Work-Life Balance and Its Impact on Employee Satisfaction:
A STUDY OF INFOSYS LIMITED

Author: Ritika

Degree: Bachelor of Business Administration (BBA) Institution: Galgotias University
Supervisor: Miss Pratima Sharma Date: May 2025

ABSTRACT

This research paper explores the connection between work-life balance and employee satisfaction, using Infosys Limited as a case study. In today's fast-paced and competitive work environment, employees often face challenges in balancing their professional responsibilities with their personal lives. A healthy work-life balance is important for reducing stress, improving mental and emotional well- being, and increasing overall job satisfaction.

The study uses a descriptive research and analytical design and gathers primary data through a structured questionnaire filled out by 100 employees of Infosys. The data was analyzed using basic statistical tools such as percentages**,** charts, and correlation analysis to understand trends and relationships.

The results show a strong positive correlation between effective work-life balance practices—such as flexible working hours, paid leave, remote working options, and employee support programs—and higher employee satisfaction. Most employees reported feeling more productive, motivated, and loyal to the organization when their personal needs were respected and supported by the company.

The study also reviews existing HR policies at Infosys and finds that while many useful initiatives are in place, there is room for improvement in areas like workload management, mental health support, and employee feedback systems. Based on the findings, the paper offers practical recommendations to help Infosys and similar organizations further improve employee well-being, retention, and long-term success.

INTRODUCTION

In today's world, many people find it hard to balance their work responsibilities with their personal lives. Long working hours, tight deadlines, and constant pressure can make it difficult for employees to enjoy quality time with family and friends or take care of their own well-being. Because of this, **work-life balance** has become very important—not just for employees, but also for companies. When employees feel balanced and supported, they tend to be happier, more motivated, and perform better at work.
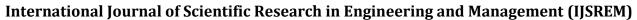
Companies that create employee-friendly policies, like flexible working hours, remote work options, and wellness programs, often see better results. They are able to keep talented workers for longer and maintain a more productive workforce. This is especially true in fast-paced industries like information technology, where stress levels can be high.

This study focuses on **Infosys Limited**, one of the largest and most respected IT companies in the world. Infosys has introduced various work-life balance initiatives aimed at helping employees manage their professional and personal lives more effectively. This research explores how these initiatives influence employee satisfaction and whether they contribute to a healthier, happier workplace.
Understanding this connection can help Infosys improve its policies and provide useful insights for other organizations seeking to support their employees better.

LITERATURE REVIEW
Many studies have shown that having a good balance between work and personal life is very important for employees. A well-known study by Greenhaus and Beutell (1985) explained that when people find it hard to manage their job and personal time, it can lead to stress, tiredness, skipping work, and feeling unmotivated. This doesn't just hurt the employee—it also affects how well the company performs.

A newer study by the Society for Human Resource Management (SHRM, 2021) found that when companies give employees flexible work hours, mental health support, and a positive work environment, employees are much happier. These employees usually stay with the company longer, do their jobs better, and feel healthier overall.

This is even more important in the IT industry, where employees often work long hours, face tight deadlines, and sometimes have to work odd hours to match client time zones. Because of this, many IT workers feel stressed and burned out if they don't get enough support from their companies.

To help with this, many IT companies—including Infosys, TCS, and Wipro—have started offering helpful policies like work-from-home options, flexible shifts, mental health services, and breaks between projects so employees can rest and recover.

Other researchers like **Kossek and Ozeki (1998)** also found that when people have a good work-life balance, they are more committed to their jobs, work better, and are less likely to leave the company. Simply put, when employees can take care of both work and personal life, they are happier, more loyal, and more productive.

RESEARCH METHODOLOGY

This study uses a **descriptive and analytical research approach** to understand the impact of work-life balance on employee satisfaction at Infosys Limited.

1.   Research Design

The research is **both descriptive and analytical**. It describes the current work-life balance practices at Infosys and analyses how these practices affect employee satisfaction.

2.   Data Collection Method

- **Primary data** was collected through a **structured questionnaire** shared with employees of Infosys.

- The questionnaire included both **close-ended questions (like multiple- choice)** and **rating scale questions** to get clear and measurable responses.

3.   Sample Size and Sampling Method

- A total of 100 employees from Infosys participated in the survey.

- The sample was selected using **convenience sampling**, which means participants were chosen based on their availability and willingness to respond.

4.   Data Analysis Tools

- The collected data was analyzed using **simple statistical tools** such as **percentages**, bar charts, pie charts, and correlation analysis to identify patterns and relationships.

- The results were presented in easy-to-understand tables and graphs.

5.   Scope of the Study

- The study is limited to employees of Infosys Limited and may not represent employees of all IT companies.

DATA ANALYSIS AND INTERPRETATION

Sr. No.	Area of Analysis	Key Findings
1	Awareness of Work-Life Balance Policies	90% of employees are aware of the company's work-life balance initiatives.
2	Satisfaction with Working Hours	72% satisfied with working hours 28% found hours long or irregular.
3	Flexible Work Options	65% have flexible options like WFH or shift adjustments.
4	Impact on Mental Health	58% said work sometimes affects mental health and causes stress.
5	Managerial Support	70% feel supported by managers 30 % want more empathy and understanding.
6	Overall Job Satisfaction	75% are satisfied with their jobs due to balanced work environment.
7	Correlation Between Work-Life Balance & Job Satisfaction	Positive correlation – better balance leads to higher job satisfaction.

HR PRACTICES AT INFOSYS SUPPORTING WORK-LIFE BALANCE

Infosys has many helpful HR policies that make it easier for employees to balance their work and personal life. One important policy is the **Hybrid Work Policy**, which lets employees choose where they want to work—either from home, the office, or both.

This gives them more comfort and control over their schedule. The company also cares about health and wellness, offering **Wellness Programs** like yoga classes, therapy sessions, and health webinars to reduce stress and keep employees feeling good. Infosys also provides **Paid Time Off**, such as casual leave, sick leave, maternity/paternity leave, and long breaks (sabbaticals), so employees can rest or handle personal matters without worrying about their job.

Another helpful service is the **Employee Assistance Program (EAP)**, which gives private help and counseling to employees dealing with stress, family problems, or other challenges. Lastly, Infosys supports **Flexible Work Hours**, allowing teams to decide their own working times based on their projects. All these efforts help employees feel trusted, supported, and more satisfied at work.

FINDINGS

- Most employees who have a good work-life balance are happier with their jobs and are more likely to stay with the company for a long time.
- Infosys has many useful policies that support employees, and most people are satisfied with them. However, some employees feel that the company should do more to limit work calls or messages after office hours to protect personal time.
- Many employees would like to see more family-friendly programs, such as childcare support or special leave for family emergencies.

- A lot of employees also feel the need for **better stress management support**, such as more mental health sessions, wellness breaks, or fewer back-to-back projects.
- Younger employees, especially freshers or those new to the company, often need more guidance and support in managing their time and workload.
- Overall, the study shows that a positive work-life balance not only helps employees feel good but also helps Infosys by improving performance, reducing employee turnover, and building a better work culture.

RECOMMENDATIONS

- **Limit Work Calls and Messages After Office Hours:** Create a clear policy that stops work-related communication after working hours, except for urgent matters. This helps employees enjoy their personal time and avoid burnout.
- **Start Childcare and Eldercare Facilities :** Provide on-site childcare centers and support for employees who take care of elderly family members. This would reduce their stress and help them focus better at work.
- **Take Regular Feedback from Employees :** HR policies should not stay the same forever. Infosys should collect feedback from employees regularly and update the policies to match their current needs.
- **Offer Flexible Workweeks and Wellness Leave :** Give employees the option to choose a 4-day or 5-day workweek when possible. Also, introduce wellness leaves that employees can use when they are feeling mentally or physically tired.
- **Create a Work-Life Balance Helpline or Portal :** A dedicated space (online or offline) where employees can get advice, raise concerns, or share suggestions related to work-life balance.
- **Support New Joiners and Freshers :** Provide extra guidance and mentoring for new employees who may feel overwhelmed. This helps them adjust better to their roles and builds confidence.
- **Promote Mental Health More Actively :** Organize regular mental health sessions, stress-relief workshops, and mindfulness activities. Make sure employees know how and where to get help if they're feeling overwhelmed.

CONCLUSION

This research shows that work-life balance is very important for employee happiness and success at work. When employees are able to manage both their work and personal lives well, they feel less stressed, more satisfied, and more loyal to their company.

Infosys is already doing a good job by offering flexible work options, wellness programs, and support systems that help employees feel cared for. These efforts have made a positive impact on employee satisfaction. However, there is always room for improvement. As employee needs and lifestyles change, companies like Infosys must keep updating their policies to stay in tune with what people really need.

Things like limiting work pressure after office hours, supporting families, and promoting mental well-being will make a big difference. When companies focus on keeping their employees happy and balanced, they are more likely to see better performance, stronger teamwork, and longer employee retention.

In short, companies that care about work-life balance are not only helping their people—they are also building a stronger, more successful organization. A happy employee is a productive employee, and that benefits everyone.

REFERENCES

- Greenhaus, J. H., & Beutell, N. J. (1985). Sources of conflict between work and family roles. *Academy of Management Review.*
- Society for Human Resource Management (2021). *Workplace flexibility and well-being survey.*
- Infosys Annual Report 2023–24
- Journal of Human Resource Management
- www.infosys.com