



# International Journal of HRM and Organizational Behavior



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## **Work-Life balance impact on performance of employees working in IT companies: Key factor analysis**

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### **Abstract:**

Work-Life balance is a concept with several connotations and varied consequences within and among different stakeholders. Concerns about work-life balance have become salient for number of reasons. Over the past two decades the issue work-family and work-life balance have received significant attention from employers and employees mainly in IT industry. A study on work-life balance in the IT sector seems to be needed in this recent time, taking into consideration the high work and time which demands upon employees, thus creating a necessary environment to balance work and personal interests. A study on work-life balance of employees was conducted in IT organizations in Bengaluru and the objective of the study is to find out the causes of disproportionate work-life balance, the benefits for the individual and the organizations in enabling a proper balance between work and life. This study also recommends few suggestions on strategies that can be implemented by the organizations for better work life balance.

Information Technology industry is the core industry in the current scenario and its playing an important role in India. India is considered one of the biggest IT capitals and all major IT players have their presence in India. Bangalore is the IT hub and largest IT exporter of India and it is known as the Silicon Valley of India. This paper explains about the work domain, family domain, conflict domain, work life balance of IT employees working in Bangalore. The primary data for the study are collected through questionnaires and personal interviews and secondary data through published journals, reports, research papers from different IT related sites from the internet.

‘Work life balance: challenges and opportunities’. The variables found were ‘Work Life Balance, stress factors, Productivity, work life conflict’. The discussion reveals that in actuality, WLB can be measured as the key driver of a human being’s profession decision.

Many organizations are aware of the actuality and have taken practical steps to improve their HR strategies and generate an enabling atmosphere. Future research agenda could be to understand if WLBP are able to reduce work-family conflict and if really add to company bottom line.

**Key words:** Information Technology- work-life balance in the IT sector- HR strategies

### **Introduction:**

Work-life balance remains an issue that requires considerable attention from society. The changing nature of the global economy, where organizations often operate on a 24/7 schedule and technological advances have made it possible for an employee to be connected at all times, has ushered the work-life balance issue into the forefront of the minds of many. In this study was able to understand the concept of work-life balance that is prevailing in an Information Technology industry. It also exposed the various work-life balance strategies implemented by various organizations and the employees by their self. Being the Information Technology era, this study could be of use as it enables to understand the important concept which has a direct impact over the productivity of the employees. Hence, to maintain a healthy workforce, it should be able to cater to their needs and fulfill them. There is a lot of scope of research in this area. This concept being a growing phenomenon, it does open its doors for research. The area that the researcher covered was limited, there are number of areas that could be covered to understand the whole concept of work-life balance.

The term "work-life balance" may have a wide range of meanings depending on who you ask. Maintaining a healthy work-life balance has gained attention for a number of reasons as of late. The previous two decades, particularly in the IT sector, have seen a great deal of reflection on the topic of work-family and work-life balance from both employers and workers. Given the high work and time which demands upon workers, research on work-life balance in the IT industry is urgently required today to offer the essential atmosphere to balance work and personal interests. A research was conducted with IT workers in Bangalore to determine what factors contribute to an unhealthy work-life gap and what improvements may be made by closing the gap. The authors of this research also provide suggestions on what companies may do to facilitate a healthier work-life balance for their employees.

Work-life balance is of paramount importance in the current world due to the increasing number of competing demands on people's time. There are three main causes for the growing awareness of the significance of a healthy work/life balance: There is more competition from outside, a renewed emphasis on the value of the individual and the family, and a shrinking labor force. There is evidence to suggest that forward-thinking human resources professionals looking to boost their company's competitive edge in the market might benefit from tackling the difficulties of work-life balance.

The growth of the information technology industry has created unprecedented job openings. Job offers are being made to those with degrees in computer science such as a Master of Computer Application (MCA) or a Bachelor of Technology (B. Tech). Working hard is rewarded with fair wages and benefits. However, the difficulties and complexities of the modern job are enormous. Challenges and obstacles abound in the working world. There is too much unpredictability in the workload, and not enough time to complete all of the necessary tasks. To achieve these targets, managers will need to put in more hours and adjust their work schedules. All of these factors contribute to employees seeing their work as difficult and time-consuming, leading to elevated stress levels from work-life conflicts, decreased productivity, and, eventually, employee turnover.

The IT industry has been especially influenced by western management and productivity practices. Every hour of the day, every day of the year, there were shifts to work. Several organizations have responded to the threat to employee health and productivity presented by such an environment by installing things like gyms, day care centers, laundry rooms, cafeterias, and even futons for those who need a little sleep during the workday.

### **Role of HR department in work life balance:**

The human resources division of an organization may play an important role in drafting policies that lead to reduced work hours and better work-life balance for workers. Below are some examples of projects that HR could take the lead on. Employees should not be subjected to unnecessary pressure from too strict work schedules. It makes sense to provide professionals some flexibility in their schedules by allowing them to work remotely during normal business hours. When one worker combines their duties with another, they are "job

sharing." Temporary jobs are open for a certain amount of time, often a few weeks to a few months. Reduce wasted time waiting by streamlining administrative processes to the greatest extent possible. Not just during pregnancy, but also in the weeks after the delivery of a child, women should have the opportunity to work remotely. Providing child care for workers is a potential game-changer in terms of keeping them on board. Organizing events, such workplace parties, where employees may relax and enjoy themselves. In addition to paid time off, employees should be required to take breaks after a set length of time on the job.

Striking a healthy balance between work and personal life is a pressing concern in today's society. Due to the 24/7 nature of many businesses and the constant connectivity enabled by technology advancements, the concept of striking a healthy work-life balance has been receiving a lot of attention as of late. The authors' research has given them insight into how to strike a work-life balance in the information technology field. It also shed light on the many approaches companies and individuals have taken in search of that illusive work-life balance. This research might be useful in the modern age of information technology since it provides more clarity on a fundamental concept that has real-world consequences for improving productivity in the workplace. The success of the business depends on the well-being of its employees. There's a strong probability that we'll pick up some really revolutionary information. This phenomenon's expanding scope allows for brand new lines of inquiry. The scope of the study was too narrow; further research is needed to fully investigate the work-life balance problem.

Having a healthy work-life balance is becoming more and more of a hot topic in today's business environment. There is an ancient adage that advises people to "work when you're at work and play when you get home." Having a good "work life balance" is finding a happy medium between your career and personal life. Integration, coordination, reconciliation, and Masonic thinking are just some of the metaphors that have been used to describe the process of keeping one's personal and professional lives in balance. One's "work" includes one's profession and goals, while one's "lifestyle" encompasses one's physical and mental well-being, interests, and relationships.

There has to be balance between work and leisure time. Workplace discomfort that persists over time may cause stress and burnout. When one is exhausted, one cannot perform at one's best. One should relax rather than labor harder. Making plans to spend time with family and friends has been demonstrated to have a calming effect on people. The person's emotional and mental reserves are drained, and he cannot take on any new responsibilities at this moment. At the end of their shifts, workers should have the discipline to put away their phones and other electronic devices. These days, people are so occupied with their professional lives that they seldom take the time to develop meaningful connections with those around them. People who are under chronic stress are at a greater risk of developing both cardiovascular disease and diabetes.

With the proliferation of portable electronic communication devices like computers, mobile phones, and email, the issue of maintaining a satisfactory work-life balance has emerged into the spotlight. However, the increased independence offered by these technologies may force workers to forego time spent with friends and family and on hobbies they like. Those who work in high-stress jobs may be more susceptible to burnout if they don't strike a healthy work-life balance.

To meet the needs of their employees, project managers have instituted policies of work life balance techniques including a benefits package and flexible work arrangements. Management insists this change would enhance flexibility between work and personal life, but evidence is scant. In addition, prior to the implementation of these rules, there were no surveys of employees done to learn more about their ideal work-life balance.

### **Objectives of the study:**

Based on a thorough study of previous literature related to the work and family conflict, the research gap has been identified and workfamily balance model was developed with the following objectives and hypotheses.

1. To study the concept and recent developments in Employee Work Life Balance practices in general and IT sector in particular
2. To analyse the significance of work life balance policies implemented by the IT companies

A company's output might be affected by its management, culture, benefits, opportunities for promotion, and even its very structure. Workplace characteristics including flexible scheduling, supportive management, well-researched policies, and role-related personality qualities have all been shown to increase the likelihood of employees reporting a positive work-life balance. Studies have looked at how different laws and initiatives related to work-life balance affect workers' happiness on the workplace.

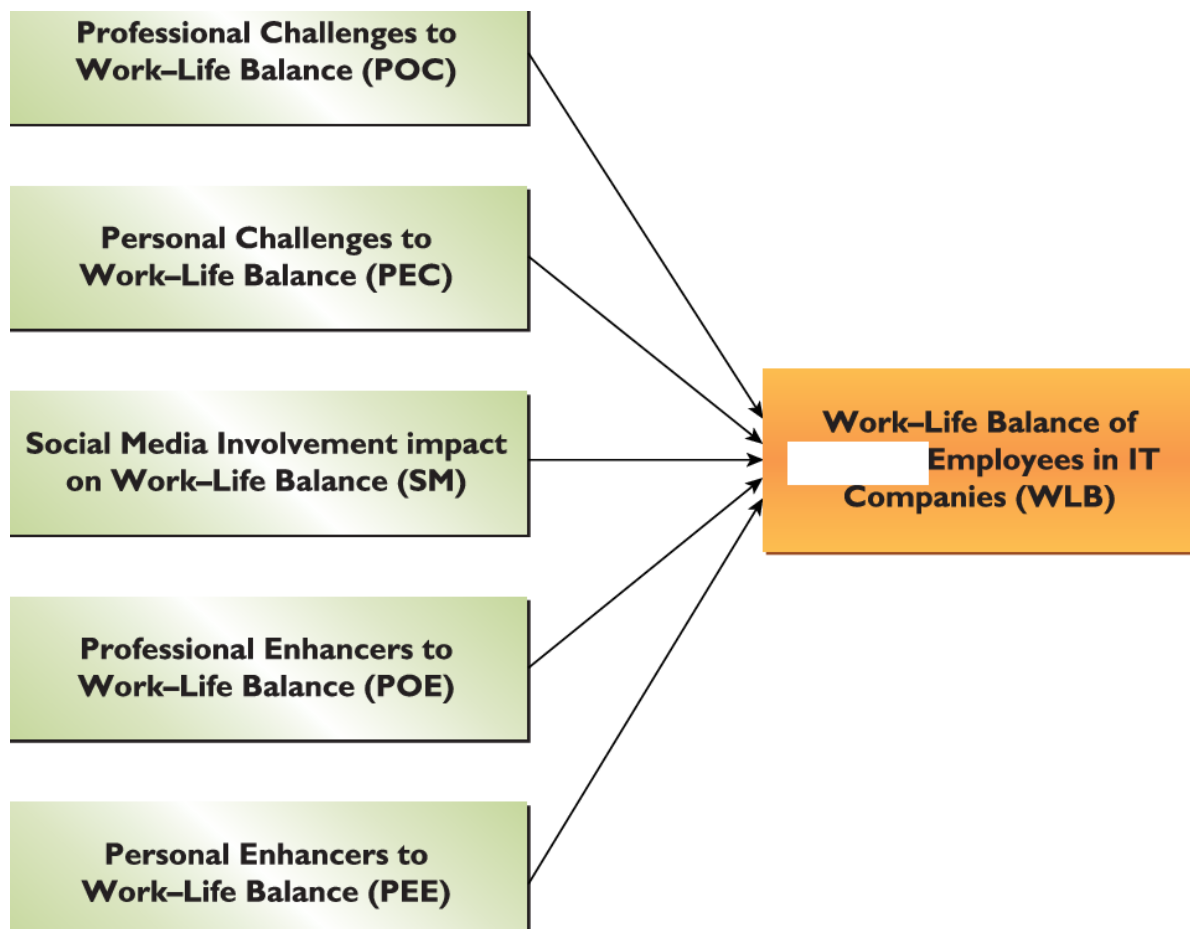


Figure 1 Work Life balance of Employees in IT companies

This research set out to learn how demographics, institutional settings, and work-life balance affect IT companies and workers in Bangalore. That narrowed the audience down to mostly those working in the information and communication technology field. IT employees in the Bangalore metro area were surveyed and interviewed for this study. All sorts of people from the fields of software development, program analysis, application programming, system analysis, test analysis, system engineering, project management, team leading, senior software engineering, associate system engineering, etc. are represented here.



Each of our volunteers has extensive experience managing IT projects in the past. Employees were recruited from the senior, medium, and lower echelons, as well as four essential divisions (including software engineering, quality assurance, human resources, and others). The Organization's current staff is the whole of the universe.

### **Work life balance impact on organizational performance and employee commitment of it companies:**

Researchers in Bangalore, India looked at how work-life balance rules affected employees' capacity to juggle their personal and professional responsibilities. 440 workers from 5 distinct IT companies in Bangalore provided the study's primary data. In this investigation, the questionnaire played a crucial role in collecting data. Various statistical tests and distributions, such as the Chi-square test and the t-test, are applied to the data.

The findings provide interesting and novel information on the priorities of individuals working in the IT sector. There are laws about work-life balance, but they are insufficient. Employers may use this research to learn how to better accommodate their workers and create a more pleasant workplace.

Work-life balance is a concept that has been gaining traction in recent years. With the ever-growing demands of the modern workplace, more and more employees are finding themselves struggling to maintain a healthy balance between their work and personal lives. This can lead to increased stress levels, which can in turn lead to decreased job satisfaction and productivity

Table 1 Age of the respondents

Age	N	Percentage
21- 30	280	64
31-40	90	20
41-50	40	09
Above 50	30	07
Total	440	100

Source: Data Compiled from the field study



The ages of the respondents are broken out in Table 1: Sixty-four percent are young adults (years 21-30), twenty percent are middle-aged (ages 31-40), nine percent are seniors (ages 41-50), and seven percent are young adults (ages 21-30). Most people employed in IT are under 30 years old, data shows.

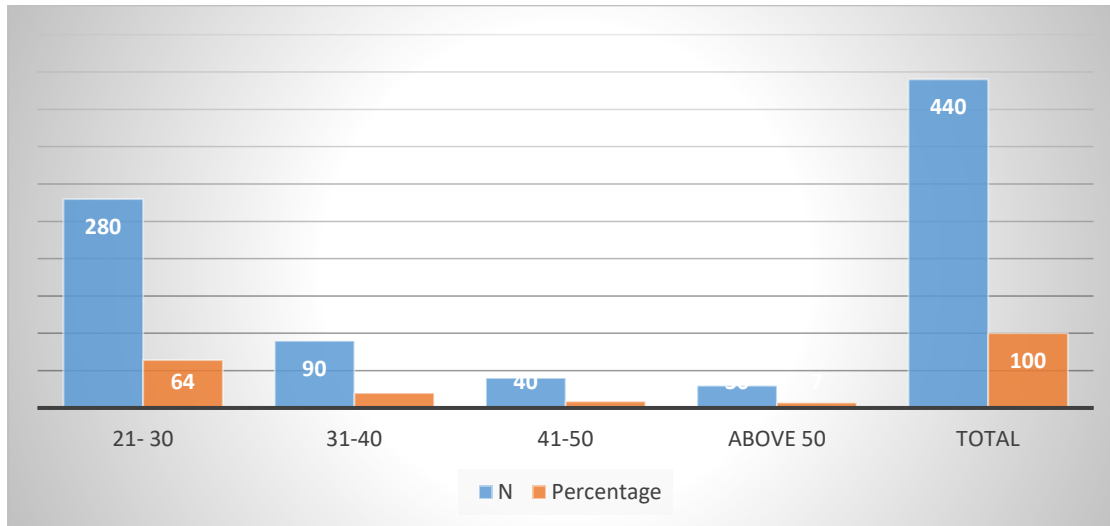


Figure 2 Age of the respondents

Promoting work-life balance can increase productivity, employee retention, and job satisfaction. Work-life balance is a well-known contributing element to employee job satisfaction. Work-life balance is a strong predictor of employee engagement, according to new research. A healthy work-life balance can lead to happier, more productive employees who are more engaged in their work. This, in turn, can lead to better business outcomes for employers.

Table 2 Educational qualifications of the respondents

Education	Frequency	Percentage
Diploma	9	2
UG	326	74.16
PG	105	23.8
Total	440	100

(Source: Primary Data)

Table 2 displays the respondent's educational history. Despite the fact that just 2% of respondents had finished high school, over a quarter (23%) of those who answered the poll are

college graduates or higher. This suggests that most responders are probably in their late teens or early twenties. There are a few key things that employers can do to help their employees maintain a healthy work-life balance. First, employers should provide flexible working arrangements whenever possible. This could include things like flexible hours, telecommuting, or compressed work weeks. Second, employers should encourage their employees to use their paid time off and make it easy for them to do so. Finally, employers should create a culture of respect and understanding for employees' personal time commitments outside of work. By taking these steps, employers can create an environment that supports their employees' efforts to maintain a healthy work-life balance. In turn, this can lead to happier, more satisfied, and more productive employees.

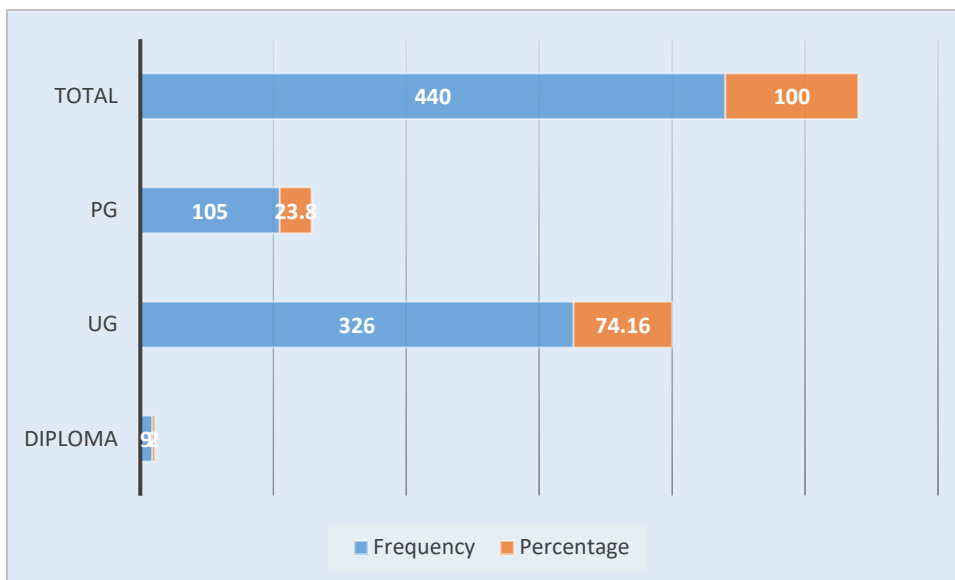


Figure 3 Education of the respondents

### Marital Status of the Respondents

Table 3 Marital status of the respondents

Marital	Frequency	Percent
Married	174	39.5
Unmarried	259	58.83
Separated	6	1.5
Widow	1	0.17
Total	440	100

(Source: Primary Data)

Among those surveyed, 40.5% reported being married, 58.83% reported being single, 1.5% reported being divorced, and 0.16% reported being widowed. Figure 3 displays the proportion of respondents who are married. In comparison to the overall population, participants were younger and less likely to be in a committed relationship. Marriage may change a person's worldview and perspective on relationships, but it also has the potential to foster growth in these areas and a greater sense of personal accountability. Work-life balance and job satisfaction are positively correlated. The firm should set up its workplace so that its workers can work from home and spend more time with their families. Due to this flexibility, employees are happier and report higher levels of job satisfaction

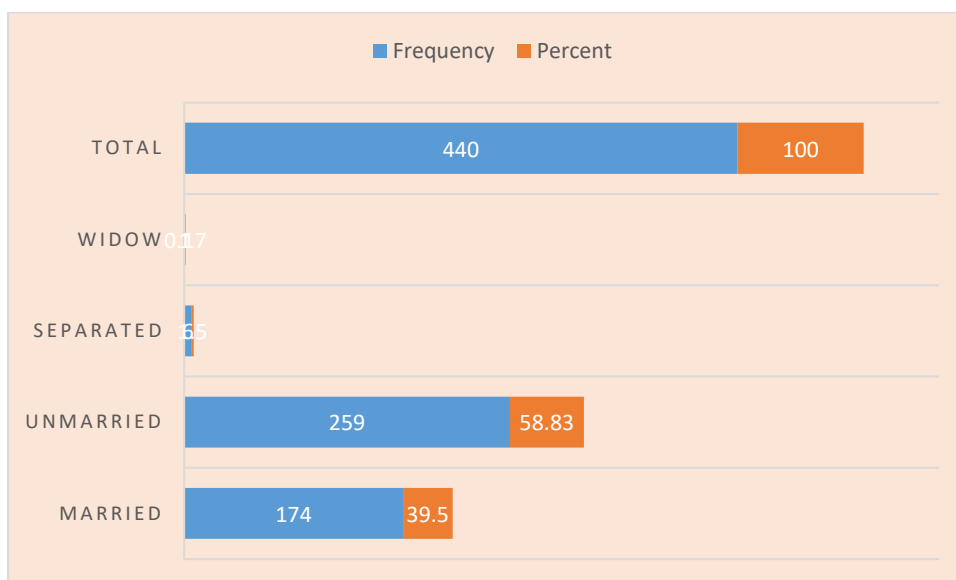


Figure 4 Marital status of the respondents

### Family Type of the Respondents

Table 4 Family type of the respondents

Family Type	Frequency	Percentage
Nuclear	290	66
Joint	150	34
Total	440	100

(Source: Primary Data)

Table 4 reveals that 66% of respondents originated from a nuclear family and 34% came from a joint family, providing insight into how family dynamics may have had a role in shaping how much of a work-life balance respondent in the sample as a whole reported having attained.

A work-life balance makes employees feel job satisfaction because they can work well while in the office; therefore, they do not need to be burdened with problems outside of work. In addition, good quality of work-life balance will increase employee retention so that the company can avoid problems related to employee retention. work-life balance (WLB) means that employees are free to use their working hours flexibly and balance their work with other commitments. By implementing work-life balance programs in the company, employees will not spend their time doing their works only.

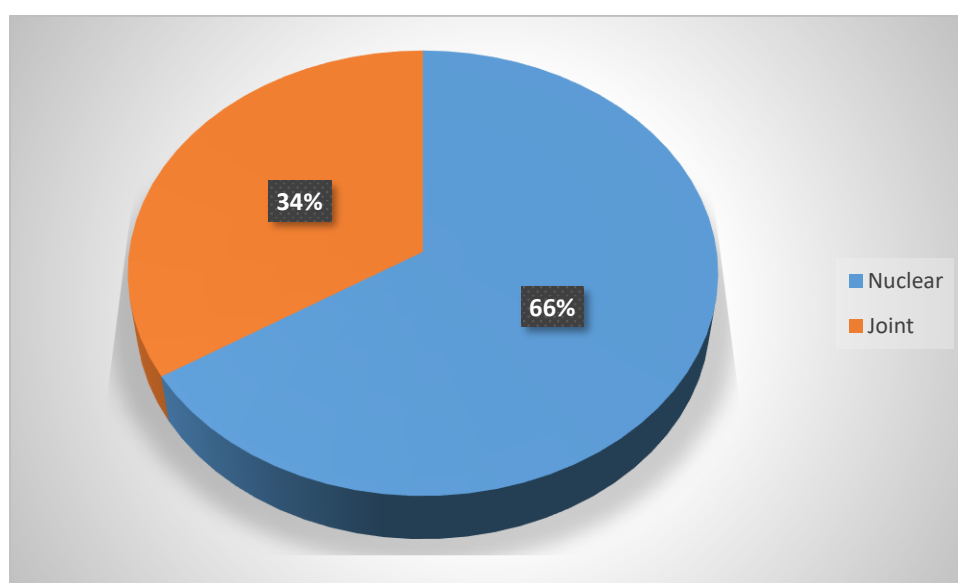


Figure 5 Family types of the respondents

### Designation of the Respondents

Table 5 Designation of the respondents

Designation	Frequency	Percent
Software engineers	152	34.66
Project managers	26	5.83
IT/Programmer Analyst	89	20.16
Tech Lead/Lead engineer	21	4.83
Employees	66	15
Others	86	19.5
Total	440	100

(Source: Primary Data)

Table 5 shows that 34.66 percent of respondents are software engineers, 5.83 percent are project managers, 20.16 percent are IT/programmed analysts, 4.8 percent are tech lead/lead engineers, 15.1 percent are testing professionals, and 19.6 percent hold other designations. However, JS can be considered as one of the main factors when it comes to efficiency and effectiveness of business organization. In fact the new management model which insist that employees should be treated and considered primarily as a human being who have their own wants, needs, personal desires is very good indicators for the importance of JS in modern companies.

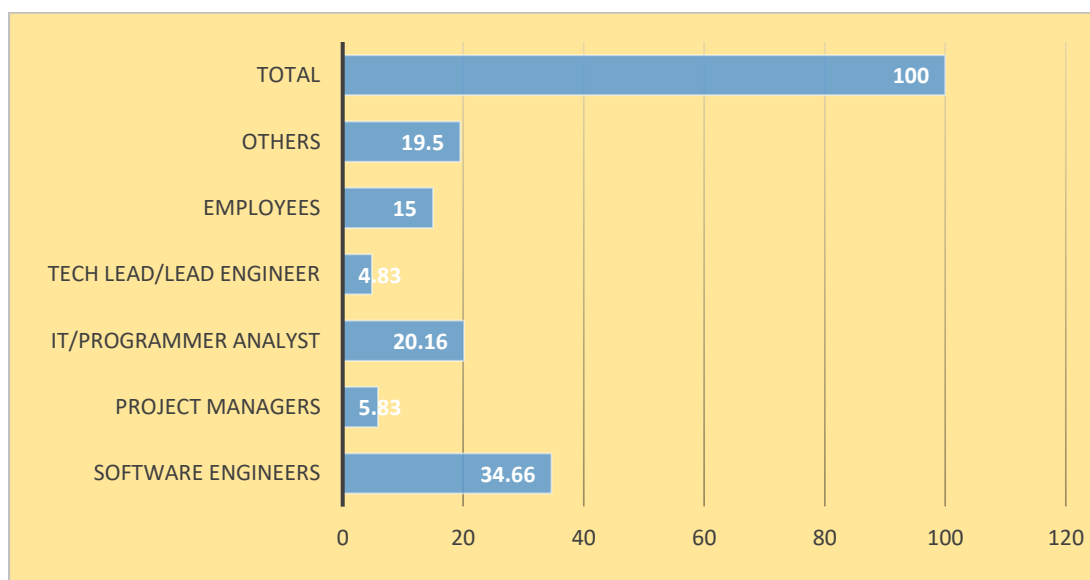


Figure 6 Designations of the respondents

Table 6 Mode of joining the job of the respondents

Mode of Joining	Frequency	Percent
Campus Recruitment	186	42.33
Individual Effort	174	39.5
References	64	14.5
Others	16	3.66
Total	440	100

(Source: Primary Data)

Table 6 shows that of the respondents, 42.33 percent found their present employment via campus recruitment, 39.5 percent found their position through their own effort, and 14.4 percent were recommended to their current work. The majority of respondents joined the workforce via college recruitment programs. How people were persuaded to take part in the study. It showed that the majority of respondents came via campus recruitment and self-promotion.

Management support for work life balance is critical in this company to increase job satisfaction of its employees and it must come from the top. All the time, the perception that hard work is the only way to rise in a company keeps employees at the ground stone, working them into illness. Top executives can set examples of good work life balance and make it known that the same is expected from all employees.

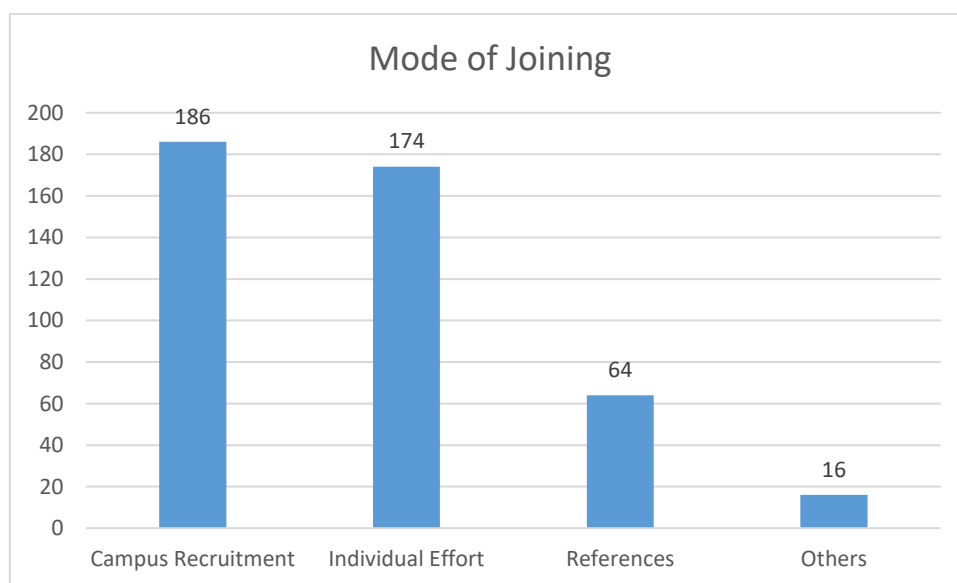


Figure 7 Mode of joining the job of the respondents

**Ho1: There is no significant impact of work life balance on performance of employees of IT companies**

**Table: 7 Workplace environmental factors**

VARIABLE		
	Mean	SD
Comfortable in workplace	1.573	0.875
Superiors reliable and trustworthy relations	1.404	0.842
compatibility with colleagues	1.942	1.038
Open to learn new and emerging practices	1.562	0.835
Conscientiously plan my work	1.283	0.982

Table 7 displays the typical ratings of employees on the topic of their workplace. These include how much I like my job (1,573), how open I am to learning and improvement (1,562), how well I get along with my coworkers (1,942), and how well I plan my work (1,283). All of these things assist employees at these IT organizations maintain a healthy work-life balance.

**Table: 8 Family friendly policies**

Factors	Mean	SD
Family support programs as well as child care allowance	1.652	0.671
Provides gym centre to keep employees and their families healthy and fit	1.464	0.472
Provides transportation facility	1.422	0.303
Accommodation facility for employees and their families	1.649	0.366
Flexible with my social and personal responsibilities	1.460	0.317
Facility for time off for family engagements	1.598	0.002
Organization has policy regarding paid holidays.	1.351	0.730

Source: Data Compiled from the field study

The child care allowance (mean value: 1.652), exercise center (mean value: 1.464), and transportation service (mean value: 1.422) are only a few examples of family-friendly policies



included in Table 8. All of these things assist employees at these IT organizations maintain a healthy work-life balance.

Work-life balance refers to striking a proper coordination in managing personal and work life of an individual. This is the stage where a person is feeling at ease in managing family and job related obligations. It is necessary to make a balance among personal time, paid work and unpaid work for smooth running of employment and life. WLB is defined as the power which can be used in terms of productivity and efficiency in different areas of work and life for making good decisions. Work-life balance refers to striking a proper coordination between the work and personal life of an individual. This is the stage where a person is feeling at ease in managing family and job related obligations.

Table 9 Descriptive table of independent variables: Employee commitment

Independent Variable	Mean	Std. Deviation	N
Work	3.23	0.735	440
Environment	2.57	0.866	440
Rewards	2.74	0.872	440
Recognition	2.55	0.710	440
Training and Development	4.54	0.742	440
Job Security	4.62	0.786	440

Source: Data Compiled from the field study

Table 9 shows that most employees think their workplace is about par compared to others. Most IT professionals are not happy with their pay, as seen by the median score of 2.57 on the Reward scale. The low mean score of 2.74 on "Recognition" shows that most respondents were unhappy with the level of recognition they received. The majority of responders (2.55 on average) aren't happy with their training and development opportunities. The great majority of survey takers are content with the assurances provided by banks, as shown by a mean score of 4.07 on the subject of job security.

The impact of several approaches to balancing work and personal life, as well as the happiness of employees overall, were examined. Flexible scheduling, a pleasant work atmosphere, enough pay, and assistance from management were seen as desirable workplace practices. The study used an explanatory research framework that integrated qualitative and quantitative methods. A census was conducted to gather information for this investigation.

### **Perception of work life balance practices and job satisfaction:**

The study found a favourable correlation between organisational commitment and work-life balance. Employees who felt they had a better work-life balance showed greater levels of loyalty and passion to their employer.

The work life policies and programmes had a favourable knock-on effect on employees' private lives. Improved family relationships, greater participation in leisure activities, and a better integration of work and personal duties were all indicated by employees who reported better work-life balance.

The study indicated that employees who had a healthy work-life balance were more innovative and creative. Employees who had a healthy work-life balance had more time for recreation, relaxation, and other activities, which boosted their creativity and gave them new views.

Team dynamics and collaboration were found to be favourably impacted by work life balance, according to the research findings. Employees were more likely to contribute favourably to team interactions and establish a supportive and collaborative work environment when they maintained a better balance between their personal and professional life.

### **Findings and suggestions:**

The study's conclusions showed that a healthy work-life balance was linked to lower absenteeism and better timeliness. Employees with greater work-life balance were less likely to take unplanned time off or show up late for work, which enhanced productivity and decreased workplace interruptions.

The study discovered that job engagement was positively impacted by work-life balance. Employees with greater work-life balance were more likely to be emotionally invested in their jobs, which resulted in higher levels of workplace engagement and commitment.

The study's findings showed that employee job attitudes such organisational commitment, job involvement, and job satisfaction were positively influenced by work-life balance. Higher levels of these job attitudes were reported by employees who felt that their work-life balance

was better, indicating a stronger bond with their employer and a greater sense of fulfilment in their work.

The study found that work-life balance increased workplace motivation, which in turn improved work performance. The productivity and efficiency of employees who had a better work-life balance increased because these workers were more driven to excel in their positions.

The study's findings showed that a healthy work-life balance was essential for lowering work-related stress levels. Employees who reported having a better balance between work and personal life were less stressed, which enhanced their mental health and reduced burnout.

The study found that work-life balance increased employee advocacy and job loyalty in a good way. The likelihood that employees would talk highly of their employer, suggest it as an excellent place to work, and show greater levels of commitment to the company increased when they felt they had a better work-life balance.

According to the research's findings, work life balance boosted employees' problem-solving and creativity at work. Employees that were more successful at striking a balance between their personal and professional life had higher levels of creativity and were better at coming up with original solutions to problems at work.

The study discovered that overall job and life satisfaction were positively influenced by work-life balance. Better work-life balance was noted by employees, who also expressed higher levels of job and life satisfaction, indicating a greater sense of fulfilment and well-being.

Despite management's best intentions, employees have a negative view of the company's attempts to improve their work-life balance and overall job satisfaction. The regression analysis showed a favorable correlation between job satisfaction and a reasonable work-life balance. Among these methods, focusing on one's work qualities proved to be the most effective in predicting happiness on the job. The correlation between a caring manager and satisfied workers was also not significant. Based on the results, it was suggested that companies reconsider their perks and organizational structure at work and provide their workers more flexible work options.

Personal qualities and the extent to which one is organically driven are the most critical elements of a balanced professional and personal life. Employee performance directly affects a company's bottom line. Love and compassion are crucial for success outside of the workplace. Many businesses are changing their policies and practices to facilitate a healthier work-life balance for their workers. If employees are more enthusiastic, dedicated, and hardworking, the company may be able to put more money in the bank. Women are highly sought after in the job due to their proven multitasking skills.

The percentage of those who have made strides toward a better work-life balance is 6.3%.

The emotional and physical stresses they are experiencing need a short period of rest and relaxation.

Those who spend their days at a desk may benefit from taking a quick walk first thing in the morning.

Indoor and outdoor activities might help those who aren't "office people" relax and redirect their energies. The fourth piece of advice is to value relationships with those outside of work. Primary data obtained from IT professionals was analyzed and reported on. Female achievement in the workplace and in other areas of life may be examined using univariate and multivariate statistical methods.

The findings backed with previous studies suggesting that having a job was worse for family life. It might be disastrous for firms if employees are unable to strike a good work-life balance. Job dissatisfaction, absenteeism, poor performance, stress at work, and even the desire to leave one's current employer have all been linked to difficulties balancing work and family life. Work demands or overload, role conflict, position ambiguity, job dissatisfaction, and a lack of supervisory, peer, and social support are all issues that may arise in the IT industry. The aforementioned events and reasons, as well as the widespread use of communication technology, have contributed to an all-time high in work-family conflicts.

Employees in IT have been demonstrated to place a higher value on work-life balance. Work-family conflict is prevalent among women in the IT industry, and it has been linked to variables such as high levels of workplace participation, job expectations, and a lack of career opportunities.

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