	Female	217	2.97208	.484627	.038313	2.89642	3.04776	2.059	3.941
	Male	290	2.93090	.483120	.054014	2.82339	3.03841	2.235	3.882
	Others	5	2.76859	.525380	.097561	2.56885	2.96853	2.176	3.882
	Total	512	2.92570	.503148	.022236	2.88211	2.96948	2.000	4.000
Work-Life Balance									
	Female	217	2.89508	.879145	.069503	2.55781	2.83234	1.000	4.643
	Male	290	2.5998	.819098	.091578	2.41769	2.78226	1.071	5.000
	Others	5	2.48768	.912399	.169428	2.14056	2.83468	1.357	5.000
	Total	512	2.70729	.943641	.041703	2.62536	2.78922	1.000	5.000

The descriptive statistics reveal notable differences in job satisfaction, organizational commitment, and work-life balance across genders. Job satisfaction was highest among male respondents ($M = 3.04$, $SD = 1.06$), followed by females. ($M = 2.83$, $SD = 1.16$). Similarly, organizational commitment showed

relatively consistent mean scores across genders. In terms of work-life balance, female employees reported the highest mean score ($M = 2.89$, $SD = 0.88$).

ANOVA

		Sum of Squares	Df	Mean Square	F	Sig.
Job_Satisfaction	Between Genders	29.036	5	7.259	5.174	.000
	Within Genders	596.096	507	1.176		
	Total	625.132	512			
Organizational_Committment	Between Genders	1.116	5	.279	1.113	.354
	Within Genders	128.248	507	.253		
	Total	129.364	512			
Work_Life_Balance	Between Genders	4.376	5	1.094	1.221	.297
	Within Genders	450.648	507	.889		
	Total	455.024	512			

A one-way ANOVA was conducted to examine whether gender differed significantly in their levels of job satisfaction, organizational commitment, and work-life balance. The results revealed a statistically significant difference in **job satisfaction** across genders, $F(4, 507) = 5.174$, $p < .001$, indicating that at least one age group reported significantly different levels of satisfaction compared to others. However, no significant differences were found for **organizational commitment**, $F(4, 507) = 1.113$, $p = .354$, or **work-life balance**, $F(4, 507) = 1.231$, $p = .297$. These findings suggest that gender **has a significant effect on job satisfaction**, but not on organizational commitment or work-life balance. Post hoc tests are warranted to further investigate which age groups differ significantly in terms of job satisfaction.

Multiple Comparisons

Tukey HSD

Dependent Variable	(I) Gender	(J) Gender	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Job_Satisfaction	Female	Male	-.202394	.111137	.362	-.50664	.10186
		Others	.090106	.140356	.968	-.29413	.47435
	Male	Female	.202394	.111137	.362	-.10186	.50664
		Others	.292500	.148476	.282	-.11397	.69897
	Others	Female	-.090106	.140356	.968	-.47435	.29413
		Male	-.292500	.148476	.282	-.69897	.11397

*. The mean difference is significant at the 0.05 level.

Post hoc comparisons using the Tukey HSD test were conducted to explore which gender groups differed significantly in terms of **job satisfaction**, following the significant ANOVA result. The analysis revealed that the male participants reported significantly lower job satisfaction compared to females.

HYPOTHESES RESULTS

Hypotheses I

H0: There is no significant difference in mean Work-Life Balance among at least one of the gender groups.

Hypotheses II

H1: There is a significant difference in mean Job Satisfaction among at least one of the gender groups.

Hypotheses III

H0: There is no significant difference in mean Organizational Commitment among at least one of the gender groups.

LIMITATIONS

1. The study is limited to the IT employees working in Mumbai.
2. There are the inherent limitations concerning the sample and the convenient sampling method used for data collection.
3. The data is cross-sectional in nature.

FINDINGS

1. Based on the study findings and supporting literature, this hypothesis is retained: there is no statistically significant difference in mean WLB between gender groups in IT companies. Although women often face unique pressures such as the dual burden of professional and domestic responsibilities, organizational support measures in many IT firms have helped mitigate these disparities, resulting in similar WLB scores across genders.
2. Similarly, the study suggests that factors such as recognition, growth opportunities, and organizational culture contribute differently to male and female employees' job satisfaction, with women sometimes feeling less satisfied due to workplace challenges, recognition issues, or limited advancement opportunities.
3. The study finds no statistically significant difference in organizational commitment between male and female IT employees. Commitment levels appear similar, possibly due to standardized HR practices, professional expectations, and similar opportunities for engagement and retention across gender groups within IT organizations.

CONCLUSION

The study investigates the concepts of work-life balance, job satisfaction and employee commitment within the IT industry, utilizing both primary survey data and secondary literature to construct a comprehensive understanding of employee experiences. While some work-related outcomes such as work-life balance and commitment tend to show little gender disparity in certain organizational contexts, job satisfaction remains significantly influenced by gender, largely due to broader societal and organizational biases, discrimination, and unequal opportunities.

This evidence supports the conclusion that gender-specific strategies are vital to foster equitable work environments, especially in industries like IT where such disparities are documented.

Continued empirical investigation will further refine these approaches, supporting organizations in developing effective, adaptive, and future-ready human resource practices aligned to the evolving aspirations and complexities of modern IT professionals.