

Impact of Participation in Employee Recreation on Work Life Quality of It Employees in Puducherry

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Abstract

The researchers have studied the impact of employees' recreation on work-life quality of employees in Puducherry union territory. For this purpose, the researchers a total of five IT companies from Puducherry union territory and selected 572 employees as sample of the study using simple random sampling method. Primary data were collected through a well-structured questionnaire. The researchers applied the statistical tools of simple percentage, mean, standard deviation, coefficient of variation, cluster analysis, and regression analysis as statistical tools. The results of the study revealed that the sample IT companies in Puducherry conducted the event of 'Yearly festivals' most frequently followed by, 'Office cookoff', 'Board games', 'Award nights' and 'Fun games'. It was also observed that the sample employees employed in IT companies in Puducherry engaged most frequently in the organizational recreation of "Meditation / Yoga", followed by 'Dances', 'Craft / art competition', 'Board games', 'Sports events', 'Outdoor tournaments', 'Mehendi / tattoo', 'Karaoke', and 'Potluck lunches'. The impact level of participation in employees' recreation was more in the dimension of "Improved work involvement", followed by "Improved team building". the impact level was also low in the dimension of "Improved mental and physical strength". the frequency of organizing organisational recreational activities as "Outdoor events" positively and significantly influenced the impact of employees' recreation on work life quality. the frequency of participation in organisational recreational activities as "Indoor Events" and "Outdoor events" positively and significantly influenced the impact of employees' recreation on work life quality of employees.

Key words: Organizational Recreation, participation, outdoor events, indoor events, musical and dance events, work life quality.

INTRODUCTION

In today's fast-paced world, the significance of balancing work and personal life cannot be overstated, especially in the IT sectors. Employees in these fields frequently experience high levels of stress and burnout due to demanding work schedules and high expectations. As a result, organizations are increasingly recognizing the importance of incorporating recreational activities into their workplace culture. This introduction explores how participation in organizational recreation activities can enhance the work-life quality of IT employees. Engaging in recreation activities within the organization fosters a sense of community, breaks down barriers, and enhances teamwork. Such activities allow employees to recharge mentally and physically, improving overall job satisfaction. Moreover, they promote social interactions that can lead to improved communication and collaboration among team members. Earlier researches have shown that when employees participate in organizational recreational events, there is a notable decrease in stress levels and an increase in overall morale. This not only benefits individual employees but also contributes to a more vibrant workplace culture, which can lead to increased productivity and reduced turnover rates. By understanding the direct correlation between these recreational activities and work-life quality, organizations in the IT sectors can create environments that not only attract talent but also retain it. In the following sections, we will delve deeper into specific recreational activities, their benefits, and the measurable impact they have on enhancing the well-being of employees. The integration of recreational activities into the workplace is more than just a perk—it's a strategic approach to improving the work-life quality of employees in the IT industries. The managements of IT companies conduct recreational activities for their employees, but the frequency varies, similarly, the frequency of participation of employees in such recreational activities also varies. These variables may have significant impact on the level of impact of employees' recreation on work-life quality of employees working in IT in Puducherry area. The study has made an attempt to analyse the above.

LITERATURE REVIEW

Vyas A., & Shrivastava D. (2017) studied the factors affecting work life balance. The study framed literature review on Work-life Balance. The literature identified various factors affecting quality life conditions i.e. Job Satisfaction, Work Stress, Career Growth, Turnover, Absenteeism, Appreciation and competitive environment in context with Work-life Balance and its practices/policies. The research provided an overview on various factors of Work-Life Balance through the review of existing literature.

Narendra P., Sharma S., & Fernandes L. (2018) studied Work Life Balance of IT Professional. The study concluded that Work-Life Balance Practices were very much essential in Organization to retain talent employees to be effective and productive in personal as well as in professional goal. Many IT companies have pioneered innovative policies with the recent being Infosys as coated in this paper and Accenture's Leave pooling policy. **Shukla B. (2020)** studied the concept of work life balance and its benefits and importance. The study stated that the Indian centers organization business focus is anticipated to make at seventeen with respect to penny CAGR some place in the scope of 2015 and 2020 and beat the brought together states \$19 billion check supported by methods for the impacting genuine area, retail, and welcome divisions. In this paper the research scholar has tried his level best to explain about the concept of work-life balance, its benefits and importance. **Prabha D., Kowsalya P., & Suganya (2021)** studied the factors influencing Employees Quality of Work life in the small-scale industries, to find the satisfaction level of employees towards their job with respect to small scale industries. The study found that majority of employees were satisfied in their work; employees in Small Scale Industries were highly considerate on the factors of stress, career opportunities and continued growth and security; Small Scale Industries provided opportunities for development of skills, motivate the employees, evaluated the employee's skills, work development and provide career development training.

Saini P. (2021) conducted a study to help the organization in realizing the importance of recreational employee engagement activities and their impact on job satisfaction from employee point of view. The study found that majority of the respondents believed that recreational activities provided good platform for self-development. A considerable portion of the respondents agreed with the fact that activities were effective towards physical and psychological wellbeing of employees. Majority of the respondents agreed that such activities were a part of rewards and benefit scheme. **Sariyildiz A.Y., Aksoy Y., & Akça G., (2022)** investigated the effect of recreational activities on the job satisfaction of health workers. The study determined that the internal job satisfaction factor of the Job Satisfaction Scale differed significantly in terms of medium and high monthly income. The study also found that there was a significant difference in all factors of the Job Satisfaction scale in terms of the variable of being a smoker. The study also determined that health professionals who used alcohol and participate in recreational activities had higher job satisfaction styles in all factors than health professionals who did not drink and participate in recreational activities. **Jain V., & Anand M., (2022)** studied the effect of participating in recreational activities on stress management. The study stated that the employees seemed to be inclined towards the opinion that recreational programs were positively affecting their work by helping them bond with their colleagues, enabling greater interaction and sparking creativity, eventually leading them to cope with stress caused due to work-related and personal factors.

Thomson J., & Deepthi D.P. (2023) assessed the relationship between burnout, work-life balance and job satisfaction among software developers. The study revealed that there was a moderate negative correlation between burnout and job satisfaction. There was a weak positive correlation between work life balance and job satisfaction. There were no significant differences due to gender and work models among software developers on the three variables. **Rehman M.Z., Shafique M., & Shabir M.Q., (2023)** examined the effects of workplace fun on individual workplace outcomes. The study found that workplace fun more positively on task performance as compared to job satisfaction and organization citizenship of employees. This study provided the platform for HR professionals that they should develop such an amusing and entertaining environment at work place through which employees love to do the work. **Alanazi H.M.N., (2024)** investigated the association between leisure satisfaction, leisure boredom, and occupational burnout among primary school teachers in Saudi Arabia. The study evidenced that leisure satisfaction and leisure boredom had a significant impact on occupational burnout. Job stress significantly mediated the relationship between leisure satisfaction, leisure boredom, and occupational stress. This research explored leisure experiences as predictors of burnout, a departure from the predominant focus on work-

related stressors in the literature. **Asiegbu U.A., (2024)** studied recreation and its impact on job satisfaction among lecturers in the university of Port Harcourt. The results of the study indicated that a good proportion of lecturers reported to indulge in some form of recreational activities. Walking (38.5%) was found to be a common activity among the lecturers. Observing break hour significantly correlated with recreational participation of lecturers. Job satisfaction correlated positively with lecturers' age. Participation in recreation, age and rank accounted for about 40% variation in job satisfaction.

Objectives

The study has constructed the following objectives.

- To study the frequency of conducting employees' recreation in selected IT companies in the study area.
- To study the frequency of participation in employees' recreation in selected IT companies in the study area.
- To assess the impact of employees' recreation on work-life quality of employees working in IT companies in the study area.

METHODOLOGY

The researchers have studied the impact of employees' recreation on work-life quality of employees in Puducherry union territory. For this purpose, the researchers a total of five IT companies namely, SBI Global Factors Ltd., Integra Software Solutions, Lumina Data Matics Global Services Ltd., Mediwave Digital and Twilight IT Solutions. The sample size of the study was 572 employees working in the above selected companies using simple random sampling method. Primary data were collected from the sample respondents through a well-structured questionnaire. For the purpose of analysing the primary data, the researchers applied the statistical tools of simple percentage, mean, standard deviation, coefficient of variation, cluster analysis, and regression analysis as statistical tools.

RESULTS AND DISCUSSION

Employees' recreation are essential in IT companies for fostering team cohesion, encouraging work-life balance, and enhancing employee morale and productivity. They offer a necessary respite from the demanding and often stressful projects IT professionals face daily. Activities like team sports, outings, or wellness programs help employees recharge, reduce burnout, and boost overall well-being. Additionally, these activities foster a positive work culture, improve communication, and strengthen relationships among team members, leading to better collaboration and creativity. In the fast-paced IT environment, emphasizing employees' recreation can greatly improve employee satisfaction and retention. Frequency of conducting employees' recreation and frequency of participation in such activities may have influence on the impact level of organizational activities on work life quality of the employees. The above aspects are analysed and presented in the section of the paper. Table 1 brings out the results of descriptive statistics of frequency of conducting and participating employees' recreation in the selected IT companies.

Table 1: Descriptive Statistics of Frequency of Conducting and Participation in OR

SN	Organizational Recreation	Frequency of Conducting OR			Frequency of Participation			
		x ⁻	σ	Rank		x ⁻	σ	Rank
I Indoor Events								
1	Board games	2.91	1.08	3		2.93	0.98	4
2	Meditation / Yoga	2.76	1.02	7		3.10	0.98	1
3	Craft / art competition	2.39	1.00	15		2.98	1.01	3
4	Mehendi / tattoo	2.41	1.17	14		2.86	1.08	7
5	Quiz	2.10	1.13	17		2.41	1.14	15

6	Award nights	2.90	1.17	4		2.67	1.14	13
7	Fun games	2.80	1.10	5		2.29	1.11	17
8	Office cookoff	2.94	1.04	2		2.61	1.14	14
II Musical and Dance Events								
9	Yearly festivals	3.15	0.96	1		2.76	1.08	10
10	Dances	2.66	1.08	10		3.01	1.16	2
11	Karaoke	2.52	1.23	13		2.84	1.14	8
12	Musical	2.37	1.09	16		2.75	0.98	11
III Outdoor Events								
13	Employee celebrations	2.69	1.04	9		2.70	1.00	12
14	Outdoor tournaments	2.63	1.19	12		2.87	1.06	6
15	Potluck lunches	2.77	1.19	6		2.80	0.98	9
16	Picnic / tour	2.70	1.10	8		2.34	0.89	16
17	Sports Events	2.64	1.19	11		2.89	1.02	5

Table 1 shows that the sample IT companies in Puducherry conducted the vent of 'Yearly festivals' most frequently, as it achieved the highest mean score among 17 organizational recreations (3.15 out of 4.00). Following this, the sample companies also conducted the following employees' recreation frequently, they are 'Office cookoff', 'Board games', 'Award nights' and 'Fun games', as they also attained high mean values of 2.94, 2.91, 2.90 and 2.80 respectively, ranking them 2nd, 3rd, 4th and 5th respectively. The organizational recreational activity of 'Quiz' was identified as the least frequently conducted by the management of the companies in the study area, as it recorded the lowest mean value (2.10) and was ranked last (17th), followed by 'Musical', 'Craft / art competition' and 'Mehendi / tattoo', which had lower mean values of 2.37, 2.39, and 2.41 respectively, ranking them 16th, 15th, and 14th respectively. The table also indicated that the sample employees employed in IT companies in Puducherry engaged most frequently in the organizational recreation of "Meditation / Yoga", as it achieved the highest mean score among 17 organizational recreations (3.10 out of 4.00). Following this, the sample employees also participated regularly in the employees' recreation of 'Dances', 'Craft / art competition', 'Board games', 'Sports events', 'Outdoor tournaments', 'Mehendi / tattoo', 'Karaoke', and 'Potluck lunches', as they also attained high mean values of 3.01, 2.98, 2.93, 2.89, 2.87, 2.86, 2.84, and 2.80 respectively, ranking them 2nd, 3rd, 4th, 5th, 6th, 7th, 8th, and 9th respectively. The organizational recreational activity of 'Fun games' was identified as the least frequently participated by the respondents in the study area, as it recorded the lowest mean value (2.29) and was ranked last (17th), followed by 'Picnic / tour', 'Quiz', and 'Office cookoff', which had lower mean values of 2.34, 2.41, and 2.61 respectively, ranking them 16th, 15th, and 14th respectively. **Cluster Analysis**

The frequency of organizational recreation activities conducted by the companies and frequency of participation of employees in such organisational recreational activities are analysed and the results are presented. The researcher examined 17 types of recreational activities offered by IT companies to their employees. The frequency levels of conducting such activities and participation in such activities were categorized into four groups: 'Regularly', 'Occasionally', 'Rarely', and 'Never'. To further organize these results, the frequency levels of the various recreational activities were grouped into two categories: Frequently and Not Frequently. For this analysis, K-Means cluster analysis was employed. The results of this analysis are displayed in the following table.

Table 2: Final Cluster Centers (Frequency of Conducting and Participating in OR)

Sl. No.	Organizational Recreation	Frequency of Conducting OR		Frequency of Participation	
		1	2	1	2
1	Yearly festivals	3.18	3.10	2.63	2.90
2	Board games	3.02	2.76	2.84	3.02
3	Meditation / Yoga	3.03	2.42	3.00	3.20
4	Craft / art competition	2.59	2.14	3.02	2.94
5	Employee celebrations	2.59	2.84	2.95	2.45
6	Dances	2.60	2.73	2.90	3.13
7	Mehendi / tattoo	2.38	2.45	2.99	2.73
8	Quiz	2.01	2.22	2.22	2.60
9	Outdoor tournaments	2.89	2.29	2.73	3.02
10	Award nights	3.49	2.15	2.71	2.63
11	Potluck lunches	3.07	2.39	2.80	2.80
12	Karaoke	2.31	2.79	2.82	2.89
13	Musical	2.64	2.02	2.98	2.50
14	Fun games	3.10	2.41	2.31	2.27
15	Office cookoff	2.93	2.95	1.69	3.55
16	Picnic / tour	2.65	2.76	2.26	2.43
17	Sports Events	2.47	2.86	2.83	2.94
	Average Score	2.76	2.55	2.69	2.82
	Rank	I	II	II	I
	Cluster Name	Frequently	Not Frequently	Not Frequently	Frequently

The table 2 presents the final outcomes of the cluster analysis regarding the frequency levels of various recreational activities organized by IT companies for their employees within the study area. The respondents were divided into two distinct categories. The mean scores for cluster one and cluster two are 2.76 and 2.55, respectively. The highest mean score was observed in cluster one (2.76 out of 4.00), which was designated as indicating that the organisational recreational activities are conducted "Frequently." Conversely, cluster two exhibited a lower mean value, following cluster one (2.55 out of 4.00), and was classified as indicating that the organisational recreational activities were conducted "Not Frequently" among the sample IT companies in the study area.

The table also presents the final outcomes of the cluster analysis regarding the frequency levels of participation of employees in various recreational activities / events organized by IT companies within the study area. The respondents were divided into two distinct categories. The mean scores for cluster one and cluster two are 2.69 and 2.82, respectively. The highest mean score was observed in cluster one (2.82 out of 4.00), which was designated as indicating that the organisational recreational activities are participated by employees "Frequently." Conversely, cluster two exhibited a lower mean value, following cluster one (2.69 out of 4.00), and was classified as indicating that the employees of the sample companies participated in the organisational recreational activities "Not Frequently" in the study area.

The following table gives the results of number of respondents fall under each cluster and their respective percentage for analysing the frequency of employees' recreation organized and frequency of participation of employees in such activities.

Table 3: Number of Respondents in each Cluster

Cluster	Frequency of Conducting OR		Frequency of Participation	
	No. of respondents	percentage	No. of respondents	percentage
Frequently	321	56.12%	290	50.70
Not Frequently	251	43.88%	282	49.30
Total	572	100.0	572	100.0

The above table illustrates the results regarding the number of respondents in each cluster along with their corresponding percentage of the total concerning the frequency of various employees' recreation

organized by IT companies in the study area. It was noted that 56.12% of the respondents indicated that employees' recreation were conducted 'Frequently' by IT companies in Puducherry, while 43.88% of the respondents fell into the 'Not Frequently' category. According to the findings from the cluster analysis, the majority of sample respondents expressed that the IT companies in the Puducherry area conducted employees' recreation 'Frequently' for their employees. Therefore, IT companies in the Puducherry area regularly organized recreational activities and events for their employees with the objective of enhancing their work-life balance.

The above table illustrates the results regarding the number of respondents in each cluster along with their corresponding percentage of the total concerning the frequency of participation of employees in various employees' recreation / events organized by IT companies in the study area. It was noted that almost similar number of employees were categorised under two categories namely participated 'Frequently' and participated 'Not Frequently'. 50.70% of the respondents indicated that they participated in employees' recreation 'Not Frequently', while 49.30% of the respondents fell into the category of participating in organisational recreational activities in 'Frequently' category. According to the findings from the cluster analysis, the majority of sample respondents expressed that the IT companies in the Puducherry area that they participated in employees' recreation 'Not Frequently', but the percentage of the respondents fell under both the categories are similar. Therefore, sample employees working in IT companies in the Puducherry area participated in recreational activities organized by the company often with the objective of enhancing their work-life balance.

Impact of Participation in OR Activities on Work Life Quality

This part of the paper presents the results of the impact of participation in OR Activities on work life quality of employees working in the selected IT companies in Puducherry area. Table 4 shows the results of descriptive statistics of impact of participation in OR activities on Work Life Quality.

Table 4: Descriptive Statistics of Impact of Participation in OR Activities on Work Life Quality

SN	Impact on the Aspects of	Mean	SD	CV	Rank
1	Improved Behaviour with Family Members	3.14	1.27	40.29	III
2	Improved Mental and Physical Strength	3.06	1.26	41.15	IV
3	Improved Work Involvement	3.43	1.20	34.84	I
4	Improved Team Building	3.21	1.27	39.63	II
5	Improved Job Satisfaction	3.02	1.30	43.01	V

Source: Primary Data

It could be known from table 4 that the impact level of participation in employees' recreation was more in the dimension of "Improved work involvement", since its calculated mean value was highest at 3.43 out of 5.00, hence this dimension is ranked first. It indicates that the employees felt that after participation in employees' recreation, they felt that their work involvement improved. Followed by the impact level was also high in the dimension of "Improved team building", since its mean value stood at 3.21 and it was ranked 2nd. The impact level was found to be low in the dimension of "Improved job satisfaction", its calculated mean value was lowest at 3.02 and it was ranked last (5th). Hence it is observed that only organisational recreational activities determine job satisfaction of employees. It was also noted that the impact level was also low in the dimension of "Improved mental and physical strength", its calculated mean value was low at 3.06 and ranked 4th, since mental and physical strength will improve only when the employees participate these activities regularly and frequently. Moderate level of deviation was identified in impact level of organisational activities on work life quality of employees from their respective mean values as shown by the results of standard deviation.

Influence of Frequency of Conducting OR on Impact of OR on WLQ

Frequency of conducting organisational recreational activities may have influence on the impact level of OR on work life balance. For the purpose of analysing it, the researcher framed the following null hypothesis and tested using regression analysis and the results are presented in the below mentioned tables.

H₀: There is no significant influence of frequency of conducting organisational recreational activities on the impact of organisational recreational activities on work life balance.

Table 5 presents the results of ANOVA under regression analysis in analysing the influence of frequency of conducting organisational recreational activities on the impact of organisational recreational activities on work life balance.

Table 5: ANOVA of the Influence of Frequency of Conducting OR on Impact of OR on WLQ

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	14.470	3	4.823	2.967	0.031 ^b
	Residual	923.195	568	1.625		
	Total	937.664	571			
Adjusted R Square					0.098	

a. Dependent Variable: Impact of OR on WLQ

b. Predictors: (Constant), Indoor Events, Musical and Dance Events; Outdoor Events.

It is known from table 5 that the calculated 'F' and 'P' values of testing the influence of frequency of organizing organisational recreational activities on the impact of organisational recreational activities on work life quality stood at 2.967 and 0.031 respectively, it shows that the model framed for the study is fit for further analysis. The calculated value of adjusted R square stood at 0.098, it indicates that the frequency of organizing of organisational recreational activities explained the impact of organisational recreational activities on work life balance of employees at about 10%. Table 6 presents the results of regression analysis of the influence of frequency of organizing organisational recreational activities on impact of employees' recreation on work life balance of employees.

Table 6: Regression Results of Frequency of Conducting OR on Impact of OR on WLQ

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.447	0.221		15.625	0.000
	Indoor Events	-0.003	0.046	-0.003	-0.061	0.951
	Musical & Dance Events	0.038	0.045	0.035	0.849	0.396
	Outdoor Events	0.122	0.043	0.117	2.800	0.005

a. Dependent Variable: Impact of OR on WLQ

It is observed from table 6 that the frequency of organizing organisational recreational activities as "Outdoor events" positively and significantly influenced the impact of employees' recreation on work life quality of employees working in the sample IT companies in Puducherry, since their calculated 't' value under regression (2.800) is statistically significant as shown by the results of their respective 'p' values (0.005). No significant influenced were found by the frequency of organizing organisational recreational activities as "Indoor events" and "Musical and Dance Events". **Influence of Frequency of Participation in OR on Impact of OR on WLQ**

Frequency of participation in organisational recreational activities may have influence on the impact level of OR on work life balance. For the purpose of analysing it, the researcher framed the following null hypothesis and tested using regression analysis and the results are presented in the below mentioned tables.

H₀: There is no significant influence of frequency of participation in organisational recreational activities on the impact of organisational recreational activities on work life balance.

Table 7: ANOVA of Frequency of Participation in OR on Impact of OR on WLQ

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.845	3	3.282	2.770	0.041 ^b
	Residual	672.904	568	1.185		
	Total	682.748	571			
	Adjusted R Square				0.135	

a. Dependent Variable: Impact of OR on WLQ

b. Predictors: (Constant), Indoor Events, Musical and Dance Events; Outdoor Events.

The calculated 'F' and 'P' values of testing the influence of frequency of participation in organisational recreational activities on the impact of organisational recreational activities on work life quality stood at 2.770 and 0.041 respectively, it shows that the model framed for the study is fit for further analysis. The calculated value of adjusted R square stood at 0.135, it indicates that the frequency of participation in organisational recreational activities explained the impact of organisational recreational activities on work life balance of employees at 13.5%. Table 8 presents the results of regression analysis of the influence of frequency of participation in organisational recreational activities on impact of employees' recreation on work life balance of employees.

Table 8: Regression Results of Frequency of Participation on Impact of OR on WLQ

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.460	0.223		15.489	0.000
	Indoor Events	0.108	0.042	0.107	2.549	0.011
	Musical & Dance Events	0.003	0.046	0.003	0.068	0.946
	Outdoor Events	0.074	0.047	0.066	2.577	0.010

a. Dependent Variable: Impact of OR on WLQ

It is noted from table 8 that the frequency of participation in organisational recreational activities as "Indoor Events" and "Outdoor events" positively and significantly influenced the impact of employees' recreation on work life quality of employees working in the sample IT companies in Puducherry, since their calculated 't' values under regression (2.549 and 2.577 respectively) are statistically significant as shown by the results of their respective 'p' values (0.011 and 0.010). No significant influenced were found by the frequency of organizing organisational recreational activities as "Musical and Dance Events".

CONCLUSION

Organisational recreational activities are essential in IT companies as they enhance team bonding, encourage a healthy work-life balance, and elevate employee morale and productivity. These activities offer a necessary respite from the challenging and frequently stressful projects that IT professionals face daily. By participating in recreational activities such as team sports, outings, or wellness programs, employees can rejuvenate, mitigate burnout, and enhance their overall well-being. Furthermore, these activities contribute to a positive work atmosphere, facilitate better communication among team members, and fortify relationships, ultimately resulting in heightened collaboration and creativity within the organization. In the rapidly evolving realm of IT, emphasizing organisational recreational activities can significantly influence employee satisfaction and retention rates. The results of the study revealed that the sample IT companies in Puducherry conducted the event of 'Yearly festivals' most frequently followed by,

'Office cookoff', 'Board games', 'Award nights' and 'Fun games'. It was also observed that the sample employees employed in IT companies in Puducherry engaged most frequently in the organizational recreation of "Meditation / Yoga", followed by 'Dances', 'Craft / art competition', 'Board games', 'Sports events', 'Outdoor tournaments', 'Mehendi / tattoo', 'Karaoke', and 'Potluck lunches'. The impact level of participation in employees' recreation was more in the dimension of "Improved work involvement", followed by "Improved team building". the impact level was also low in the dimension of "Improved mental and physical strength". the frequency of organizing organisational recreational activities as "Outdoor events" positively and significantly influenced the impact of employees' recreation on work life quality. the frequency of participation in organisational recreational activities as "Indoor Events" and "Outdoor events" positively and significantly influenced the impact of employees' recreation on work life quality of employees.

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