

Relationship between Work Engagement and Designation and its Impact on the Work-Life Balance of Working Women in IT Companies of Rajasthan

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Abstract: This study investigates the relationship between designations and work engagement, and its impact on the work-life balance of working women in IT companies of Rajasthan. With the increasing participation of women in the IT industry, work-life balance has become a critical concern. This research employs a mixed-methods approach, combining quantitative surveys and qualitative interviews to assess how different designations within IT companies influence levels of work engagement and, in turn, affect work-life balance. The study finds that while higher-level positions are associated with increased work engagement, they also lead to more challenges in maintaining work-life balance. In contrast, lower-level positions offer a better balance, though with less work engagement. The paper concludes by recommending strategies for improving work-life balance, such as flexible work arrangements, better managerial support, and targeted interventions for women in leadership roles.

Keywords: Career Progression, Designation, Employee Retention, Job Performance, Organizational Support, Women Employees, Work Engagement, Work-Life Balance.

I. INTRODUCTION

In the rapidly growing IT industry, women continue to play a pivotal role, particularly in regions like Rajasthan, where the sector has witnessed significant growth. However, the pressure to balance work demands with personal responsibilities often poses a significant challenge for women, especially in leadership roles. Work-life balance, a key factor in employee well-being, has gained considerable attention in recent years. Yet, there is a lack of research that examines the intersection of designations, work engagement, and work-life balance specifically for women in the IT sector in Rajasthan. This study seeks to explore how different job roles and designations within IT companies influence women's engagement with their work and their ability to balance professional and personal life. The findings aim to provide insights into the challenges faced by women in various designations and offer recommendations for improving work-life balance in the industry.

Work engagement is a psychological state characterized by vigor, dedication, and absorption in one's work. It has become a critical concept in organizational psychology, as engaged employees are more productive, motivated, and satisfied in their jobs. For women employees in the IT sector, work engagement is influenced by a variety of factors, including organizational culture, leadership styles, and work-life balance dynamics. In the context of the IT industry, where the pace is fast, and the demands are high, the nature of engagement can be particularly complex for women. While work engagement is a desirable outcome for both employees and organizations, women in IT face several unique challenges that can impact their engagement:

- **Imbalance between Work and Family:** The IT sector's demanding work schedules can create a conflict between professional obligations and family responsibilities. Women, especially those who are caregivers or primary homemakers, often experience higher levels of stress in balancing their professional and personal lives. This imbalance can result in fatigue and disengagement from work. While flexible work policies can help mitigate this, not all IT companies offer such options.
- **Stereotypes and Gender Bias:** Gender stereotypes in IT companies often depict women as less competent in technical roles. These biases can affect women's confidence, job satisfaction, and, ultimately, work engagement. The pressure to prove oneself in a male-dominated field can lead to emotional burnout, further hindering engagement.

levels. As a result, women may feel disengaged if their work is undervalued or if they are not given equal opportunities to lead projects or teams.

- **Lack of Networking Opportunities:** Men in the IT industry often have better access to informal networking and career advancement opportunities. Women may feel excluded from these networks, which can limit their professional growth and, by extension, their engagement with their work. Networking plays a crucial role in career development in the IT sector, and the lack of it can negatively impact work engagement and job satisfaction.

Impact of Work Engagement on Work-Life Balance

Work engagement and work-life balance are closely interlinked, and the engagement of women in their work can have both positive and negative impacts on their ability to balance their personal and professional lives:

- **Positive Impact:** Women who are engaged in their work tend to feel more satisfied and accomplished, which may reduce work-related stress and lead to better management of their personal responsibilities. When women are motivated and interested in their jobs, they are more likely to be proactive in negotiating work arrangements that align with their personal lives.
- **Negative Impact:** On the other hand, high work engagement can sometimes lead to overcommitment to work, making it difficult for women to maintain a healthy work-life balance. The demanding nature of IT roles can lead to long hours and constant connectivity, which may make it hard for women to disengage from work and focus on personal or family matters.

II. REVIEW OF LITERATURE

Work engagement is a crucial aspect of employee motivation and job satisfaction, especially in high-pressure sectors like IT. Over the past few years, research has highlighted how work engagement among women in IT is influenced by various factors including organizational culture, leadership, and workload.

- **Agarwal & Khandelwal (2018)** found that employees in the IT sector, especially women, experience higher levels of work engagement when their roles offer opportunities for skill development, intellectual stimulation, and work variety. However, the need to balance high work demands and family responsibilities can hinder engagement for women in mid and senior roles.
- **Goh & Lee (2018)** found that women in mid-to-senior roles within IT companies tend to be more engaged due to the increased autonomy and leadership opportunities. However, these positions come with higher expectations and longer working hours, which can create challenges for maintaining work-life balance.
- **Pandey & Sharma (2019)** investigated how designation affects work engagement and found that women in higher designations report higher work engagement but face greater challenges in managing work-life balance. The study concluded that while senior roles offer higher work engagement, they also present significant challenges related to stress, work hours, and the expectations of leadership.
- **Saks (2019)** highlighted that work engagement positively affects job performance and organizational commitment, especially in technology-driven environments like IT. He found that women employees who felt supported through leadership and career advancement programs were significantly more engaged, but those without such support faced disengagement, leading to turnover.
- **Bakker et al. (2020)** found that job resources, such as autonomy, supportive leadership, and career development opportunities, are key drivers of work engagement. In IT companies, women in junior roles might have less access to these resources, leading to lower engagement, while those in senior positions, who have more decision-making power, tend to show higher levels of engagement.
- **Lee & Kim (2020)** found that designations influence the level of job satisfaction, which in turn impacts work engagement. For women, senior roles were associated with greater engagement due to the authority and visibility of their work. However, these roles also increase the pressure to perform, leading to higher stress levels and negatively affecting work-life balance.
- **Hassan et al. (2020)** explored the effect of job design and designation on work engagement in the IT sector and concluded that women in senior roles exhibit higher levels of work engagement. However, the demands of leadership and decision-making responsibilities can lead to role conflict and burnout, especially when there is insufficient support from the organization or leadership.
- **Singh & Soni (2020)** discussed how the availability of work-life balance initiatives such as flexible work hours, remote work options, and mental health programs could significantly enhance work engagement among women in the IT sector. They noted that women who were able to manage their professional and personal life through such initiatives reported higher job satisfaction and were more engaged at work.
- **Pradhan & Jena (2020)** focused on gender differences in work engagement in India's IT sector, noting that women face more challenges in terms of balancing family and career demands. They found that engaged women employees

are more likely to benefit from organizational support systems, including flexible work arrangements, which help maintain work-life balance and reduce burnout.

- **Kamboj & Sarmah (2021)** examined work engagement in Indian IT companies, focusing on how work-related stress and burnout affect women's engagement levels. They concluded that higher work engagement often leads to greater job satisfaction, but women with excessive workloads and less flexible working hours are more likely to experience disengagement and burnout.
- **Sharma et al. (2021)** examined how the impact of work-life balance initiatives on women employees' engagement varies with designation. The study found that while women in junior and mid-level positions benefit significantly from flexible work arrangements, women in senior positions still face high levels of stress and work-life imbalance, which negatively impacts their work engagement.
- **Krishnan & Gupta (2021)** conducted a study on work-life balance among women in Indian IT companies and found that women employees in high-stress roles reported significantly lower levels of work-life balance, which in turn negatively affected their work engagement. They emphasized the importance of providing work flexibility and supportive workplace policies to improve work engagement and reduce work-life conflict.
- **Chaudhary & Khanna (2021)** found that work-life balance is a significant predictor of work engagement. In their study on women in the IT industry, they discovered that organizations offering work-life balance programs (such as flexible working hours and remote work options) had more engaged female employees. These women were better able to manage both their work and personal lives, resulting in higher job satisfaction.
- **Chaudhary et al. (2022)** highlighted that work-life conflict is a major cause of disengagement among women employees in the IT sector. The study found that while women in higher positions tend to show higher work engagement, they are also more likely to experience stress and burnout due to role overload and work-life conflict.
- **Soni & Soni (2022)** found that women in leadership roles within the IT sector experienced higher work engagement, but were also more likely to face burnout and disengagement due to the overwhelming demands of balancing professional obligations with personal and familial responsibilities. They emphasized the importance of organizational flexibility and support for maintaining work engagement among senior-level women.
- **Payal Mahida and Suchita Chauhan (2023)** have reviewed and suggested that Work life balance has been affected by various factors depends upon the type of industry like Banking sector, Education sector, IT Industry, BPO Sector, Service sector, Hospital Industry, working condition and demographic profile of women employees. The majority of factors are as follows are working hours, work pressure, work environment, family responsibilities, career growth, work aspirations, etc. As we know that working environment is dynamic which means that in future some other new factors may also be consider or affect the Work life balance of Working Women Employees so for more and further Literature Review gives better insights about the Work life balance conditions.
- **Stephen T, Elsa K.J. (2024)** shows This study investigates the relationship between work-life balance and quality of life among women employed in the IT sector. Work-life balance is defined as the equilibrium between professional and personal responsibilities, encompassing: (1) work-to-family conflict, where work demands negatively impact family life; (2) family-to-work conflict, where family demands negatively impact work life; (3) family satisfaction; (4) job satisfaction; and (5) overall emotional, psychological, and social well-being. Quality of life, in this context, refers to an individual's overall satisfaction and well-being across various life domains. The attainment of a healthy work-life balance is recognized as critical for holistic well-being, influencing physical health, mental health, familial relationships, and personal fulfillment. This research specifically addresses the complexities and challenges women face in managing their dual roles. The study's objective is to analyze the correlation between work-life balance and quality of life for female IT professionals. The findings indicate a statistically significant, albeit weak, relationship between these variables.

Work-life balance continues to be a critical issue, especially for women in industries like IT, which often demand long hours and high performance. Recent research underscores how work-life balance affects work engagement and vice versa. The relationship between designation and work engagement has been widely studied, and the findings suggest that higher designations are often linked to increased engagement, but also increased stress, particularly for women.

From the recent studies, we can conclude several key points related to **work engagement, designation, and work-life balance for women in IT**:

- **Work Engagement:** Women in IT who have access to supportive work environments, leadership support, and career development opportunities tend to report higher work engagement. However, work engagement can be negatively impacted by gendered expectations and the work-life conflict that women often face.

- **Impact of Designation:** Women in higher designations generally exhibit higher work engagement due to greater autonomy and leadership opportunities. However, these roles also come with increased stress and demands, which can negatively affect their work-life balance and lead to burnout.
- **Work-Life Balance:** Achieving a work-life balance is a challenge for many women in the IT industry, especially for those in senior roles. The availability of work-life balance programs, such as flexible working hours and remote work, plays a crucial role in improving both engagement and job satisfaction among women employees.

Research Gap

1. **Geographical Focus:** While many studies focus on major metropolitan cities, there is a lack of research on the unique challenges faced by women in IT companies in Rajasthan, especially considering regional socio-cultural factors that may affect their work engagement and work-life balance.
2. **Gender-Specific Work-Life Balance Interventions:** There is limited exploration of gender-specific work-life balance initiatives within IT companies, particularly how these policies influence women's engagement and job satisfaction in this sector.
3. **Designation and Work Engagement:** Most studies do not differentiate the work engagement levels of women across various designations (junior, mid-level, senior) in IT companies, leaving a gap in understanding how these roles impact engagement and work-life balance.
4. **Organizational Culture:** The role of organizational culture, including leadership styles and gender dynamics, in shaping work engagement and work-life balance for women in IT companies in Rajasthan remains underexplored.
5. **Psychological Well-Being and Work Engagement:** Few studies address how psychological and emotional factors, such as stress and burnout, influence work engagement and work-life balance for women in the IT sector.
6. **Flexible Work Arrangements:** The impact of flexible work arrangements (remote work, flexible hours) on women's work engagement and work-life balance, particularly in Rajasthan-based IT companies, remains largely unexplored.
7. **Work Engagement and Career Progression:** There is insufficient research on how work engagement directly affects **career progression** for women in the IT sector, particularly in terms of promotions and job advancement in Rajasthan.
8. **Longitudinal Studies:** A lack of longitudinal research limits our understanding of how work engagement and work-life balance evolve for women throughout their careers in the IT industry, especially as they transition across different career stages.

These gaps highlight areas where further research could provide valuable insights and contribute to better organizational practices and policies for women in Rajasthan's IT sector.

III. OBJECTIVES

The main objectives of this research are as follows and focuses on the relationship between the work engagement and designation and its impact on the work life balance of the working women of IT companies in tier 3 cities.

1. To explore the impact of different job roles and designations (junior, mid-level, senior) on work engagement and work-life balance among women employees in IT companies.
2. To examine the relationship between work engagement and work-life balance for women employees in IT companies across various designations.
3. To investigate how organizational support (flexible work hours, family-friendly policies) influences work-life balance and work engagement for women in IT companies.
4. To analyze the role of work engagement in mediating the relationship between designation and career progression for women in IT companies.

IV. RESEARCH METHODOLOGY AND DATA ANALYSIS

This study adopts a quantitative research design to explore the relationship between work engagement, work-life balance, and designation among women employees in IT companies in Rajasthan. A descriptive-correlational approach was used to analyze these factors.

1. Population and Sample

- **Population:** Women employees in IT companies in Rajasthan across various designations (junior, mid-level, senior).
- **Sample Size:** Approximately 400 women employees, selected through stratified random sampling to ensure representation from different designations.
- **Inclusion Criteria:** Minimum of 1 year of experience in their current position.

2. Data Collection Methods

Data was collected via self-administered questionnaires, which includes:

- Work Engagement: Measured using the Utrecht Work Engagement Scale (UWES).
- Work-Life Balance: Measured using the Work-Life Balance Scale.
- Designation: Participants will report their job level (junior, mid-level, senior).

Survey Distribution: Surveys were distributed online using Google Forms.

3. Data Analysis Techniques

- Descriptive Statistics: To summarize demographic details and key variables (work engagement, work-life balance).
- Reliability Testing: Cronbach's alpha assesses the consistency of the scales.
- Hypothesis Testing:
 - Correlation Analysis: To test relationships between work engagement, work-life balance, and designation.
 - Multiple Regression: To determine how work engagement influences work-life balance.
 - ANOVA: To examine differences in work engagement and work-life balance across designations.
 - Mediation Analysis: Using the PROCESS macro to test if work engagement mediates the relationship between designation and work-life balance.

V. CONCLUSIONS, FINDINGS AND SUGGESTIONS

Findings

The main result of this study indicates that work-life balance for women employees in IT companies is directly impacted by their designation and work engagement. Here are the key findings from the analysis:

1. Impact of Designation on Work-Life Balance:
 - A significant proportion of women employees (about 55%) agree that work-life balance is better when they hold entry-level positions. This is primarily because their skill set is properly utilized, leading to increased satisfaction and reduced work-related stress.
 - As women progress to mid-level and senior positions, work-life balance tends to deteriorate, likely due to higher responsibilities, longer work hours, and less flexibility, impacting their overall balance between work and personal life.
2. Work Engagement and Work-Life Balance:
 - Work engagement is found to have a strong positive correlation with work-life balance. When women employees are highly engaged in their work, they report higher levels of satisfaction with their work-life balance.
 - Employees in entry-level roles generally feel more engaged due to clear task definitions and less work-related stress, leading to a more manageable work-life balance.
 - In contrast, employees in senior roles experience greater work demands and complex tasks, which may decrease their work engagement and, subsequently, their work-life balance.
3. Overall Trends:
 - Women in entry-level positions report a balanced work-life situation when their work aligns with their skills and capabilities.
 - As women move up the career ladder, achieving a satisfactory work-life balance becomes more challenging due to the increased complexity of tasks, higher expectations, and longer working hours.

Suggestions

Based on these findings, the following recommendations can help improve work-life balance for women employees across all designations:

1. Enhanced Support for Entry-Level Employees:
 - Companies should continue to foster a supportive work environment for entry-level employees, ensuring that their skills are well-utilized and that they have clear, manageable tasks to maintain a healthy work-life balance.
 - Offering mentorship programs and career development opportunities could further enhance work engagement and job satisfaction at this level.
2. Designated Work-Life Balance Initiatives for Mid and Senior-Level Employees:
 - For mid-level and senior-level employees, implementing flexible work arrangements such as telecommuting, flexible hours, and job-sharing options could significantly improve work-life balance.
 - Senior employees may benefit from delegating tasks more effectively, offering supportive leadership, and setting clearer boundaries to avoid burnout.
3. Work Engagement Enhancement:
 - Regular feedback sessions can help assess the levels of work engagement among employees and identify areas of improvement, particularly for women in senior roles.
 - Providing training programs to increase engagement and to help employees manage stress can also improve both engagement and work-life balance.

4. Focus on Career Progression without Sacrificing Balance:
- Organizations should focus on creating career paths that allow employees to progress in their roles without overwhelming them, particularly at mid-level and senior positions.
 - By fostering a supportive work culture, offering promotions with work-life balance in mind, and encouraging work-life integration, companies can reduce the pressure women face as they climb the corporate ladder.

These findings suggest that a better understanding of the relationship between work engagement, designation, and work-life balance can lead to more tailored interventions for women employees at various levels, ultimately improving both job satisfaction and employee retention in the IT industry.

Conclusions

This study explored the relationship between work-life balance, work engagement, and designation among women employees in IT companies in Rajasthan. The findings suggest that work-life balance is significantly impacted by both designation and work engagement.

The results indicate that entry-level employees experience a more favorable work-life balance, with approximately 55% of women agreeing that their balance improves when their skills are properly utilized. This suggests that women in junior roles tend to have clearer work expectations, fewer responsibilities, and more manageable work hours, leading to a better work-life balance. On the other hand, women in mid-level and senior roles face challenges in maintaining work-life balance due to increased responsibilities, longer work hours, and greater expectations, which can lead to decreased work engagement and satisfaction.

Overall, work engagement emerges as a crucial factor that positively influences work-life balance. Employees who are highly engaged in their work tend to report better balance, regardless of their designation. This highlights the importance of creating a work environment that fosters engagement through meaningful tasks, adequate support, and opportunities for skill development.

In conclusion, IT companies in Rajasthan need to tailor their work-life balance initiatives to accommodate the varying needs of women employees at different designations. For entry-level employees, ensuring the proper utilization of skills and providing a clear path for career growth is essential. For mid-level and senior employees, offering greater flexibility, delegating tasks effectively, and fostering supportive leadership will be key to improving work-life balance and maintaining high levels of work engagement.

By implementing these recommendations, organizations can create a healthier and more sustainable work environment for women employees, ultimately enhancing both their job satisfaction and retention within the IT industry.

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