

## Work–Life Harmony Practices Among Information Technology Professionals in Kerala: An Analytical Study in the Era of Artificial Intelligence

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### Abstract

The rapid expansion of the digital economy and hybrid work culture has intensified work-life challenges among Information Technology (IT) professionals. This study examines the determinants of Work-Life Harmony (WLH) among IT employees in Kerala, focusing on organizational support, coping strategies, social support, and work-life conflict. A quantitative cross-sectional research design was adopted using survey responses from 320 IT professionals working in Technopark, Infopark, and Cyberpark. Structural Equation Modelling (SEM) was employed to examine the relationships among latent variables.

The findings reveal that Perceived Organizational Support (POS) is the strongest predictor of work-life harmony and psychological well-being. Flexible workarrangements, supportive leadership, and wellness initiatives significantly reduce work-life conflict. Individual coping strategies such as time management, emotional regulation, and boundary setting also positively influence employee well-being. Social support from family and peer networks further strengthens resilience among IT professionals.

The study concludes that work-life harmony is not merely a balance of time but an integrated approach combining organizational culture, employee autonomy, and social support systems. The research offers practical implications for HR managers, policymakers, and organizations seeking to develop sustainable and employee-centric work environments in Kerala's growing IT sector.

**Keywords:** Work-Life Harmony, IT Professionals, Organizational Support, Work-Life Conflict, Coping Strategies, Psychological Well-being, Kerala, SEM.

### Introduction

The concept of work-life balance has evolved significantly in recent years, especially in knowledge-intensive industries such as Information Technology (IT). Traditional work-life balance emphasized equal distribution of time between professional and personal responsibilities. However, the rise of hybrid work, digital connectivity, and global collaboration has shifted attention toward the broader concept of Work-Life Harmony (WLH), which emphasizes integration, flexibility, and coexistence between work and personal life.

India's IT industry has become a major contributor to economic growth, with Kerala emerging as an important technological hub through Technopark, Infopark, and Cyberpark. Kerala's high literacy rate, digital infrastructure, and skilled workforce have accelerated the growth of IT

services. At the same time, IT professionals face increased workloads, long working hours, constant online connectivity, and high-performance expectations. These factors contribute to stress, burnout, and work-life conflict.

Hybrid work culture has blurred the boundaries between home and office. Smartphones, remote collaboration tools, and global time-zone coordination have extended working hours beyond traditional office schedules. As a result, IT professionals struggle to maintain psychological well-being and healthy interpersonal relationships.

Organizations increasingly recognize the importance of supportive work environments. Flexible scheduling, wellness initiatives, mental health programs, and employee-friendly policies help reduce stress and improve employee engagement. Simultaneously, individual coping strategies such as time management, mindfulness, and boundary-setting play a crucial role in achieving harmony.

Despite the growing importance of WLH, limited empirical research has focused specifically on Kerala's IT sector. This study addresses the gap by examining the combined effects of organizational support, coping strategies, and social support on work-life harmony and employee well-being.

### **Literature Review and Theoretical Framework**

The transition from work-life balance to work-life harmony reflects changing workplace realities. Work-life balance traditionally viewed work and personal life as competing domains, whereas work-life harmony recognizes the possibility of integration and mutual reinforcement.

Research suggests that employees experience greater satisfaction when organizations provide flexibility and autonomy. Perceived Organizational Support (POS) refers to employees' belief that the organization values their contributions and cares for their well-being. Supportive organizational culture reduces stress and enhances job satisfaction.

IT professionals often depend on coping strategies to manage demanding work conditions. Problem-focused coping includes planning, prioritization, and efficient time management, while emotion-focused coping includes mindfulness, emotional regulation, and social interaction.

Social support from family, friends, and professional communities acts as a buffer against occupational stress. Kerala's IT ecosystem also benefits from welfare organizations such as Prathidhwani and Progressive Techies, which promote employee welfare and professional networking.

The study is grounded in the Job Demands-Resources (JD-R) Model. According to this framework, job demands such as excessive workload and digital pressure create stress, whereas resources such as organizational support, autonomy, and social support improve employee engagement and well-being.

### **Objectives of the Study**

1. To examine the level of work-life harmony among IT professionals in Kerala.
2. To analyze the influence of organizational support on work-life harmony.
3. To evaluate the impact of coping strategies on employee well-being.
4. To study the relationship between work-life conflict and psychological well-being.
5. To provide recommendations for improving employee well-being in the IT sector.

### **Research Methodology**

The study adopted a quantitative cross-sectional research design. Primary data were collected through a structured online questionnaire distributed among IT professionals working in Technopark (Thiruvananthapuram), Infopark (Kochi), and Cyberpark (Kozhikode).

A total of 320 valid responses were collected using stratified random sampling. The questionnaire included validated scales measuring Work-Life Conflict (WLC), Organizational Support (POS), Coping Strategies, Social Support, and Psychological Well-being.

**Demographic Profile**

- 58.4% of respondents were female.
- Majority of respondents (38.3%) belonged to the 25–34 age group.
- 52.5% worked under a hybrid work model.
- 50.8% of respondents were married.

**Measurement Tools**

- Work-Life Conflict Scale (Netemeyer et al.)
- Organizational Support Scale (Eisenberger et al.)
- Brief COPE Inventory
- WHO-5 Well-being Index

Responses were measured using a five-point Likert scale. Data analysis was conducted using SPSS and AMOS 24. Structural Equation Modelling (SEM) was applied to test relationships among variables.

**Results and Discussion****◆ Reliability Analysis**

The reliability of all constructs was confirmed through Cronbach's Alpha values above the acceptable threshold of 0.70.

| <b>Variable</b>        | <b>Cronbach's Alpha</b> |
|------------------------|-------------------------|
| Work-Life Conflict     | 0.82                    |
| Organizational Support | 0.85                    |
| Coping Strategies      | 0.79                    |
| Social Support         | 0.83                    |
| Well-being             | 0.87                    |

The findings indicate strong internal consistency and validity of the research instrument.

**Regression Analysis**

Multiple regression analysis revealed that Organizational Support was the strongest positive predictor of employee well-being, while Work-Life Conflict had a significant negative effect.

| <b>Predictor</b>       | <b>Beta Value</b> |
|------------------------|-------------------|
| Work-Life Conflict     | -0.32             |
| Organizational Support | 0.41              |

|                   |      |
|-------------------|------|
| Coping Strategies | 0.18 |
| Social Support    | 0.25 |

The results suggest that supportive organizations significantly reduce stress and improve employee satisfaction.

### Structural Equation Modelling (SEM)

SEM analysis demonstrated excellent model fit.

| Fit Index | Value |
|-----------|-------|
| CFI       | 0.943 |
| TLI       | 0.927 |
| RMSEA     | 0.049 |
| CMIN/DF   | 1.88  |

The structural model confirmed that organizational support positively influences work-life harmony, while work-life conflict negatively affects employee well-being.

### Key Findings

- Organizational support is the strongest driver of work-life harmony.
- Hybrid work improves flexibility but may also increase digital exhaustion.
- Coping strategies positively influence resilience and emotional stability.
- Social support significantly enhances employee well-being.
- Work-life harmony directly improves psychological health and job satisfaction.

### Emerging Trends in the IT Workplace

The IT workplace in 2026 is increasingly shaped by hybrid work models, digital integration, and AI-driven systems. Employees are expected to remain continuously connected, leading to blurred work-life boundaries.

Organizations are gradually shifting toward outcome-based performance evaluation rather than time-based productivity. Mental health initiatives, flexible schedules, and employee wellness programs are becoming central to HR policies.

Artificial Intelligence has also transformed workplace processes, increasing the need for continuous upskilling and adaptability. Although technology improves efficiency, it also creates cognitive pressure and uncertainty regarding job security.

Economic pressures, rising urban living costs, and employment insecurity further affect the psychological well-being of IT professionals. Therefore, work-life harmony has become an important strategic issue rather than merely an individual concern.

### Recommendations

⇒ Organizational Recommendations

1. Introduce flexible and employee-friendly work policies.
2. Encourage healthy work boundaries and “Right to Disconnect” practices.
3. Provide mental health counseling and wellness programs.

4. Shift toward outcome-based performance evaluation.
5. Promote inclusive leadership and supportive management culture.
- ⇒ Individual Recommendations
1. Practice effective time and energy management.
2. Utilize mindfulness and stress-management techniques.
3. Establish clear work-home boundaries.
4. Seek peer and family support during stressful periods.
- ⇒ Policy Recommendations
1. Strengthen public transport and digital infrastructure near IT hubs.
2. Encourage collaboration between organizations and employee welfare groups.
3. Promote decentralized IT development across Kerala.

### **Conclusion**

This study examined the factors influencing work-life harmony among IT professionals in Kerala. The findings confirm that work-life harmony is strongly shaped by organizational support, coping strategies, and social support systems. Perceived Organizational Support emerged as the most significant predictor of employee well-being.

The transition from traditional work-life balance to work-life harmony reflects the realities of hybrid and technology-driven work environments. Organizations must move beyond policy implementation and cultivate a supportive culture that values employee well-being.

The study highlights that sustainable organizational growth depends not only on productivity but also on the psychological and social well-being of employees. Kerala's IT sector can strengthen its global competitiveness by fostering human-centered workplaces that integrate flexibility, trust, and employee welfare.

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