



EXPLORING EMPLOYEE SENTIMENT ON THE IMPACT OF WORK CULTURE AND WORK-LIFE BALANCE IN THE IT INDUSTRY: A QUALITATIVE ANALYSIS

Sudarshan S¹, Priya Xavier²

¹Research Scholar, Faculty of Management, SRM Institute of Science and Technology, Kattankulathur- 603203, Chengalpattu District, India.

²Assistant Professor, Faculty of Management, SRM Institute of Science and Technology, Kattankulathur-603203, Chengalpattu District, India.

, Email: ss3572@srmist.edu.in

ABSTRACT:

Purpose: The purpose of this research is to understand the experience of the employees working in the IT Industry using sentimental analysis of the employee reviews of IT Companies and their work life balance. The research objectives are to identify different perspectives of the IT Company employees, their work life balance and their organization experience using sentimental analysis and thematic analysis of the reviews of the employees.

Design/Methodology/Approach: This study employs a qualitative research methodology and thereby is involved in the collection of reviews from social media platforms and coded in NVivo software. The data obtained was then subjected to both sentiment analysis and thematic analysis using NVivo software. The data was gathered from employees who provided reviews on the work-life culture and balance of IT companies.

Findings: In this research, it was identified that with mixed feelings being moderate and negative feelings relatively lower, employees mostly voiced favorable feelings about work culture. This indicates that a supportive and balanced work environment significantly contributes to employee well-being, satisfaction, and performance.

Conclusion: In conclusion, fostering a positive work culture and supporting work-life balance are vital for enhancing employee satisfaction, well-being, and overall organizational performance. Organizations that prioritize these aspects gain a competitive edge in productivity and talent retention. Through the implementation of sentiment analysis on employees' impressions of work culture, firms can discern their strengths and weaknesses, and proactively implement efforts to cultivate a favorable and nurturing work atmosphere. This can ultimately result in heightened employee satisfaction, enhanced productivity, and improved corporate performance.

Keywords: Work Culture; Sentiment Employees; Organization Work Culture; Work Life Balance.

INTRODUCTION:

The IT business is renowned for its rigorous demands, frequently necessitating extended work hours and unwavering concentration to stay abreast of swift technical progress and meet project deadlines. Nevertheless, it is imperative to sustain a harmonious equilibrium between job and personal life due to various compelling factors.

Prolonged periods of sedentary behaviour in front of a computer can result in physical ailments such as lumbar discomfort, ocular fatigue, and repetitive strain injuries. In addition, an

excessive workload can contribute to the development of stress, worry, and burnout, which can have significant repercussions on one's mental well-being. Prolonged periods of work without intervals can actually diminish both productivity and creativity. An adequately rested mind exhibits enhanced concentration, creativity, and proficiency in efficiently resolving intricate problems. Employee. Companies that place a high priority on maintaining a balance between work and personal life tend to see higher rates of employee retention and greater levels of job satisfaction. When employees experience a sense of respect and receive support in maintaining a harmonious equilibrium between their personal and professional life, they are more inclined to remain with the company for an extended duration.

In a very competitive employment market, providing a favourable work-life equilibrium might serve as a compelling advantage in enticing highly skilled individuals. A significant number of professionals highly prioritise a business culture that places equal importance on respecting their personal time and well-being, in addition to their professional contributions. Taking time off from work enables people to rejuvenate and participate in activities that foster creativity and innovation. Engaging in activities such as bonding with family, pursuing personal interests, or taking time to relax might provide novel viewpoints and concepts that can be applied in the professional setting. Achieving a harmonious equilibrium between professional obligations and personal commitments empowers individuals to foster and sustain significant ties with their loved ones and social circle. Robust social relationships are crucial for one's overall well-being and can offer assistance during difficult periods. When employees are burdened with excessive workloads and subjected to high levels of stress, they are more prone to encountering physical and mental health problems, which can result in increased rates of absenteeism. Emphasising the importance of maintaining a healthy balance between work and personal life can effectively decrease instances of employee absence and enhance their overall physical and mental health. In the IT industry, advocating for work-life balance is not only about ensuring employee pleasure, but also a strategic business choice that can result in increased productivity, creativity, and sustained success.

Methods for enhancing organisational work culture:

Enhancing the work culture inside an organisation necessitates a collaborative endeavour from leaders, managers, and employees alike.

Elucidate and Transmit Values: Precisely establish the values and principles that steer the organisation. Consistently convey these principles through behaviours, policies, and communications to ensure coherence across the whole firm.

Exemplify Leadership: The act of leading establishes the atmosphere for the culture within an organisation. Leaders should exemplify the behaviour and attitudes they desire to observe in employees, showcasing characteristics such as openness, honesty, compassion, and a harmonious integration of work and personal life.

Promote Transparent Communication: Cultivate a workplace atmosphere that encourages people to confidently share their thoughts, worries, and input without hesitation. Establish various routes for consistent contact, such as town hall gatherings, idea receptacles, and platforms for anonymous input.

Facilitate Collaboration and Teamwork: Foster a culture of collaboration by promoting cross-functional cooperation and dismantling organisational barriers to encourage a shared sense of purpose. Facilitate cross-functional projects, team-building exercises, and knowledge-

sharing meetings. Acknowledge and celebrate individual and team accomplishments to enhance morale and motivation. Recognition can manifest in diverse ways, such as verbal commendation, accolades, financial incentives, advancements, and prospects for professional growth.

Allocate resources towards enhancing employee development: Provide assistance to employees in their pursuit of professional advancement by offering training programmes, workshops, mentorship, and coaching. Offer employees the opportunity to improve their skills and develop in their careers, in order to empower them and show dedication to their success. Emphasise the importance of maintaining a healthy work-life balance by providing employees with opportunities for flexible work arrangements, such as the ability to work remotely, flexible working hours, and paid time off. Exemplify good behaviour by showing respect for employees' personal time and promoting the importance of taking breaks and vacations. Advance Diversity, Equity, and Inclusion: Foster a cultural environment that appreciates and honours diversity in its whole. Enforce policies and adopt measures that foster fairness and inclusiveness, such as providing diversity training, using inclusive language, and implementing diverse recruiting procedures.

Enable Employees: Entrust employees with authority and decision-making autonomy, granting them the ability to assume responsibility for their tasks and make valuable contributions to the organization's achievements. Promote self-governance, originality, and business creation within teams. Continuously evaluate the organization's work culture by conducting surveys, review sessions, and performance reviews. Utilise this input to pinpoint areas that require enhancement and implement appropriate modifications to policies, practices, and projects. By consistently and really executing these techniques, organisations can develop a healthy work culture that promotes employee engagement, contentment, and productivity. Since it is qualitative research we have taken diverse data from different employees of different age groups and taken their sentiment and we have run a sentimental analysis to understand their thought process and reviews and how to improve work culture.

LITERATURE REVIEW.

1. M Gayathri et al (2021). "A Study on Organizational Work Culture in Information Technology Industry" The research paper explores organizational work culture in the IT industry, focusing on employee adaptation, positive attitudes, and improvements perceived by respondents through a descriptive survey using statistical analysis tools.
2. Andres Dharma Nurhalim (2022). "The role of organizational culture in realizing the performance of an organization". Organizational culture in the IT industry plays a crucial role in shaping unique characteristics like leadership patterns, discipline, and reward systems, ultimately impacting organizational and individual performance positively.
3. Pedro A. Fernandes et al (2023). "Organizational culture and the individuals' discretionary behaviors at work: a cross-cultural analysis" Organizational culture significantly influences individuals' behaviors at work. The study analyzes how different cultures impact Organizational Citizenship Behavior (OCB) across various industries, including the IT sector.
4. R. Kamalakannan (2021). "Organization Culture and its impact on Work Performance". The study focuses on organization culture in BPO companies, not specifically in the IT

industry. Therefore, the impact of organization culture in the IT industry is "Not addressed in the paper."

5. Livia Durack (2019). "Organizational Culture and Its Impact on Employees' Behavior." The impact of organizational culture on employees' behavior is crucial in the IT industry, influencing productivity, satisfaction, and cohesion among staff, as highlighted in the research.
6. Babacar et al. (2021), "Sentiment classification for employees reviews using regression vector- stochastic gradient descent classifier." A study employing regression vector methods on workers' reviews for sentiment classification. The study underlines how employee happiness is understood by means of sentiment analysis, hence enabling organizational development and goal accomplishment. The paper shows how sentiment analysis may enable businesses to measure employee feelings and guide decisions to improve workplace satisfaction and policy by means of review analysis from big corporations such Facebook, Google, Microsoft, Apple, and Amazon.
7. Azigul (2021) proposed an aspect-based sentiment analysis of employee ratings scraped from Glassdoor.com. By applying weights to keywords and classifying nouns according to their aspect, this paper shows how well sentiment analysis can capture employee happiness and discontent. The method emphasizes the significance of sentiment analysis in comprehending particular aspects of employee input, including management practices and work environment.
8. Drew Mikel Hall (2020). "Customer and Employee Social Media Comments/Feedback and Stock Purchasing Decisions Enhanced by Sentiment Analysis" Noted that mining the sentiment of employee evaluations presents fresh chances for business leaders to gain insightful analysis of employee happiness and unhappiness. This fits the method of gathering employee reviews from social media for sentiment analysis since it offers a direct way to know employee experiences and enhance organizational policy.
9. Supriya S. Nalawade (2023). "An Empirical Study on Sentimental Analysis using Deep Learning". Sentimental analysis is the study of a person's attitude using unstructured texts.

Construct	Standard Questionnaire	Sources
Work Culture	Organizational Culture Assessment Instrument (OCAI)	Cameron, K. S., & Quinn, R. E. (2006).
Job Satisfaction	Minnesota Satisfaction Questionnaire (MSQ)	Weiss, D. J., Dawis, R. V., England, G. W., & Lofquist, L. H. (1967).
	Job Descriptive Index (JDI)	Smith, P. C., Kendall, L. M., & Hulin, C. L. (1969).
Work-Life Balance	Work-Life Balance Scale	Hayman, J. (2005).
Employee Well-being	WHO-5 Well-Being Index	World Health Organization. (1998).
	General Health Questionnaire (GHQ)	Goldberg, D. P., & Williams, P. (1988).
Burnout/Stress	Maslach Burnout Inventory (MBI)	Maslach, C., Jackson, S. E., & Leiter, M. P. (1996).
Employee Engagement	Utrecht Work Engagement Scale (UWES)	Schaufeli, W. B., Salanova, M., González-Romá, V., & Bakker, A. B. (2002).
Organizational Support	Survey of Perceived Organizational Support (SPOS)	Eisenberger, R., Huntington, R., Hutchison, S., & Sowa, D. (1986).
Innovation/Creativity	KEYS: Assessing the Climate for Creativity	Amabile, T. M., Conti, R., Coon, H., Lazenby, J., & Herron, M. (1996).

Problem Statement: In the rapidly evolving IT industry, employees often face significant challenges related to work-life balance, which can adversely affect their overall well-being, job satisfaction, and productivity. Despite the critical importance of understanding employee sentiment regarding work culture, there is a lack of comprehensive qualitative research that explores these sentiments in depth. This study aims to fill this gap by conducting a detailed sentiment analysis of employee reviews from various IT companies, focusing on their experiences with work culture and life balance. The research seeks to identify key themes and sentiments that emerge from employee review, ultimately providing insights that organizations can leverage to enhance their work environments and improve employee satisfaction and retention.

Research Objectives: To study the employees' emotions about the work culture and organization and justify them through thematic and sentimental analysis from the employee reviews.

For the sentiment analysis of employees a systematic assessment and interpretation of employee opinions, feelings, and attitudes observed by gathering reviews from social media, and communication channels. This information would be highly valuable for organisations due to the following reasons:

The output from sentiment analysis would assist organisations in assessing the general sentiment of employees towards their work, colleagues, and the organisation as a whole, thereby measuring employee engagement and satisfaction. Through comprehending the sentiments of employees, organisations can discern the variables that lead to their engagement and contentment, as well as pinpoint areas that require improvement. The Retention and Turnover Prediction was examined. Employee sentiments would assist in forecasting turnover and identifying possible employees who may leave the company. Organisations could use sentiment data from the analysis to identify patterns and take proactive measures to address potential causes of employee unhappiness and attrition, such as low morale, limited career progression prospects, or ineffective management strategies. A workplace culture was assessed by employing sentiment analysis to provide insights for the current workplace culture and atmosphere of an organisation. From the examination of sentiment patterns over a period of time, organisations could evaluate the efficacy of cultural initiatives, policies, and programmes designed to cultivate a favourable work atmosphere, promote diversity, ensure fairness, and develop inclusivity. Monitoring employee attitudes can enable organisations to detect indications of stress, burnout, or mental health concerns among employees, thereby promoting employee well-being and mental health. Timely identification of adverse emotions can trigger actions, assistance, and provisions to enhance the welfare of employees and avert potential health-related problems.

Research Gap: Although many studies have looked at the significance of a positive work culture and its effect on employee satisfaction and production, there is little empirical evidence using sentiment analysis methods to actual employee input to methodically evaluate views of work-life balance, emotional well-being, and organizational performance of employees in the IT sector. Most current studies lack the depth and real-time insights that sentiment analysis can offer, relying instead on conventional survey techniques. This study intends to close this gap by using sentiment analysis to provide actionable insights from employee perceptions, hence providing a data-driven knowledge of workplace dynamics of employees in the IT sector.

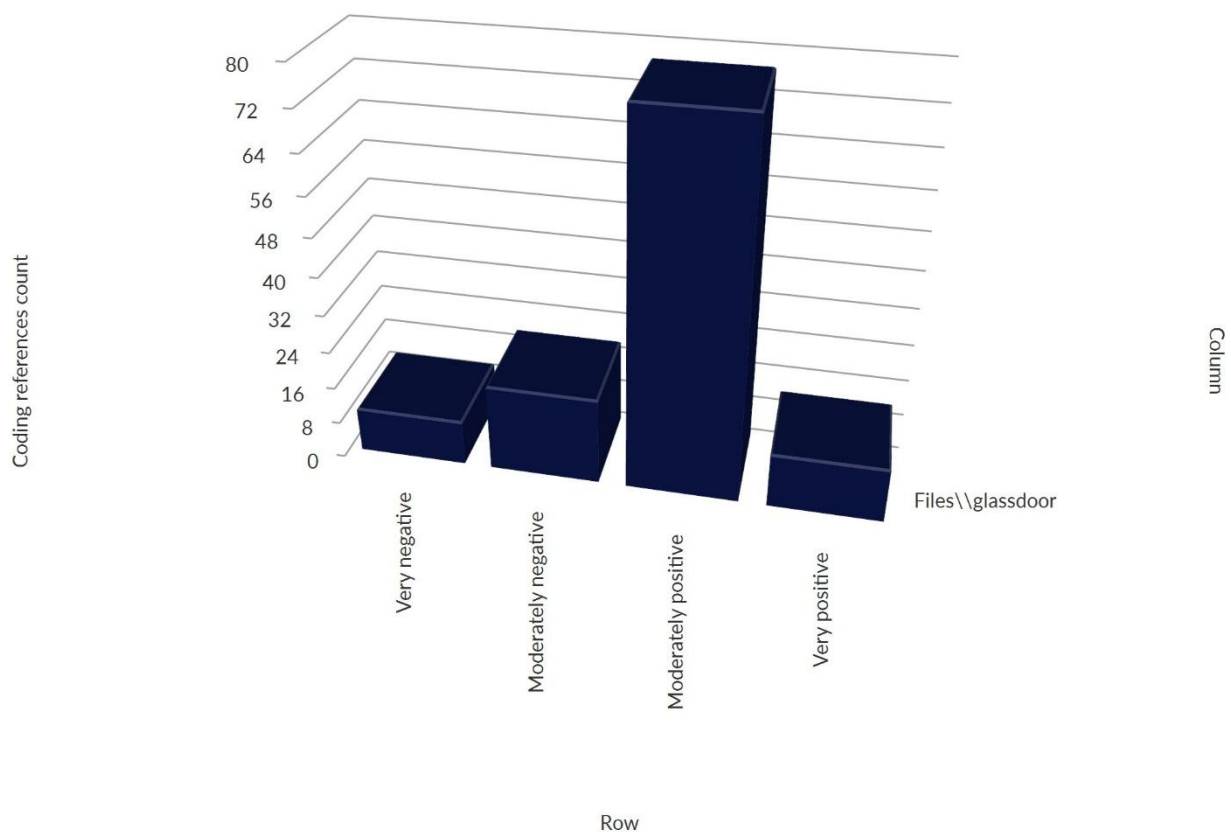
RESEARCH METHODOLOGY:

This study involved gathering data from social media platforms to analyze employee reviews regarding IT industry services. Customers were asked to score their experiences using a standardised scale. It was a qualitative research and 50 data were taken and the reviews of the employees and all the sentiment and interviews of the customer has been coded with NVivo software.

Table 1: Sentimental Split of Coding References

Codes	Number of coding references	Number of items coded
Glassdoor	1346	1
Glassdoor - Mixed	6	1
Glassdoor - Negative	23	1
Glassdoor - Neutral	1234	1
Glassdoor - Positive	83	1

After importing all the reviews in the new data of NVivo software, the reviews were auto coded. After auto coding the results were taken out with number of coding references and number of items coded. After that the review of employees was run through thematic and sentimental analysis to understand the sentiment of employees.

**Figure 1: Autocode Sentiment Results**

After auto coding the histogram graph was displayed from the reviews of the employees of IT Companies and then number of people who rated very negative was less than 8 then moderately negative was 16. Moderately positive was 72 and very negative was less than 16. From this Histogram we have observed that Moderately positive reviews and sentiment of the employees are more in number compared to other reviews.

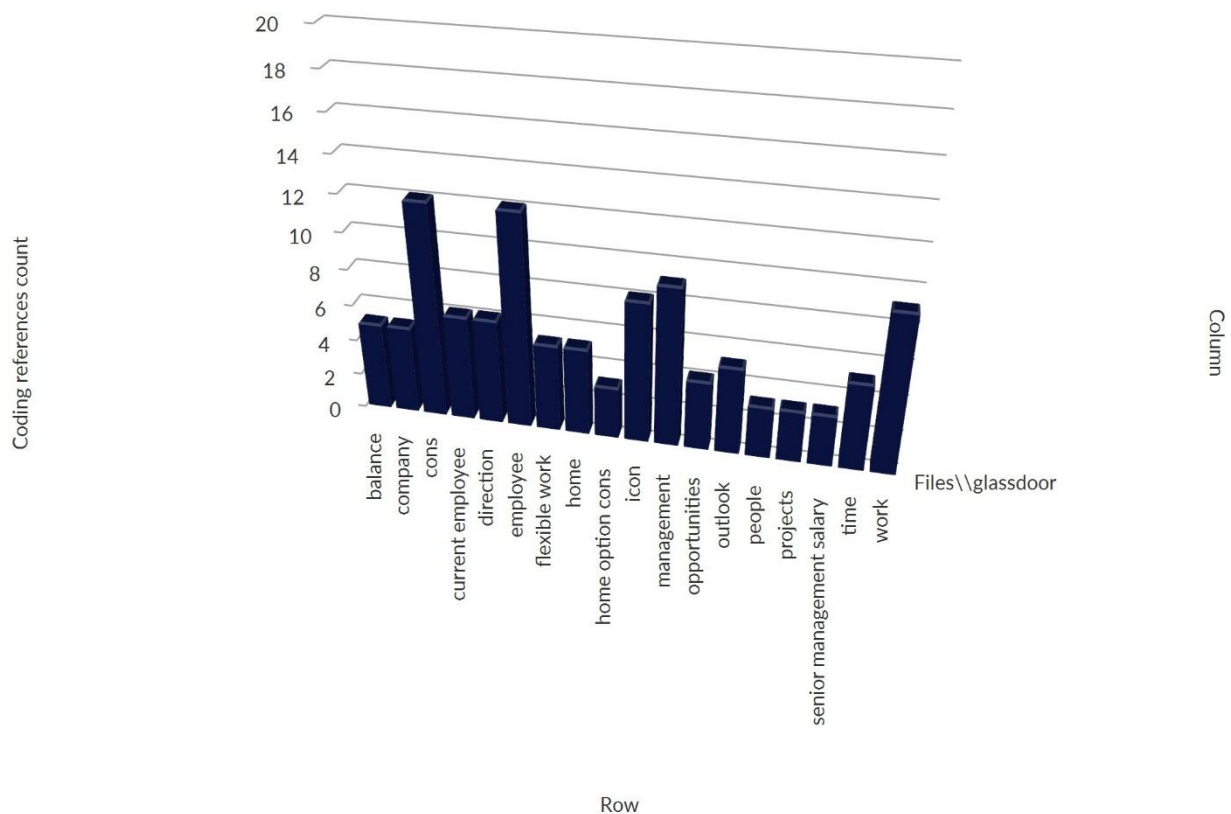


Figure 2: Autocode Theme Results

Work-Life Balance: Interpretation: This motif encapsulates the emotions of employees in relation to the balance between their professional obligations and personal lives. Positive mentions may suggest that employees value flexible work arrangements, while negative mentions may indicate concerns regarding high responsibilities and insufficient time for personal obligations.

Employee Sentiment: Interpretation: This theme incorporates the general sentiments and attitudes that employees have towards their organisation. A generally favourable view of the work environment is indicated by high frequencies of positive sentiment, while negative sentiment may indicate areas of dissatisfaction, such as management practices or workplace stressors. **Organisational Support:** Interpretation: This motif is indicative of the level of support that employees receive from their organisation. Positive review may suggest that management has provided effective communication, recognition, and resources, whereas negative review may indicate a lack of support or insufficient resources for employees to effectively perform their duties.

Team Dynamics and Collaboration: Interpretation: This theme evaluates the way in which employees perceive teamwork and collaboration within their organisations. Negative sentiments may indicate a lack of cooperation or conflict among team members, while positive sentiments may suggest strong team cohesion and effective collaboration. **Career Development Opportunities:** Interpretation: This theme concentrates on the perceptions of employees regarding professional development opportunities and career advancement within their organisations. Positive sentiments may indicate satisfaction with mentorship and training

programs, while negative sentiments may indicate stagnation or a lack of promotional opportunities.

Consequences of the Auto code Theme Results:

Identifying Strengths and Weaknesses: Themes derived from the auto code analysis enable organisations to identify specific areas in which they excel and in which they require refinement. For example, if "Work-Life Balance" is a consistent positive theme, it serves to bolster the efficacy of existing policies. Conversely, if "Employee Sentiment" exhibits substantial negative review, it suggests that organisational change is necessary, guided by:

Organisational Policies: Leaders can improve employee satisfaction by developing strategies that are specifically tailored to these themes. For instance, management may implement initiatives to enhance communication and resource allocation if "Organisational Support" is identified as a weak area.

Increasing Employee Engagement: Organisations can cultivate a more engaged workforce by addressing themes such as "Career Development" and "Team Dynamics." Employee morale and retention may be enhanced through initiatives that prioritise collaboration and establish clear career paths. Organisations can monitor changes in employee sentiment over time by employing auto code analysis. Companies can evaluate the efficacy of implemented modifications and adjust their strategies accordingly by conducting routine review analyses through this perspective.

work	business	pros	cognizant	career	advice	compare	analyst	balance	senior	new	2021
						glass	less	softwa	job	opport	project
	cons	approval	current	technology	years	option	2022	devel	formel	hours	opens
					employee	engine	anon	base	manatime	add	benefind
employee	recommend	ceo	manageme	jobssalarie	associat	salary	get	comp	also	apr	everjul
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Figure 3: Tree Map

In the tree Map the word Employee, work and home was used for in the word tree map. The visual representation of the most frequently mentioned themes and sentiments derived from employee review regarding their work culture in the IT industry is provided by the tree map analysis in your research. Based on the information provided, the following is an interpretation of the tree map:

Key Themes Identified in the Tree Map:

The tree map emphasises critical terms, including "Employee," "Work," and "Home." These terms imply that employee sentiment is fundamentally influenced by discussions regarding work-life balance, suggesting that employees are apprehensive about the intersection of their professional responsibilities and personal lives.

Sentiment Distribution: The analysis indicates that the majority of employees' sentiments are neutral or positive, with a lesser percentage of mixed and negative sentiments.. This implies that the work culture is generally regarded favourably, despite the existence of areas that require refinement.

Prioritising Work-Life Harmony:

The frequent occurrence of terms associated with both "work" and "home" suggests that employees prioritise a harmonious equilibrium between their professional responsibilities and personal leisure. This is consistent with the overarching objective of your research, which is to ascertain the impact of work-life balance on employee sentiment.

Thematic Analysis Insights: Thematic analysis suggests that positive sentiments are the predominant sentiments, but there are still substantial concerns that require attention. The presence of mixed and negative sentiments, despite their rarity, suggests that the organisational culture may have prospective issues that could impact employee satisfaction and retention.

Impact of the Analysis:

Organisational Strengths and Weaknesses: The tree map functions as a diagnostic instrument for organisations to identify strengths in their work culture and to also emphasise areas that require improvement. Positive review can be utilised by organisations to reinforce successful practices and resolve concerns that are raised in negative or mixed sentiments.

Strategic Emphasis on Work-Life Balance: Organisations should contemplate the implementation of policies that encourage the development of mental health support, flexible working arrangements, and initiatives that are designed to mitigate fatigue, in light of the significance of work-life balance in employee review.

Continuous Monitoring: The tree map's findings should motivate organisations to consistently monitor employee sentiment through consistent review mechanisms, thereby guaranteeing that they remain attentive to the needs and concerns of their employees. Organisations can develop targeted strategies to improve their work culture by analysing the tree map in conjunction with the histogram data from their sentiment analysis. This approach provides a comprehensive comprehension of employee experiences.

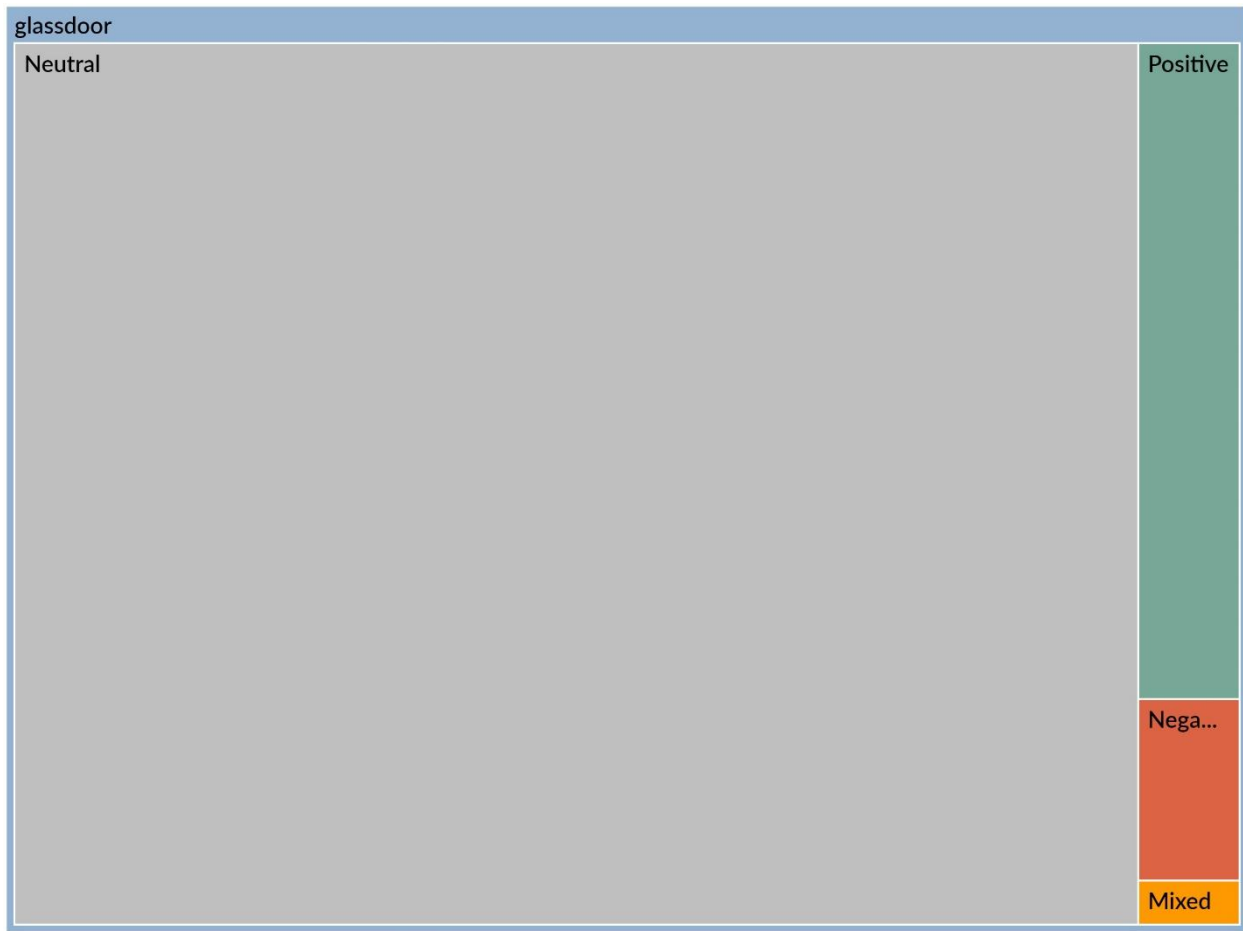


Figure 4: Sentimental Analysis Tree Map

Positive Sentiments:

Characteristics: These sentiments are indicative of positive experiences and emotions regarding the work culture, such as a fondness for supportive management, positive team dynamics, and a conducive work environment.

Implications: A high level of positive sentiment suggests that employees are content with their positions and feel appreciated, which can result in increased productivity and reduced turnover rates.

Neutral Sentiments:

Characteristics: Neutral sentiments indicate an absence of strong feelings or indifference towards the work environment. Employees may articulate this sentiment when they have neither notably positive nor negative experiences.

Implications: Although neutral sentiments do not suggest dissatisfaction, they can indicate areas in which engagement could be enhanced. Organisations should strive to transform neutral emotions into positive experiences by implementing targeted initiatives.

Mixed Sentiments:

Characteristics: Mixed sentiments are characterised by the presence of both positive and negative elements, which suggests that employees have intricate emotions regarding their work environment. For example, they may express reservations regarding their burden or management practices, while simultaneously expressing gratitude for specific aspects of their occupation.

anxiety, depression, and physical diseases. Attaining equilibrium enables individuals to rejuvenate, unwind, and prioritise their physical and mental well-being.

Enhanced Productivity and Performance: Studies indicate that people who maintain a healthy work-life balance exhibit higher levels of productivity, concentration, and motivation. When individuals are given the opportunity to rejuvenate outside of their profession, they come back to work with renewed energy and vitality, resulting in improved focus, ingenuity, and problem-solving abilities. In addition, decreased stress levels can improve job satisfaction and morale, so further enhancing performance.

Optimising Relationships: Striking a harmonious equilibrium between professional obligations and personal commitments empowers individuals to allocate valuable time to their family, friends, and significant others. Robust social ties are crucial for receiving emotional support, alleviating stress, and fostering overall well-being. Cultivating relationships beyond the workplace fosters a sense of connection and support, thereby enhancing individuals' mental and emotional well-being.

Burnout prevention is mitigating the physical, emotional, and mental depletion that arises from extended stress and excessive effort. By establishing limits, taking intervals, and participating in activities that foster relaxation and self-nurturing, individuals can prevent burnout and prioritise the balance between work and personal life. Ensuring the prevention of burnout is essential for maintaining long-term career fulfilment and achievement.

Organisations that prioritise work-life balance are more appealing to potential employees and have a higher ability to retain highly skilled individuals. Employees appreciate employers who prioritise their welfare and provide flexibility to accommodate their personal obligations and interests. Employers who are able to offer a favourable work-life balance have a distinct edge in attracting and retaining highly qualified people.

Enhanced Job Satisfaction: When employees perceive that they have autonomy over their work schedules and can effectively manage the balance between work and personal commitments, they are more inclined to attain job satisfaction. Experiencing a sense of satisfaction in both one's professional and personal life is important for overall happiness and long-term job retention.

Work-life balance is crucial for preserving both physical and mental well-being, improving efficiency and achievement, cultivating meaningful connections, reducing exhaustion, attracting and retaining skilled individuals, and creating overall workplace contentment and joy. Both employers and people gain advantages by giving priority to work-life balance as an integral aspect of a healthy and satisfying existence.

MANAGERIAL IMPLICATION:

An investigation of employees' sentiment can have numerous managerial ramifications, offering valuable information that can inform decision-making and enhance various facets of the organisation. Below are few significant managerial ramifications:

Sentiment analysis can assist managers in identifying the specific areas where the organization's work culture excels and where it can be improved. Favourable attitudes may emphasise elements such as proficient guidance, cohesive collaboration, or encouraging regulations. In contrast, negative attitudes can indicate areas that require enhancement, such as breaks in communication, insufficient acknowledgment, or problems related to maintaining a healthy work-life balance.

Managers can apply sentiment analysis to customize staff engagement methods with greater effectiveness. Managers may strengthen positive feelings in the work culture by identifying the specific characteristics that contribute to it and then reinforcing those elements. Additionally, they can create programmes aimed at increasing employee engagement. For instance, when employees have a positive attitude towards working together as a team, managers can arrange additional team-building activities or promote cross-functional initiatives.

Sentiment analysis can enhance conventional performance management methods by offering further insights into employee satisfaction and morale. Managers can apply sentiment analysis to assess employees' perception of performance review, recognition, and growth prospects. Managers can utilize this information to customize their review and development plans in order to more effectively address individual requirements and preferences.

Conflict Resolution and Employee Relations: The presence of negative feelings among employees may be indicative of underlying organisational challenges or disputes. Managers can utilize sentiment analysis to preemptively detect and resolve these issues before they intensify. Managers can enhance employee relations and cultivate a more positive work environment by identifying the underlying reasons for unhappiness or dispute and implementing interventions such as mediation, training, or policy changes.

Recruitment and Talent Management: Favourable attitudes towards the work culture can function as a potent recruitment instrument, enticing exceptional talent to the organisation. Managers can utilize sentiment research to pinpoint and emphasize elements of the work culture that strongly appeal to prospective applicants, such as prospects for advancement, a healthy work-life equilibrium, or a nurturing team atmosphere. Implementing this strategy can assist the organisation in attracting and retaining exceptional people who are in harmony with its values and culture.

Continuous Improvement Initiatives: Sentiment analysis should be regarded as a continuous process rather than a single evaluation. Managers can utilize sentiment analysis data as a reference point for monitoring shifts in employee sentiment over time and assessing the impact of interventions. Through ongoing surveillance of employee attitude, managers can detect emerging patterns, foresee potential problems, and adjust methods to foster a favourable and flourishing work environment.

Employee sentiment research offers useful insights that guide managerial decision-making, promote employee engagement, improve performance management, build pleasant employee relations, attract top talent, and drive continuous improvement projects inside the organisation.

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