# AN EVALUATION OF THE QUALITY OF WORK LIFE (QWL) OF FEMALE EMPLOYEES WORKING IN THE IT SECTOR

## A THESIS

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By

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Under the Supervision of

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# *Certificate*

I feel great pleasure in certifying that the thesis entitled "**An Evaluation Of The Quality Of Work Life (QWL) Of Females Working In IT Sector**" by Kavita Panjabi under my guidance. She has completed the following requirements as per Ph.D regulations of the University.

(a)     Course work as per the university rules.
(b)     Residential requirements of the university (200 days)
(c)     Regularly submitted annual progress report.
(d)     Presented her work in the departmental committee.
(e)     Published/accepted minimum of one research paper in a referred research journal.


I recommend the submission of thesis.



Date:                                                                    Prof. (Dr.) Rajeev Jain

                                                                                        Supervisor

# PREFACE

The aim of the study is to find out the dimension of Quality of Work Life of women employees in Information Technology sector. This is the developing sector of the country and it contributes at a larger level among all sectors of industries. Women employees are working in high numbers especially in I.T. sector. If employees are satisfied and they work for the industry with full of sincerity, the industry will have competitive advantage. It is correct with female employees also. Researcher has focused on female and I.T. sector because females have such inbuilt characteristics which discriminate them from males. Females are more focused, sincere and result oriented, if they get satisfied then only companies yield more profit.

Main objective of any company is to generate profit and profit comes only when employees working in it get satisfied. The Quality of Work Life refers to all the organizational inputs that aim at the employees' satisfaction and enhancing organizational effectiveness. QWL is the degree to which the working organization contributes to material and psychological well-being of its members. How employees get satisfied?. This research tries to find out some solution for the I.T. Sector companies. The study is conducted among 300 women employees by using structured questionnaire. The researcher has used seven point Likert scale to determine the work life balance, nature of work and efficiency, family related and personal traits & behavioral aspects of women employees.

The literature review is gathered enough from various sources and reflecting both Indian and foreign context. It has reviewed into four parts i.e. work life theories, work life balance, work life discourse, gender and quality work life balance and WLB and IT sector.

A number of hypotheses are proposed in the thesis and examined. The hypotheses are tested with the software's IBM SPSS 21 to fulfill the research objectives. This research is designed to address the literature gaps. Factor analysis, chi square, analysis of variance, descriptive statistics were applied to interpret the data. Structural Equation Model (SEM) is applied to study the relationship and impact between job satisfaction,

job performance, behavioral intention and job retention. The Present study reveals that out of seven work life balance dimensions (organizational support, social norms, gender inclusive, role conflict & role ambiguity, stress, time management and career advancement) are showing highly significant value. Work place support serves as significant predictor variable for satisfaction in balancing work and life. One unit increase in work place support leads to 1.141 unit increase in satisfaction towards balancing work and life in IT industry. This shows that work place support is one of the important reasons for satisfaction in balancing work and life in IT industry. Personal factor serves as significant predictor variable for satisfaction in balancing work and life. One unit increase in personal factor increases 0.539 units towards satisfaction in balancing work and life. This shows that personal factor of IT employees' increases satisfaction in balancing work and life. Family support serves as significant predictor for the satisfaction in balancing work and life in IT industry. One unit increase in family support increases 1.478 units of satisfaction in balancing work and life in IT industry. Procedure and policies in organization and Child care serves as significant predictors for satisfaction in balancing work and life by increasing 0.768 units and 0.456 units. Present health position and present working environment are not serving as significant predictors for satisfaction in balancing work and life in IT industry.

The significance of this study is to discover linkage between QWL →time constraint→ strain constraint→ Role conflict and Management support. The concurrent examination of the connections among every one of the constructs would give a more precise and far reaching photo of the way of the connections.

This study gives space for examining the effect on workers' turnover intention as well. The use of the multidimensional construct assists the scientists with explaining the intricate way of numerous constructs. By including multidimensional conceptualizations of QWL and job satisfaction, this theory gives an augmentation of the prior studies focusing to ponder the measurement of work life adjust and job satisfaction. So, the proposed model gives a far reaching photo of the connections among the key constructs (QWL, Job satisfaction and behavioral intention). This study recommends that researcher strongly believed that by guaranteeing the QWL for women in I.T. Sector which is encouraging and strengthening the women. Therefore the associations need to receive human resource arrangements that suit the work-life

necessities with assorted workforce in current present day world situation and comprehension women's imperatives and needs would prompt enhance association approaches for women employees to lead a superior way of life with their Quality of Work Life issues take care of better. It permits women to make that greatly required foot stride which practically synchronizes to show a titan jump for the women-kind itself in all over Industries and in society.

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**Kavita Panjabi**

# *Candidate's Declaration*

I, hereby, certify that the work , which is being presented in the thesis, entitled "**An Evaluation Of The Quality of Work Life (QWL) Of Female Employees Working In The IT Sector " i**n partial fulfilment of the requirement for the award of the Degree of Doctor of Philosophy, carried under the supervision of **Prof.(Dr.)Rajeev Jain** and submitted to the faculty of Commerce, University of Kota, Kota, represents my idea in my own words and where others ideas or words have been included I have adequately cited and referenced the original sources . The work presented in this thesis has not been submitted elsewhere for the award of any other degree or diploma from any Institutions. I also declare that I have adhered to all principles of academic honesty and integrity and have not misrepresented or fabricated or falsified any idea/data/fact/source in my submission. I understand that any violation of the above will cause for disciplinary action by the University and can also evoke penal action from the sources which have thus not been properly cited or from whom proper permission has not been taken when needed.


Date:                                                                                    Kavita Panjabi


This is to certify that the above statement made by Kavita Panjabi is correct to the best of my knowledge.

Date:                                                                         Prof. (Dr.) Rajeev Jain

                                                                                        Supervisor

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**Chapter -1**

# INTRODUCTION

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# 1.1 Quality of Work Life (QWL)

This chapter serves as an introduction and provides the necessary theoretical framework for developing proper perspectives of the subject. Quality of Work Life (QWL) is a relatively new concept which is defined as the overall quality of an individual's working life. QWL is sometimes considered as a sub-concept of the broad concept of quality of life, which refers to the overall quality of an individual's life. Quality of life includes factors such as income, health, social relationships, and other factors such as happiness and fulfillment. QWL being the main subject of the present study meaning, definition, scope of the QWL, and QWL in the Indian context, etc., have been discussed in this chapter..

It is rightly said that balance in every aspect of our life makes our life beautiful and stress free. One may be child, student, house wife, employee and employer or entrepreneurs, it is important in everyone's life to maintain a balance between various aspects of their daily routine job. Everyone has to maintain balanced relation among family, society and business then only he/she is successful.

Female has dual responsibility; one is to manage family and children simultaneously she has to earn money for family. Women is important part of family as she gives shape to new generation, her role as a teacher to teach life lessons to her child, this, we know very well. Female are considered well discipline at work also. If female gets quality of work, she may able to manage things in a better way. She needs support at home from spouse and better facilities at work. Researcher wants to study on the level of satisfaction of female employees on quality of support from works and family. This chapter will discuss about work life balance, which starts from psychological disciplines such as work or family psychology. Theories and approaches within social psychology (e.g., Chapman, Ingersoll-Dayton, & Neal, 1994) and personality psychology (e.g., Personality Systems Interaction Theory, Kuhl, 2001; the Self-Concordance Model within Self-Determination Theory, Sheldon & Elliot, 1999) provide a useful framework to explain several findings of work life balance research.

As noted above, the approach of life balance was initially conceived in terms of work-family balance (e.g., Hill, Hawkins, Ferris, & Weitzman, 2001) or work-family

conflict (Kahn, Wolfe, Quinn, Snoek, & Rosenthal, 1964). Work-family balance was defined as the degree to which an individual is able to simultaneously balance the temporal demands of both paid work and family responsibilities, whereas work-family conflict represented incompatibilities between work and family responsibilities because of limited resources like time and energy. However, the work-life system is multi- and not just two dimensional (Seiwert 2000, 2001). We have to deal with more than two domains when we speak about life balance. Warren (2004), for example, notes that over 170 different life domains have been identified in previous investigations. The major ones include domains of work, financial resources, leisure, dwelling and neighborhood, family, friendships, social participation and health. Seiwert (2000, 2001) distinguishes apart from work and family two other life domains – health and meaningfulness of life – that are important in human life as well. His approach is based on the intercultural research that identified four domains as the most important areas of life. These represent the main factors which reflect the multidimensionality of life. The life areas are: (1) work/achievement, (2) social contact/relationships, (3) health/body, and (4) meaningfulness of life.
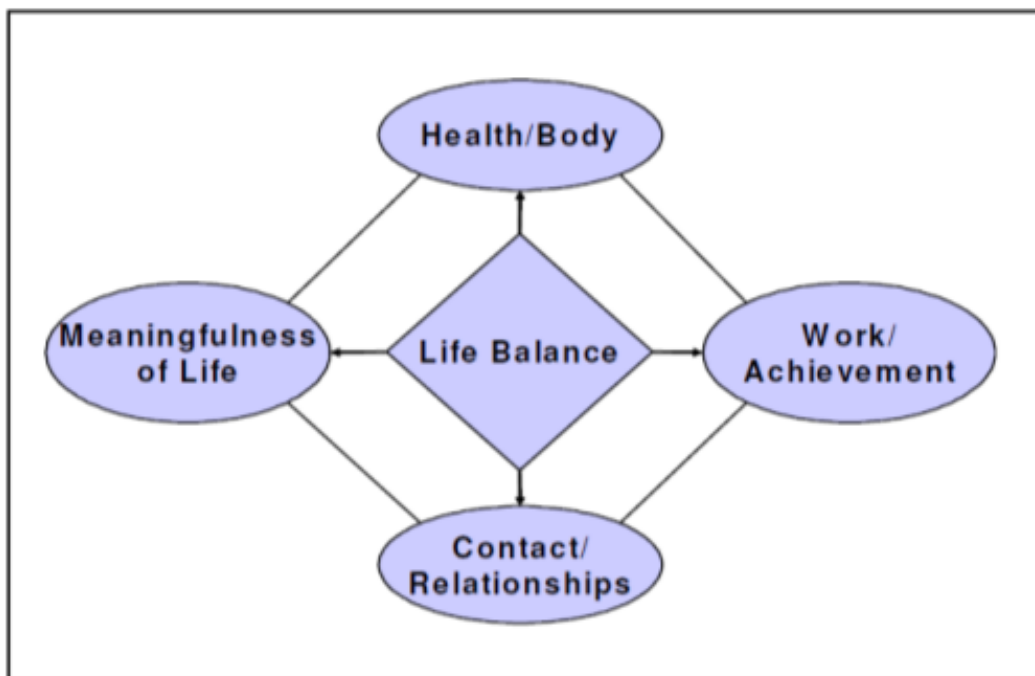


Figure 1.1 Seiwert's Life Balance Model (2001, p.24)

The work/achievement area includes features such as job, studies, career, striving for success, wealth etc., whereas the contact/relationships area represents the human need

for social contact and includes family, friends, colleagues, or social recognition. The health/body area refers to the sufficiency of sleeping, relaxation, fitness and sport, recreation, or healthy eating. The last area, meaningfulness of life, includes the sense of life, religion or life philosophy, values, self-realization, self-actualization, and self-fulfillment. According to Seiwert (2000, 2001), all these areas of life are closely related to each other (see Figure 1). This means, that neglecting or inappropriately preferring one life area will have an impact on other areas. For example, spending too much time and energy for work could lead to health problems (e.g., somatic complains, infarct, sleeping disorders), conflicts in the family (e.g., with one's partner), and also to dissatisfaction and alienation (the work doesn't provide personal meaning any longer). The result, then, is the loss of energy and motivation for work, and less work effectiveness. On the other hand, spending too little time and energy for work usually leads to problems at the workplace and loss of employment which could also affect other life areas (e.g., stress, depression, existential problems, family problems, less self-actualization). As noted before, the term "life balance" refers to how much time people spend on the most important life areas.

Research evidence strongly suggests the importance of achieving balance in life. A growing number of progressive firms have recognized the critical significance of life balance and designed corporate policies and programs to empower and assist employees in fulfilling their major life responsibilities (Hobson et al., 2001). These companies offer innovative workplace programs such as flexible work hours and place, job sharing, on-site or subsidized child care and elder care, employee assistance programs, or supervisory training and coaching. Although relatively large interest has been turned to these "objective" programs, only a little research attention has focused on personality characteristics and differences related to life balance. Nevertheless, personality differences can play an important role by balancing life domains and, hence, should be implemented into workplace programs. For example, level of intrinsic motivation (Senécal et al., 2001) and interactions of goal-orientations (Kofodimos, 1990) were found to be strong predictors of balance.

The pursuit for improved productivity through human resources has its foundation in the early nineteenth century with F.W Taylor developing Scientific Management

Theory and creating a new awareness regarding human resources. Prior to the advent of Scientific Management, human resources were considered as a mere instrument of production with regard to work from dawn to dusk. The working conditions were paid scanty attention. The labour was motivated by the lure of money. The Scientific Management focused mostly on division of labour, hierarchy, close supervision and management principles. These have no doubt brought several benefits to the society. From then onwards continuous research and investigations have been undertaken to understand human behavior at work and the ways to improve their job satisfaction, balanced with the aim of the organisations to work for better productivity with job and employee satisfaction. In order to achieve these twin objectives, different approaches have been developed and applied for improvement of quality of working life of workers.

### 1.1.1 Evolution of Quality of Work Life (QWL)

The Quality of Work Life refers to all the organisational inputs that aim at the employees' satisfaction and enhancing organisational effectiveness. Walton R.E. (1973)[1] attributed the evolution of Quality of Work Life to various phases in history. Legislation enacted in early 20th century to protect employees from risks inherent in job and to eliminate hazardous working conditions, followed by the unionization movement in the 1930s and 1940s were the initial steps. Emphasis was on 'job security, due process at the work place and economic gains for the worker'. The 1950s and the 1960s saw the development of different theories by psychologists proposing a positive relationship between morale and productivity, and the possibility that improved human relations that would lead to enhancement of productivity. Attempts at reforms to acquire equal employment opportunity and job enrichment schemes also were introduced. During 1970's, the idea of QWL was evolved, according to Walton, as a broader concept than the earlier developments, and something that includes the values, human needs and aspirations.

An international conference was held at Arden House, New York in 1972. It dealt in detail with the practice and theory of democratization of work place. In this conference the term "Quality of Working Life' was introduced, and the International Council for Quality of Working Life (ICQWL) was formed to facilitate research on and action for Quality of Working Life. During 1972 to 1980 the concern for QWL

gained momentum, and assumed the proportion of a movement. Some of the members of ICQWL wanted to hold another International Conference, during the 1980s. In Canada, QWL researches were gaining attention; and a weekend meeting was organized in Toronto in 1980 to discuss ICQWL's proposal. The first open International Conference was organized in Toronto in August 1981 on Quality of Work Life. A large number of managers, union representatives and academicians, attended the conference. Jenkins (1981) [2] observed that the Toronto conference demonstrated that the Quality of Working Life is becoming an important issue of the ongoing organisational reality to enhance the Quality of Work Life of employees.

### 1.1.2 Meaning and Concept of QWL

The phrase 'Quality of Work Life' (QWL) connotes different meanings to different people. Some consider it an industrial democracy or co-determination with increased employee participation in the decision making process. For others, particularly managers and administrators, the term denotes improvement in the psychological aspects of work to improve productivity. Unions and workers interpret it as more equitable sharing of profits, job security, healthy and congenial working conditions. Still others view it as improving social relationship at workplace through autonomous work groups. Finally, others take a broader view of changing the entire organisational climate by humanizing work, individualizing organisations and changing the structural and managerial systems. Management considers it as a broader view of changing the entire organisational climate by humanizing work, individualizing organisations, and developing the structural and managerial systems.

QWL is the favorableness or unfavorable a job environment is for people; it refers to the quality of relationship between employees and the total working environment. According to Harrison (1985)[3], QWL is the degree to which the working organisation contributes to material and psychological well-being of its members. The QWL as "a process of joint decision making, collaboration and building mutual respect between management and employees"; it is concerned with increasing labour management co-operation to solve the problems, improving organisational performance and employee satisfaction. According to the American Society of Training and Development (1979), it is a process of work organisation which enables its members at all levels to actively participate in shaping the organisation's environment, methods and outcomes. This

value based process is aimed towards meeting the twin goals of enhanced effectiveness of the organisation and improved quality of life for employees.

Broadly, the concept of QWL involves four major aspects: (i) safe work environment, (ii) occupational health care, (iii) suitable working time, and (iv) appropriate salary. The safe work environment provides the basis for a person to be happy at work. The work should not pose a health hazard for the person. The employer and employees are aware of their risks and rights, and could achieve a lot for their mutual benefit. The working time has been indicated by the State according to the legislation. The concept of QWL is based on the assumption that a job is more than just a job; it is the centre of a person's life. In recent years there has been increasing concern for QWL due to the following factors:

- increase in education level and consequently job aspirations of employees;
- association of workers;
- significance of human resource management;
- widespread industrial unrest;
- growing of knowledge in human behavior, etc.

The concept of QWL is gaining increasing attention in the area of Human Resource Management. The QWL encompasses the sum of total healthy experience of individual's experience in various facets of the work life or life at work. The reaction of employees to work depends upon three factors:

i) The personality traits and individual characteristics such as need pattern, tolerance for ambiguity, locus of control, work ethics, values, abilities and skills of the employees.

ii) characteristics of the job, such as the amount of challenge it offers, the extent of autonomy one has in doing the job, the extent of skills used in performing the job, and the like.

iii) Facilities offered by the organisation at the work place such as reward systems and training facilities.

Nadler and Lawler (1983)[4] perceived that after the phase of 1979-82 when the QWL means everything, it would lose its impact and mean nothing. But, instead of losing importance, the QWL has been gaining momentum day by day. Whatever may be the

interpretation, the QWL is the most debatable topic to both employer and employees. One of the reasons for the growing importance of QWL could be the realization on the part of employees about their rights and growing unionism. Workers are no more illiterate, they do not completely depend upon the mercy of the management for their existence. Most of the lower level workers also have primary education; thanks to the efforts of the government in this regard. They are more united now than ever. Each and every worker tends to join some union or the other for their own protection and well being. The Union makes efforts to educate its members to realize their rights, and also make them aware of what they can expect from the management in return to what they contribute.

The QWL emerged to end exploitation and injustice on the part of employers. "QWL is an indicator of how free the society is from exploitation. By providing good quality of work life one can eliminate the exploitation, injustice, inequality, oppression and restrictions which ensure the continuous growth of human resource which in turn leads to its overall development." The evaluation of the concept QWL was mainly in three phases. (i) Scientific Management  (ii) Human Relations Movement, and (iii) Social-technical Movement.

Frederic, W. Taylor (1974) [5] was the advocate of Scientific Management Movement. As a result of Industrial Revolution, there arose a great need to increase productivity of the organisation. Taylor attempts to achieve this, with the idea of 'Scientific Management, of 'Time Study' and Work Study'. He viewed that the burden of planning and designing the work should be removed from the shoulders of workers. They should be given specific task and clear instructions before hand as to how a particular job should be done. He also advocated "Division of Work" which means that instead of assigning a work entire job, divide it into two parts, and assign each part to a different worker. As such, each worker will have to do only a part of the total job, thus specializing in that work. Taylor hoped that such specialization would quicken the production process. He further advocated various incentive-schemes which would enable a worker, who achieves a particular level of production, to earn certain percentage of incentive.

Taylor, through his time-and-work study, division of labour and incentive schemes, tried to improve the quality of work life of employees. Through incentive schemes and division of labour, Taylor contributed towards Quality of Work Life.

With the help of time-work study and motion study, Taylor viewed that workers can be briefed exactly on what is to be done, when, where and how, leaving practically nothing to their discretion. Taylor has put his thoughts in print in his book "the Principles of Scientific Management" in 1911 which was the most popular work of that period, and influenced not only the American Industry, but Industry all over the world.

Henry Fayol was another pioneer of a similar approach with his fourteen principles of management. But he concentrated on general management unlike Taylor who concentrated his research only on shop-floor management. Fayol tried to improve through some of his principles like division of work, unity of command, direction, remuneration and e-spirit de-corps.

Taylor's work was the most popular as the well as most criticized one. Production levels started increasing with the application of principles of scientific management. But elimination of human elements by Taylor started showing its effect soon. The general feeling of workers was that the best judges on how and to whom to do their work were they themselves and not supervisors or managers. They further felt that with their sole objective of increasing the production, the management tends to set up strict and rigid standards which cannot be reached always by an average worker. Apathy on the part of employers drove workers to think that they were being cheated and exploited. The application of incentive schemes only worsened their human relation.

A quick and skilled worker could earn more whereas a below-average worker couldn't even earn normal wages. This resulted in groupism, back-biting and spoiled the general environment of the organisation. The worker attributed all this to Scientific Management.

As the realization of human potential grew, criticism on scientific management grew. This resulted in researchers paying more attention to human approaches in industry. The industrial unrest and constant bickering among management and workers also stressed the need to think of a different approach which can overcome the drawbacks

of Scientific Management, and give due recognition and importance to human elements, which finally resulted in 'Human Relation Movement'.

Taylor was not only targeted to the criticism by workers, but also, other groups like academicians, researchers, and anthropologists. They felt that Taylor considered human beings as just another factor of production. He fixed standards, time limits, and work schedules to workers as management do to machines. As such Taylor's was mainly a mechanical approach. This negative approach towards human beings was criticized.

The 'Human Relations' movement became popular in 1940s when much attention began to be paid to the workers' needs and in realizing the importance of human beings in total productivity. This approach was a significant departure from the "Taylor's Scientific Management" approach. Human Relations movement was mainly concerned with inter-personal and group-relationship among workers and advocated participatory and democratic style of supervision to achieve work effectiveness. The concept of QWL has historically roots in the research on Socio-Technical system. The basic feature of Socio-technical system is "the design of the organisation which has to be compatible with its objectives in order to adopt to change and be capable of using the creative capacities of individual. A system should provide to the people with an opportunity to participate in the design of the jobs, they are required to perform (Chins 1979)[6]. The objective of specification of task, allocation of a task to a job or to roles, the specification of methods of obtaining them should be minimum. The employees having been given specific objectives should be able to plan and design their own activities. There should also be variance control, the employees should be able to recheck and inspect their own work. This enables them to learn from their own mistakes.

The Socio-Technical Approach rests on two premises (Davis and Trist, 1979)[7]. The first is that in any purposive organisation men are required to perform activities which are performed in the context of social as well as a technical system. These systems are so overlapping that the achievement of the output becomes a function of their joint operations. The crucial point is 'joint' influence. As a result, the Socio- Technical Approach departs from the more widely held view in which the social system is thought to be completely dependent on the technical compulsions. On the contrary,

optimization of the confluence of social and technical systems is crucial for the new approach. The second point is that the Socio-Technical System is embedded in an environment which is influenced by the culture, its values, and a set of generally acceptable practices. This environment permits certain roles for organisations, groups, and the individuals. In order to understand a work system, one must understand the environmental forces that are operating on it. This suggests that Socio-Technical Approach falls within the larger body of 'open system' theories. In other words, the approach assumes that there is a constant interchange between what goes on in a work system, in an organisation and in the environment. The boundaries between environmental, organisational and social systems are highly permeable

### 1.1.3 Theories of Motivation and Quality of Work Life

The 'Quality of Work Life, (QWL) is a philosophy, a set of principles, which holds that people are the most important resources. Straw, R.J., and C.C. Heckscher, (1984)[8] started that in an organisation, people are trustworthy, responsible and capable of making valuable contribution, and they should be treated with dignity and respect. The elements that are relevant to an individual's quality of work life include the task, physical work environment, social environment within the organisation, administrative system and relationship between the life and job (Cunningham, J.B. and T. Eberle (1990)[9]. The QWL consists of opportunities for active involvement in group working arrangements or problem solving that are of mutual benefit to employees and employers based on labour management cooperation. People also conceive of QWL as a set of methods, such as autonomous work groups, job enrichment, and high involvement aimed at boosting the satisfaction and productivity of workers (Feuer D, 1989)[10] The task requires employee commitment to the organisation and an environment in which this commitment can flourish (Walton, R.E., 1975).[11] Thus, QWL is a comprehensive construct that includes an individual's job related well-being and the extent to which work experiences are rewarding, fulfilling and devoid of stress and other negative personal consequences (Shamir, B. and I. Salomon, 1985)[12].

The theories of motivation and leadership provided a sound base for the concept of QWL. Maslow (1954)[13] has depicted the complexity of human nature by describing various levels of human needs and satisfaction. Maslow's approach is general, direct,

simple and practical. There are five need clusters. They are: (i) Physical needs (ii) Safety needs (iii) Social needs (iv)Esteem needs and (v) Self actualization needs. The theory propounded by Maslow is known as need hierarchy theory. As the name suggests these needs are arranged in a lowest to the highest hierarchy. Unless the lower order needs are first satisfied, the physiological needs have to be satisfied before one move up to the social needs, and so on. As soon as the lower-order needs are satisfied, people seek the satisfaction of higher-order needs. But what really motivates the worker? Herzberg (1968)[14] went a step further, to describe Hygiene Factors (Job Context) and Motivating Factors (Job Content). The hygiene factors include company policy, supervision, and interpersonal relationships, working conditions, salary, status and security.

An employee would not experience long term satisfaction from favorable hygiene factors but unfavorable hygiene factors would lead to long-term dissatisfaction. Which can improve employees performance.

McGregor, D. (1960) [15] in his famous theory X and theory Y exposition presented two opposite seats of assumption. Theory X is based on assumptions and beliefs which are based on the study of many people at work and the nature and structure of many organisations and their styles of supervision. These assumptions imply that the supervisor has low opinion of the workers and still lower expectations from them. Such beliefs reduce the superior's efforts to enhance satisfaction. Theory Y puts forward the opposite's assumptions which provide a totally different picture of human nature and therefore call for a different managerial strategy. McGregor in his theory 'Y' assumed that, under proper conditions, people have the potential to work with responsibility.

Employees at the grass root level experience and feel a sense of frustration because of low level of wages, poor working conditions, unfavorable terms, of employment, and inhuman treatment by their superiors; whereas managerial personnel feel frustrated and alienated with the job because of poor conditions of employment, interpersonal conflicts, job pressures, lack of freedom in work, and absence of challenging work.

The Quality of work life refers to the relationship between the worker and his environment adding the human dimension to the technical and economic dimensions within which work is normally viewed and designed. De (1975)[16] stated in his book

'Contents and Discontents' contended that quality of work life is a major determinant of quality of life. Life without work has no meaning; quality of life refers to the life of an individual outside or away from his work. Working life is regarded as part of a larger ecological complex of human environment and human resources. Psychologists have extraordinarily tried to concern themselves with the quality of working lives of the people as a whole, and fitting the worker to the job and fitting the job to the worker". Beinum (1974)[17] in his study of QWL says that "the quality of the content of the relationship between man and his task". The different viewpoints of different authors and the relevant researches lead us to the conclusion that "quality of working life is the degree of excellence brought about by work and working conditions which contribute to the overall satisfaction and performance, primarily at the individual level and finally at the organisational level"

Certain values rule the sincerity of working in the past. In the olden days, work was worship and people had sincerity, and commitment to work. But now-a- days, employees do not have belief in such values of work. They work only for salary, work hard if the conditions of work are useful and agreeable, and the terms of employment are favorable to them. Due to these reasons, the work norms have been changing dynamically.

The QWL is very significant in the context of commitment to work, motivation and job performance. It is the degree of satisfaction the members of a work organisation are able to provide to meet the needs through their experiences in the organisation. Management expectations are strongly linked with the organisational quality of work life, and it is a means to facilitate the gratification of human needs and goal-achievement. Improvisation and change in QWL arise, when the existing quality of work life frustrates human efforts towards self-actualization and advancement.

Robert H. Guest (1979)[18] a noted behavioral scientist expressed the feelings of an employee about his work while defining QWL. He further pointed out "the effect of QWL on a person's feelings about every dimension of work including economic rewards, and benefits, security, working conditions, organisational and interpersonal relations, and its intrinsic meaning of a person's life." It is the process by which an organisation attempts to unlock the creative potential of its people by involving them in decisions affecting their work lives. Walton. R.E. (1979)[19] who has taken up

extensive research on measuring the Quality of Work Life has made it easy and practicable with the eight factors/elements proposed by him.

**1.1.4 Definitions of Quality and Quality of Work Life**

Quality is defined by several authors Dedhia Navin, S. (1998)[20] stated that "quality is about behaving in a way that reflects on individuals and organisation understanding of the fundamental inter-connectedness of structure, process and outcome". There are many aspects of quality and they fall into categories such as consumer view point of quality, producer view point of quality, personnel, behavioural quality, quality practices, reliability, education, training, team work, communication and other such topics are always included in 'quality' discussion. Quality is the totality of the features and characteristics of a product, service or a person that bear on its or his ability to satisfy stated or implied needs.

Walton. R.E, (1973)[21] who had taken up extensive research on QWL can be considered as a major contributor to the concept of productivity and human resources. He devised an eight point criteria to measure the 'Quality of Working Life'. The categories are: (i) adequate and fair compensation, (ii) safe and healthy working environment, (iii) opportunity to develop human capabilities, (iv)growth and security, (v) Social integration, (vi) constitutionalism, (vii) total life space and (viii) social relevance.

According Lippitt, G.L. (1978)[22] the term QWL broadly referring to the degree to which work provides an opportunity for an individual to satisfy a wide variety of personal needs to survive with some security, to interact with others, to have a sense of personal usefulness, to be recognized for achievement and to have an opportunity to improve one's skills and knowledge.

Nadler, D. A. and Lawler, E.E. (1983)[23] defined QWL as an individual's perception of and attitudes towards, his or her work and the total working environment. In simple words, QWL can be defined as an individual's evaluative reactions to satisfaction with his/her work and the total working environment. Beukema, L. Groningen et al. (1987)[24] expressed that QWL is defined as the degree to which employees are able to shape their jobs actively, in accordance with their options, interests and needs. It is the degree of power an organisation gives to its employees to

design their work. Havlovic, S.J. Scobel, D.N et al. (1991)[25]expressed that the QWL include job security, better reward systems, higher pay, opportunity for growth, and participative groups among others Knox, S. and J.A Irving (1997)[26] stated that the QWL practices and policies of the QWL determine the organisation environment, and organisation development and interventions operationalise the constructs. Individual employee's perceptions concerning strengths and weaknesses in the total work environment and what is or is not desirable in the workplace are other foci for research.

Gilgeous, (1998)[27] says that the Quality of life could be defined as an individual's satisfaction with his or her life dimensions comparing with his or her ideal life. Evaluation of the quality of life depends on individual's value system and on the cultural environment where he lives. Lau, Wong, Chan and Law (2001)[28], it describes that QWL is the favorable working environment that support and promote satisfaction by providing employees with rewards, job security and career growth opportunities.

Hagerty, M. R., et al. (2001)[29] state that the QWL implies the quality of a person's whole life, not just a separate component. Hanna Sutela (2006)[30] opines that the Quality of work life is evaluation about four categories, namely, physical work environment, psychic and social factors in the work environment, health and stress symptoms, labour market position, and family background variables.

Elisaveta, S. (2006)[31] is of opinion that the QWL has the correlative relationship between quality of work life and satisfaction with definite job attributes in regard to job contents and work environment.

**1.1.5 Factors Influencing the Quality of Working Life**

Many different factors influence the quality of an individual's working life. These factors include working conditions, workplace-stress and job satisfaction.

1. Job satisfaction refers to how far the individuals are satisfied with their position of employment. Factors such as workplace environment, peers, income and work duties influence how satisfied an employee is with the job. When job satisfaction is positive, this contributes to a better quality of working life. An individual who is satisfied with their job is more likely to experience a higher quality of working life than an employee who is dissatisfied or even resentful of the work.

2. Workplace-stress refers to the amount of stress experienced by an employee in the work environment. Workplace-stress is caused by numerous factors, including what duties an individual must perform, or their peer group in a company, and their overall workload. An employee who has stressful work related duties, such as an emergency room doctor who is responsible for the lives of countless people each day, is more likely to experience workplace stress. An employee, who has a heavy workload, is also more likely to experience workplace-stress. Workplace-stress often leads to the stress outside the workplace due to the attending to other items of work in an individual's daily life. This stress is the cause of experiencing lower quality of work life.

3. Other factors which influence quality of working life are: (i) individual employees wage, (ii) their working hours, (iii) workplace conditions, (iv) fairness in the workplace, (v) personal characteristics such as anxiety or depression.

i) An individual who is receiving a low wage, especially in comparison to how difficult their job is, will have a lower quality of working life.

ii) The working hours can also influence the overall quality of working life. Employees who work for too many hours, too few hours or unusual hours are more likely to report that they have a lower quality of working life. An individual who has very few working hours at the work place is not likely to receive enough money to maintain his standard of living, while an individual who is working for too many hours is likely to experience workplace stress and decline in social relationships. The unusual hours can cause a decline in the quality of life due to the fact that individuals with unusual hours are more likely to see a decline in social relationships as well as experience difficulty in attending to normal activities.

iii)The wage of the individual employees should be related to the job they perform, through fair compensation.

iv)Work place conditions are influencing the performance of their work, and it consists of all the factors which act and react on the body and mind of an employee. Working conditions refer to these as properly maintained as per the norms of Factories Act and other enactments.

v)Fairness in the workplace refers to how fair a workplace is and how fairly it is maintained. When a workplace is not managed fairly, it generally means that every individual in the workplace is not treated equally. For example; if a certain employee is continually late for work but does not receive a reduction in pay or any other warning or punishment, while other employees are punished for being late to work even once and their pay is cut for these days, then this is considered unfairness in the workplace. When a workplace is considered unfair, this leads to a decline in the quality of working life because an individual worker may feel resentment at being unfairly punished or fired due to the workplace unfairness.

vi) Quality of working life may be affected by personal characteristics exhibited by an employee. Personal characteristics can affect a workplace through how it is perceived, or how job duties are performed. An individual who is anxious in social situations, for example, will report a lower quality of working life if this situation requires constant, daily interaction with other people. Other personal characteristics such as shyness, depression and general happiness can also affect the overall quality of working life as these characteristics influence the way the individual performs the duties sincerely.

**1.1.6 Dimensions of Quality of Work Life**

A number of attempts have been made to identify various dimensions of QWL by the "Philosophers and Research Scholars". Some have emphasized the importance in working conditions leading to better quality of work life while others feel a fair compensation and job security should be emphasized" (Mirza, S. Saiyadain, 1995)[32].

Hackman and Suttle (1977)[33] described the QWL from various viewpoints: (i) from a professional viewpoint, it is an industrial democracy increased worker participation in corporate decision-making, or a culmination of the goals of human relations; (ii) from the management perspective, it is a variety of efforts to improve productivity through improvements in the human, rather than the capital or technological inputs of production, (iii) from the stand point of the characteristics of individual workers: it refers to the degree to which members of a work organisation are able to satisfy important personal needs through their experience in the organisation, (iv) from union's perspective: it is a more equitable sharing of the income and resources of the work organisation and more human and healthier working conditions, (v) as a philosophy, it means the quality of the content of relationship between man and his

task in all its diversity; (vi) the relationship can be approached from divergent view points, including the man, the organisation and the society, embracing job design work organisation basic human needs and values and societal concepts.

Gadon (1984)[34] suggested that the QWL efforts include the areas of personal and professional development, work redesign, building of teams, work scheduling, and total organisational change. Michall Maccaoby (1984)[35] identified four factors to measure the QWL, such as (i) Security (right to work and working conditions), (ii) Equality (distributive justice), (iii) Democracy (autonomy and opportunity to use abilities) and, (iv) Individualization (perception of uniqueness).

Klott, Mundick and Schuster (1985)[36] suggested 11 major QWL issues. They are: (i) pay and stability of employment, (ii) occupational stress, (iii) organisational health programs, (iv) alternative work schedules, (v) participative management and control of work, (vi) recognition, (vii) congenial worker supervisor relations, (viii) grievance procedure, (ix) adequacy of resources, (x) seniority and merit in promotions and (xi) employment on permanent basis.

Havlovic (1991)[37] found in his study that the key elements of QWL include (i) job security, (ii) job satisfaction, (iii) better reward system, (iv) employee benefits, (v) employee involvement and organisational performance. Arts et al. (2001)[38] focused on job satisfaction, involvement in work performance, motivation, efficiency, productivity, health, safety and welfare at work, stress work load, burn-out etc. to improve the QWL.

Sangeetha Jain (1991)[39] viewed it as consisting of a "whole parcel of term and notions all of which really come under the quality of working life umbrella". she includes industrial effectiveness, human resource development, organisational effectiveness, work restructure, job enrichment, socio-technical system, group work concepts, labour management, cooperation, working together, workers involvement, workers participation and cooperative work statures. Saklani D.R (2003)[40] has chosen thirteen dimensions for analyzing the concept of the QWL, viz., (i) adequate and fair compensation, (ii) fringe benefits and welfare measures, (iii) job security, (iv) safe and healthy physical environment, (v) work load, (vi) opportunity to use and develop human skills, (vii) opportunity for continued growth, (viii) human relations and socialaspect of work life, (ix) participation in decision-making, (x) reward and penalty

system, (xi) equity, justice and grievance handling, (xii) work and total life space, and (xiii) image of organisation in the society.

According to Royela et al. (2007)[41], European Commission (EC) proposed ten dimensions for the QWL; They are (i) intrinsic job quality, (ii) skills, life-long learning and career development, (iii) gender equality (iv) health and safety at work,(v)flexibility and security, (vi) inclusion and access to the labour worker involvement, (vii) diversity and non-discrimination, and (viii) overall work performance.

Gnanayaudam and Dharmasiri (2007) [42] include the worker's sense of belongingness to a group, a sense of becoming oneself, and a sense of being worthy and respectable. Huang et al. (2007)[43] opined that the QWL is the favorable conditions and environments of the workplace that address the welfare and well-being of employees. Skinner and Ivancevich (2008)[44] focused that QWL is associated with adequate and fair compensation, safe and healthy working conditions, opportunities to develop human capacities, opportunities for continuous growth and job security, more flexible work scheduling and job assignment, careful attention to job design and workflow, better union-management cooperation, and less structural supervision and development of effective work terms.

Islam and Siengthai (2009)[45] explained the QWL as the favorable condition and environment of employees benefit, employees' welfare and management attitudes towards operational workers as well as employees in general. Benarjee and Roja Rani(2004)[46] after careful examination have taken the following 11 dimensions as measures of the QWL. They are: (i) working conditions, (ii) autonomy, (iii) relation with the organisation, (iv) pay structure, (v) work complexity, (vi) welfare facilities,(vii)Personal growth, (viii) group cohesiveness, (ix) workers' participation, (x) job stress, and (xi) job design.

Padala S.P. and Suryanarayana (2010)[47] have proposed that the QWL dimensions are broadly divided into: (i) Classical dimensions, and (ii) contemporary dimensions. Classical dimensions include physical working conditions, employees' welfare, employee assistance, job factors, and financial factors; whereas contemporary dimensions include collective bargaining, industrial safety and health, grievance redressal procedure, quality circles, work-life balance, and workers' participation in

management. The QWL encompasses the characteristics of the work and work environment that influence employees' work lives.

## 1.1.7 Indian Approach to QWL

Indian philosophy advocates self-actualization as the goal of life, and the work as a way of life instrumental in achieving the ultimate goal. "Work-life, according to the Indian view, is itself a spiritual discipline. The process of refinement to realize this objective or the identity of the self is yoga or work". Swamy Yaktananda (1980)[48] says according to the traditional teachings, the work place is a temple and work is worship, "The basic philosophy - the central theme of Gita - is 'Karma Yoga'. Karma Yoga is concerned with multifarious development. The development of the self, the community, the society and industry is possible only through Karma Yoga. Karma Yoga means action, duty or work which is not prohibited, which is not harmful, and which is not performed with a selfish motive but with the object of serving humanity.

To perform one's duty is to worship the Lord himself declares the Gita" (Srivastava A. K., 1990)[49]. Nishkama Karma proclaims the philosophy of performing one's duty without the desire for reward. Work in itself is considered as the reward. At this point, one starts, wondering as to whether the quint-essence of this philosophy applies to the employer as well or only to the employee, in the modern industrialized phase of recent history. There is another theory of Indian school of thought which can be called as 'Sacrifice - Chitta Suddhi' theory of work. As Radhakrishnan (1976)[50] has so aptly remarked, Work is the worship of the supreme, man's homage to God. It is the quiet nurturing of this attitude towards work, deep within, through all the ups and downs, successes and failures that can gradually stimulate movement towards perfection and progress in respect of the nature of work.

Thus stress is not laid on the nature of work in the Indian school of philosophical thought. If one accepts the principle- work is worship of God, then automatically a good quality of work life prevails. For instance, there is a convention in the Ramakrishna order, a universally recognized voluntary organisation, in the allotment of duties, e.g., a monk performing morning and evening puja in the temple is assigned on one fine morning to ledger posting work in a hospital, or a college teacher is sent out for prolonged relief work in a drought-stricken desert area. By this means, the

Ramakrishna mission wanted its members to learn that satisfaction did not lie in the nature of work alone, but in the attitude of the workers.

Indian approach towards the quality of work life and work ethic is founded on the premise that a man has a spiritual metaphysical dimension too to his personality, a dimension inherently superior to that of his economic, biological and social dimensions. Bulk of the task of improving the quality of work life and work ethics has to be performed within the mind's empire of each worker. For this, an altogether different kind of education and training is required compared to what is corner-stone of QWL.

As a society, India has its roots in an agrarian culture; that in turn influences the Indian industrial work culture. In an agrarian culture, the workplace and home are not located far away. The work design provided space and time to take care of the family and children, and maintain healthy social relations. The social system perfectly matched the nature of work, festivals and celebration was related to harvests, which enabled the people to relax and enjoy the outcome of their hard work. In an industrialized society, the worker has to leave behind his home, sometime his village as well, to reach the workplace. Coming to it required considerable energy, and time. The industrialized society also demands a discipline, which is new to the people. Leaving aside the natural planning of a work culture, nearby work fields, peaceful and pollution-free atmosphere and self-disciplined working times, the industrial worker enters into a new unknown workplace and faces given tasks to be finished in a given time, and in a fixed way to doing it. Nishkama Karma opts for detachment from rewards while industrialization demands detachment from the family. The life the employee lives is highly determined by the nature of work life. His family life, social relations, even routing habits and hobbies revolve round his job. Suddenly after leaving the job, the employee considers himself a stranger to his family, and realizes that this would not have been so if only he could have spent some time in earlier years with the members of his family. Hence, the QWL has an intimate relation with the pattern of living and the job entrusted to the employee. The organisation cannot afford to ignore these.

### 1.1.8 Quality of Work Life Parameters

In this research study the parameters of Quality of Work Life which influence the adverse effects of changes in work environment to QWL with implications for career development and human resource management are examined. Parameters of QWL are also called constructs of QWL, and Hackmen and Oldham (1980)[51] highlight the constructs of QWL in relation to the interaction between work environment and personal needs. This study extends and integrates the various parameters of QWL considered crucial in modern organisations, describing their importance and utility. In India, its scope seems to be much broader than the provisions of the labour legislation enacted to protect the workers. It is more than a sheer work organisation movement which focuses on job security and economic growth of the employees. The basic idea is to develop work environments that are excellent for people as well as for the wellbeing of the organisation. Based on the foregoing factors influencing the quality of work life, parameters like health and safety, welfare facilities, working conditions, compensation, career growth and development, grievance redressal mechanism, social integration and social relevance of work life are selected for this study. These parameters are discussed briefly in this section.

### 1.1.8.1 Health and Safety

The concept of health is a broader term. It may have both subjective and objective interpretations. According to Guyatt et al. (1993)[52], the concept of health includes various aspects of life, which may be evaluated either positively such as happiness, or negatively such as death. Health and safety of the workers are quite important in every organisation. In the Chapter IV of the Factories Act, 1948 its amendment 1987 has given several provisions in factories to maintain the health and safety of the workers. There are different aspects which enable health and safety of the workers in the workplace and are maintained in accordance to the provisions of the Factories Act, 1948. They include social security measures such as Insurance of workers, compensation on disablement or death, etc. The Factories Act also emphasized the different infrastructure such as Bathrooms, rest rooms, urinals, first aid boxes, medical facilities, etc. to the workers in industries. The laws also enable use of personal protective equipments, such as helmets, hard hats, etc in the work place. Occupational health and safety is an area concerned with protecting the safety, health and welfare of people engaged in work. A safe and hygienic working environment shall be provided, and the best occupational health and safety practice shall be

promoted, bearing in mind the prevailing knowledge of the industry and of any specific hazards. Workers health and safety aim to protect the health, safety and welfare of workers at work and other people affected by the work. Quality of work life related to physical working conditions that ensure safety, minimize risk of illness and other occupational diseases and provides special emphasis on the well-being of the women and children. Industrial health and safety is one of the crucial contemporary factors that influence QWL of employees. There is no denying the fact that safety is the primary responsibility of management; it should be made a matter of high concern by all the echelons of management, namely, plant manager, safety and maintenance engineers, supervisors and the other authorities of concern. In tobacco processing units' work place environment is fully loaded with occupational stress like extreme heat, tobacco dust inadequate illumination, and noise vibration. Wali, B.S and Raut, P. D (2013)[53], their study pointed out the occupational stresses and hazards caused due to tobacco dust, indoor environmental factors like noise, vibration, poor ventilation, inadequate illuminated heat etc. and discuss various hazardous conditions due to unhealthy practices and workplace of female tobacco workers. The hazards of the workplace stress are coupled with poor living conditions, poor socio-economic conditions, malnutrition, lack of medical facilities, and violence at domestic which levels can affect physical and mental health of the body.

### 1.1.8.2 Welfare Facilities

The concept of 'labour welfare' is flexible and elastic and differs widely with times, regions, industry, country, social values and customs, the degree of industrialization, the general social economic development of people and political ideologies prevailing at particular moments. However, the Committee on Labour Welfare (1969)[54] defined the phrase to mean, "such facilities and amenities as adequate canteens, rest and recreation facilities, sanitary and medical facilities arrangements for travel to and from, and for accommodation of workers employed at a distance from their homes, and such other services, amenities and facilities including social security measures as contribute to conditions under which workers are employed."The concept of labour welfare has received inspiration from the concept of democracy and welfare state. Democracy does not simply denote a form govt. it is rather a way of life based on certain value such as equal rights and privileges for all. The constituents of labour welfare included working hours, working condition, safety, industrial health

insurance, workmen's compensation, provident funds, gratuity, pension, protection against indebtedness, industrial housing, rest room, canteens, and crèches wash places, toilet facilities, lunch, cinemas, music, reading rooms, co-operative store, playground etc. Employee welfare measures promote the physical, social, psychological and general well - being of the working population. Welfare work in any industry aims at improving the working and living conditions of workers and their families.

Welfare is the provision and maintenance of the conditions of life for individuals by the community. Employee welfare is flexible and elastic and differs widely with time and region, industry, social value and customs, degree of industrialization the general social - economic development of the people and the political ideologies prevailing at a particular time. It is also molded according to the age groups, socio-cultural background, and educational level of workers in various industries. Industrial progress depends on satisfied labour force and in this connection the importance of labour welfare measures was accepted long back. Way back in 1931 the Royal Commission on Labour stressed the need of labour welfare primarily because of the harsh treatment meted out to the workers. This need was further emphasized in Independent India by the Constitution, (1950) which lays down the following articles in this regard, "Article 42 explained, The state shall make provision for securing just and humane conditions of work" "Article 43 The state shall endeavor to secure by suitable legislation or economic organisation or in any other way, to all workers agricultural, industrial or otherwise, a living wage, conditions of work ensuring a decent standard of life and full enjoyment of leisure and social and cultural opportunities "Discussing the importance of the labour welfare" S.T. Edwards (1953) said, "One can buy a man's time, his physical presence at a particular space, even a few muscular movements, but enthusiasm, initiative, loyalty and devotion to duty cannot be bought. They will have to be created through right employer-employee relations, provision of constructive opportunities for satisfying the major motivating desires of human action".

Welfare facilities help to develop loyalty among workers towards the organisation. They tend to make the employee happy. These measures include convenience and comfort during work, provision for rest hours, provision of drinking water, canteen facilities, medical facilities, transport facilities, recreation facilities, health insurance,

provident fund, gratuity and pension, rewards and incentives and family assistance in times of need, housing accommodation and education facilities for the children.

Generally, it provides a psychologically satisfactory work environment. To meet the legal requirements one must provide labour welfare facilities. Labour welfare aims at providing such service facilities and amenities as would enable the worker in factories and industries to perform their work in a healthy congenial atmosphere to maintain good health and high morale.

### 1.1.8.3 Working Conditions

Quality of work life is dependent on various aspects of the employee's work life. The first and foremost important factor among them is economic aspects. The second important aspect is working conditions. Thus order can be compared to Maslow's hierarchy of work motivation. Abraham Maslow arranged a person's motivational needs in a hierarchical manner. He believed that once a given level of need is satisfied, the next level of need has to be activated in order to motivate the individual. Once the employee is satisfied with the monetary benefits, he aspires for higher level of needs to be fulfilled, i.e., good working and employment conditions.

However, the hierarchical model need not be in the same way. Sometimes higher order needs may emerge along with or prior to the lower level needs. This priority depends upon requirements, culture and region where employees work. As such physical working conditions may sometimes come prior to monetary aspects in order of performance of employees.

Working conditions come under Hygienic factors of Herzberg's two factor theories of motivation. As such, theories do not motivate an employee, non-existence of good working conditions do dissatisfy him.

An employee normally spends 6 to 8 hours at his work place which is significant part of the employee's time. Hence, providing good working conditions play an important role in reducing employee dissatisfaction about the job. A well equipped building with good furniture and other facilities impact employees more than anyone else.

The conditions under which a job is performed can be different - from those completely comfortable to those very difficult and dangerous to employees' life and

health. Different working conditions can be influenced by: i) external factors that influence climate-meteorological conditions, temperature, humidity, drafts, lighting in the workplace, noise and interference, gases, radiations, dust, smoking and other harmful factors; ii) subjective factors that influence gender and gas of the worker, fatigue, monotony, unfavorable posture during work, etc.; iii) factors related to the organisation of production of production such as duration of the work shift, work schedule, working time, work pace, excessive strain etc.

Jobs with difficult working conditions may be performed only by those employees who meet specific requirement in terms of age, sex, qualification, health- physical and mental condition and psycho-physiological and psychological capabilities. Difficult working conditions influence employees' performances. It is, therefore, necessary to take measures to eliminate uncomfortable working conditions or, if not possible, to take appropriate safety measures. Safety at work is carried out to ensure working conditions without danger to life of health, or to avoid accidents, injuries, occupational diseases and, or at least mitigate their consequences.

In the context of safety at work reference is to the equipment that employees use in their daily work. Equipment (machinery, equipment, plant, tools, supplies, laboratory equipment, etc.) that employees use in their work has to be functional and correctly to avoid injuries at work or reduced performances. It is important that workers are trained how to work with the equipment because inadequate equipment handling care may result in accidents or deviations in performance, no matter how much equipment was proper. Training of employees should be also oriented to the proper use of protective equipment and protection (Buble, 2006)[55].

**1.1.8.4 Compensation**

Compensation and rewards are motivational factors. The best performer is given the rewards, and this builds competition among the employees to work hard and to achieve both organisational and individual goals. The economic interests of people drive them to work at a job, and employee satisfaction depends at least partially, on the compensation offered. Pay should be fixed on the basis of the work done, responsibilities undertaken, individual skills, performance and accomplishments. Mirvis and Lawler (1984)[56] highlighted that Quality of working life was associated with satisfaction with wages, hours and working conditions, describing the "basic

elements of a good quality of work life" as; safe work environment, equitable wages, equal employment opportunities and opportunities for advancement. Oshagbemi, Sloane and Williams, highlighted that differences in remuneration aspects received by the employee suddenly affect their work satisfaction and work performance. Drobnic et al. (2010)[57] suggest that employees who have secured jobs and pay would feel comfortable at the work place and this affects their quality of life. Meeting socially determined needs and fair compensation can create an appropriate work environment (Weisboard, 2007)[58]. According to Saraji and Dargahi, H. (2006)[59] the Nursing Work life Satisfaction survey results showed that Pay and Autonomy were the two most important components of nurses' quality of work life.

### 1.1.8.5 Career Growth and Development

A career is the evolving sequence of a person's work experiences over time. Career is typically defined as a 'sequence of work roles or a sequence of a person's work experience over time (Chen, T.Y at al. 2004)[60] . Career arises from the interaction of individuals with organisations and society. Career is not a primarily a theoretical construct but is used in meaningful ways, given meaning, and it creates meaning and also experience. More specifically, career is referred to as a succession of related jobs, arranged in a hierarchy of prestige, through which persons move in an ordered, predictable sequence. There is also another side of career which is linked to the individual's "moving perspective" on their life and its meaning. Career growth and development help employees expand their knowledge, skills and abilities, and apply the competencies they have gained to new situations. The opportunity to gain new skills and experiences can increase the employee motivation and job satisfaction, and help workers to more effectively manage job stress. By providing opportunities for growth and development, organisations can improve the quality of their employees' work experience, and realize the benefits of developing workers to their full potential.

The purpose of career planning as part of an employee development program is not only to help employees feel like their employers are investing in them, but also help people manage the many aspects of their lives and deal with the fact that there is a clear promotion track. Employers can no longer promise job security, but they can help people maintain the skills they need to remain viable in the job market (Moses, 1999)[61]. Gallie (2003)[62] suggests that there is a comparison of employees' perceptions

of the quality of working tasks, the degree of involvement in decision making, career opportunities, and job security to see whether the Scandinavian countries have a distinctive pattern from other European Union countries. Another empirical study was done to predict QWL in relation to career-related dimensions (Raduan Che Rose et al. 2006)[63]An empirical study was done to predict QWL in relation to career-related dimensions. The sample consists of 475 managers from the free trade zone in Malaysia for both the multinational corporation (MNCs) and small-medium industries (SMIs). The result indicates that three exogenous variables are significant: career satisfaction, career achievement and career balance, 63% of the variance in QWL. In fact a high - quality work life was perceived to be one in which there was an opportunity to develop close personal ties and achieve career goals with an absence of excessive job stress. To the extent that when organisations have an understanding attitude toward employees who combine work and family roles (family responsive culture), employees are not likely to worry about career opportunities if they reduce their working hours due to family responsibilities (Thompson, Beauvais, and Lyness, 1999)[64].

### 1.1.8.6 Grievance Redressal Mechanism

Grievance is a disagreement between an employee and management on the rules, terms or conditions of employment. The causes for a grievance may include, but are not limited to, complaints concerning wages, hours of work, working conditions, performance evaluations, job assignments, or the interpretation or application of a rule, regulation or policy. According to the International Labour Organisation (ILO), "the grounds for a grievance may be any measure or situation which concerns the relation between the employer and worker or which affects or may affect the conditions of employment of one or several workers in the undertaking when that measure or situation appears contrary to provisions of an applicable collective agreement or of an individual contract of employment, to work rules, to laws to regulation or to the custom or usage of the occupation, branch of economic activity or country, regarded being faith". It means that an act of omission or commission on the part of the employer, which affects the morale of individual workers or a group of workers, gives birth to grievances.

Grievance is all about violation of the contract, practices, rules and regulations. As human beings are different, there are bound to be grievances among employees leading to conflicts at the workplace. To avert any kind of conflicts within the organisation, there is need for a proper grievance redressal procedure so that the employees feel that their grievances are addressed and redressed. The grievance process must be clear and simple. It must be well-defined. It must conform to the current legislation without any prejudice. There should not be any delay in the grievance process it a might result into a crisis.

The sheer volume of grievances and disciplinary actions that arise will affect the costs of managing an organisation. To the extent that management and unions devote time and effort to these formal adversarial procedures, they limit resources available for training, problem solving, communications, and other activities linked to productivity, human resource management, or organisational development (Katz et al., 1983)[65]. Consequently, volume of grievances and disciplinary actions should be systematically related to other measures of the performance of an industrial relations system (Thomson and Murray, 1976)[66]. High degree of conflict between labour and management lead to lower efficiency, poorer quality and poorer organisational performance. Therefore, grievance and conflict resolution measures serve important and useful functions for labour and management for resolving the inevitable conflicts of employment relationships and for protecting the individual rights of employees.

Grievance is the seed of dispute and the management should give due consideration to the employees' day to day grievances. In order to maintain industrial peace and harmonious relations, the management should take proactive measures to settle the industrial conflicts and to avoid work stoppages. The performance of grievance redressal mechanism in both the organisations is well understood from. The grievance committee and multistage grievance handling machinery are very much effective in the organisations. It is also observed that the management is successfully handling grievances to prevent dissatisfaction and frustration as well as taking collaborative approach for quick and prompt resolution of conflicts.

**1.1.8.7 Social Integration at Work**

The work environment should provide opportunities for preserving an employee's personal identity and self-esteem through freedom from prejudice, a sense of

community interpersonal openness and the absence of stratification in the organisation.

The workers should be made to feel a sense of identity with the organisation and develop a feeling of self-esteem. Openness, trust, sense of community feeling, scope for upward mobility, equitable treatment etc. are essential for this purpose. Social integration in work organisation will definitely encourage workers to act as a unity; and it provides them a lot of team spirit.

Social integration in the work force can be established by creating freedom from prejudice, supporting primary work group a sense of community and inter- personnel openness, egalitarian and upward mobility. Social integration is social relations that employees share at work place with his superiors and subordinates. If he has strained relations with his superiors or his colleagues his work life is naturally affected. The opportunity for socialisation with colleagues is an important aspect of Quality of Work life.

### 1.1.8.8 Social Relevance of Work Life

Social relevance is a distinct concept that relates to an employee's desire to remain with an organisation out of a sense of loyalty, emotional attachment and financial need (Meyer et al., 1989)[67]. Employees must be given the perspective of how his/her work in the organisation helps the society. This is essential to build relevance of the employee's existence to the society he/she lives in relationship between and among the employees is an indicator of healthy work organisation. Therefore, opportunities must be provided for formal and informal interaction. All kind of classes' religions, races, crafts, and designations must be treated equally on a social platform. In other words, it creates egalitarian environment. This leads to organisational commitment which can be defined as the relative strength of an individual's identification with and involvement in a particular organisation (Porter and Smith, 1970)[68]. Employees' commitment can be characterized by at least 3 related factors: 1) a strong belief in and acceptance of the organisation's goals and values; 2) a willingness to exert a considerable effort on behalf of the organisation, and 3) a strong desire to maintain membership in the organisation (Mowday et al., 1982)[69]. Commitment and job performance: It's the nature of the commitment that Counts, Journal of Applied, Psychology, Vol. 74, pp.152-156.

Porter and Lawler (1983)[70] identify two subscales: i) value commitment, (a commitment to support organisational goals), and ii) commitment to stay (a desire to retain organisational membership). QWL is positively correlated with organisational commitment, job involvement, motivation, organisational citizenship behavior, life satisfaction, mental health and job performance. It is negatively related to turnover, absenteeism and perceived stress (Judge et al. 2001[71]; Spector, 1997)[72].

## 1.2 I.T. Sector in India

Information technology (IT) industry in India has played a key role in putting India on the global map. IT industry in India has been one of the most significant growth contributors for the Indian economy. The industry has played a significant role in transforming India's image from a slow moving bureaucratic economy to a land of innovative entrepreneurs and a global player in providing world class technology solutions and business services.

The industry has helped India transform from a rural and agriculture-based economy to a knowledge based economy. Information Technology has made possible information access at gigabit speeds. It has made tremendous impact on the lives of millions of people who are poor, marginalized and living in rural and far flung topographies. Internet has made revolutionary changes with possibilities of e-government measures like e-health, e-education, e- agriculture, etc. Today, whether its filing Income Tax returns or applying for passports online or railway e-ticketing, it just need few clicks of the mouse. India's IT potential is on a steady march towards global competitiveness, improving defense capabilities and meeting up energy and environmental challenges amongst others.

IT sector in India, with the main focus on increasing technology adoption, and developing new delivery platforms, has aggregated revenues of USD 88.1 billion in FY2011, while generating direct employment for over 2.5 million people. Out of 88.1 billion, export revenues (including Hardware) has reached USD 59.4 billion in FY2011 while domestic revenues (including Hardware) of about USD 28.8 billion. Government Initiatives:
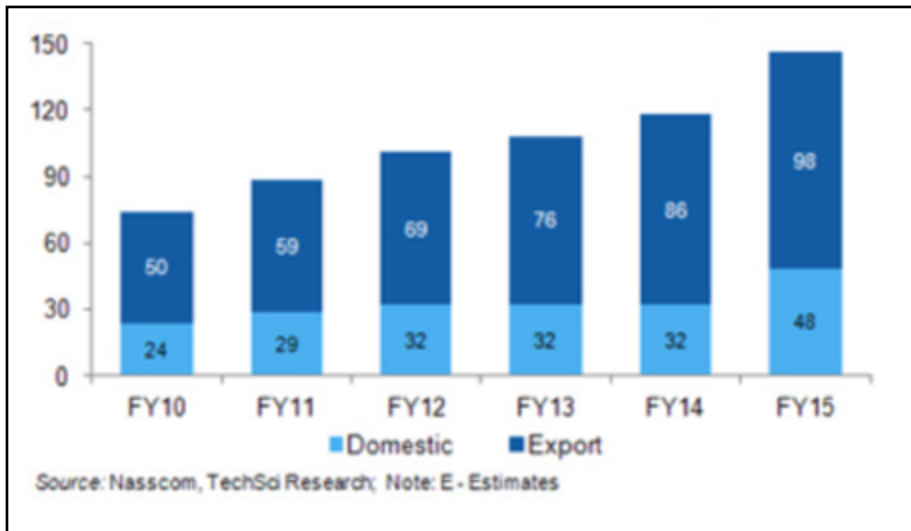
**Graph 1: Market Size of IT Industry in India (US$ billion)**

After the economic reforms of 1991-92, major fiscal incentives provided by the Government of India and the State Governments, like, liberalization of external trade, elimination of duties on imports of information technology products, relaxation of controls on both inward and outward investments and foreign exchange, setting up of Export Oriented Units (EOU), Software Technology Parks (STP), and Special Economic Zones (SEZ), has enabled India to flourish and acquire a dominant position in world's IT scenario.

In order to alleviate and to promote Indian IT industry, the Government of India had set up a National Task Force on IT and Software Development to examine the feasibility of strengthening the industry. Venture capital has been the main source of finance for software industry around the world. In line with the international practices, norms for the operations of venture capital funds have also been liberalized to boost the industry.

The Government of India is also actively providing fiscal incentives and liberalizing norms for FDI and raising capital abroad.

**1.2.1 Financial Assistance**

While the underlying theme of 2010 was that of steady recovery from recession, thanks to the accelerated recovery in emerging markets, worldwide spending in IT products and services increased significantly in 2011. In 2011, India's growth has reflected new demand for IT goods and services, with a major surge in the use of private and public cloud and mobile computing on a variety of devices and through a range of new software applications.

High inflow of FDI in the IT sector is expected to continue in coming years. The inflow of huge volumes of FDI in the IT industry of India has not only boosted the industry but the entire Indian economy in recent years. Foreign direct investment (FDI) inflow rose by more than 100 per cent to US$ 4.66 billion in May 2011, up from US$ 2.21 billion a year ago, according to the latest data released by the Department of Industrial Policy and Promotion (DIPP). This is the highest monthly inflow in 39 months.

Foreign technology induction is also encouraged both through FDI and through foreign technology collaboration agreements. India welcomes investors in Information Technology sector. Greater transparency in policies and procedures has made India an investor friendly platform. A foreign company can hold equity in Indian company's upto 100%.

**1.2.2 Research & Development:**

To support Research & development in the country and promoting Start ups focus on technology and innovation, a weighted deduction of 150% of expenditure incurred on in house R&D is introduced under the Income Tax Ac. In addition to the existing scheme for funding various R&D projects have been funded through new scheme like Support International Patent Protection in Electronics & IT (SIP-EIT), Multiplier Grants Scheme (MGS).

The government has initiated the setting up of an Open Technology Center through NIC aimed at giving effective direction to the country on Open Technology in the areas of Open Source Solutions, (OSS), Open Standard, Open Processes, Open Hardware specifications and Open Course-ware. This initiative will act as a National

Knowledge facility providing synergy to the overall components of Open Technology globally.

## 1.2.3 Regulations

After the economic reforms of 1991-92, liberalization of external trade, elimination of duties on imports of information technology products, relaxation of controls on both inward and outward investments and foreign exchange and the fiscal measures taken by the Government of India and the individual State Governments specifically for IT and ITES have been major contributory factors for the sector to flourish in India and for the country to be able to acquire a dominant position in offshore services in the world. The major fiscal incentives provided by the Government of India have been for the Export Oriented Units (EOU), Software Technology Parks (STP), and Special Economic Zones (SEZ).

## 1.2.4 Challenges

Cyber security and quality management are few key areas of concern in today's information age. To overcome such concerns in today's global IT scenario, an increasing number of ITBPO companies in India have gradually started to emphasize on quality to adopt global standards such as ISO 9001 (for Quality Management) and ISO 27000 (for Information Security). Today, centers based in India account for the largest number of quality certifications achieved by any single country.

## 1.2.5 India aims to transform India into a truly developed and empowered society by 2020.

However, to achieve this growth, the sector has to continue to re-invent itself and strive for that extra mile, through new business models, global delivery, partnerships and transformation. A collaborative effort from all stakeholders will be needed to ensure future growth of India's IT sector. We will need to rise up to the new challenges and put in dedicated efforts toward providing more and more of end-to-end solutions to the clients to keep the momentum going. India is now one of the biggest IT capitals in the modern world and has presence of all the major players in the world

IT sector. HCL, Wipro, Infosys and TCS are few of the household names of IT companies in India.

**Future prospects**

Globalization has had a profound impact in shaping the Indian Information Technology industry. Over the years, verticals like manufacturing, telecom, insurance, banking, finance and lately the retail, have been the growth drivers for this sector. But it is very fast getting clear that the future growth of IT and IT enabled services will be fuelled by the verticals of climate change, mobile applications, healthcare, energy efficiency and sustainable energy.

The near future of Indian IT industry sees a significant rise in share of technology spend as more and more service providers both Indian and global target new segments and provide low cost, flexible solutions to customers.

By 2015, IT sector is expected to generate revenues of USD 130 billion (NASSCOM) which will create a transformational impact on the overall economy. IT spending is expected to significantly increase in verticals like automotive and healthcare while the government, with its focus on e-governance, will continue to be a major spender.

However, to achieve this growth, the sector has to continue to re-invent itself and strive for that extra mile, through new business models, global delivery, partnerships and transformation. A collaborative effort from all stakeholders will be needed to ensure future growth of India's IT sector. We will need to rise up to the new challenges and put in dedicated efforts toward providing more and more of end-to-end solutions to the clients to keep the momentum going.

# 1.3 Problem Statement

In summary, turnover is not a new challenge for organisations. The demand for human capital is high but at the same time the availability of skilled workers continues to decline. Every industry has been or will be affected by the decline of the workforce (Smith, 2001). Consequently, this negative growth pattern is expected to

persist (Smith, 2001). One of the primary causes associated with turnover is the inability of employees to manage work life obligations (Griffeth&Hom, 2001; Jo, 2008). Much of this conundrum can be attributed to a change from the traditional 40-hour workweek. Employees in IT companies are working longer hours (Griffith &Hom, 2001) and report being overworked (Geller, 2005). Employees are devoting more time to their paid work responsibilities (Drago, 2007; Schor, 1991) but want to spend more time with their families.

Changes in workforce demography further exasperate the issue. Expanding work hours coupled with the influx of married women with young children, the rise of the dual earner family, and the growing number of diverse family structures (e.g., single parent, same-sex parents) brings to the forefront the complex realities of work life balance. Organisations that offer pension and medical benefits reduce turnover, but employees prefer nontraditional benefits (i.e. flexible work schedules) that assist in the daily management of work life demands (Griffeth&Hom, 2001). Employees report higher levels of satisfaction and experience fewer mental health problems when they have access to flexible work arrangements (Bond, Thompson, Galinksy, &Prottas, 2002). Organisations committed to employee work life balance are more likely to retain employees (Berg, et al., 2003). But while benefits and work life policies are essential to helping workers maintain work and life responsibilities, environmental infrastructures are also necessary to facilitate work life balance (Berg, et al., 2003).

## 1.4 Research Objectives

**Research Questions**

The phenomenon of work life imbalance among IT professionals has raised some research questions like:
1. What is the current status of work environment in IT sector?
2. What are the determinants of the Work Life imbalance among workers?
3. Is there any difference in work life imbalance across gender?

The study seeks to contribute to work/life literature in areas where some research gaps are noted. This study revealed themes and patterns that provided an understanding of

how IT employees negotiate the elusive boundaries between the public sphere of work and private sphere of life. This notion of work life balance was investigated using a design that involved interviewing and concept mapping as the primary sources of data gathering. Contemporary literature on work life is not just limited to issues of family. It addresses the diversity of lifestyles and the integration of work, family/friends, leisure, community, and self care. For purposes of this study, work life is inclusive of concerns that may impact personal interests and demands outside the realm of work-related activities (Stebbins, 2001). Little is known about how these individuals juggle the demands of work and family although they are arguably at more of a crossroads with respect to life and career decisions. This study will offer insight into this phenomenon. Work life is a multi-disciplinary field of study (Pitt-Catsouphes, Kossek, & Sweet, 2006) that refers to the public sphere of paid work and the private, domestic sphere of life. Traditionally, work life research has focused on the interrelationship and conflict of work and family. The shift to alternative family arrangements has challenged researchers to further examine the socially constructed phenomenon - family.

The integration of work and family continues to be an issue for women and men (Gatta&Roos, 2004). It is reasonable to suggest that current policies and practices to foster work life balance for IT employees may not be useful for administrators. The literature on work life experiences is almost non-existent. As such, there is a need to understand administrator work life experiences for IT employees in context to Rajasthan.

## 1.5 Significance of Study

Research supported the importance of the balance for human life. Failure to achieve the balance was found to be associated with a variety of serious negative consequences for both individuals and organisations. Most important personal and societal consequences of failing to balance life domains are:

- Increased levels of stress and somatic complains (Burke, 1988; Chapman, Ingersoll-Dayton, & Neal, 1994; Googins, 1991)
- Depression and lower mental health (Beatty, 1996; Googins, 1991; Grzywacz& Bass, 2003)

- Greater likelihood to misuse alcohol (Frone, Russel, & Cooper, 1993; Grzywacz& Bass, 2003)

- Less life satisfaction, well-being and overall decrease in the quality of life (Adams, King, & King, 1996; Arye, 1992; Fisher, 2002; Greenhaus, Collins, & Shaw, 2003; Noor, 2004; Rice, Frone, &McFarlin, 1992)

- Decrease in the quality of family life, higher rates of family conflicts and marriage breakup (Bolger, DeLongis, Kessler, &Wethington, 1989; Crouter, Bumpus, Head, & McHale, 2001; Crouter, Perry-Jenkins, Huston, & Crawford, 1989)

The negative impact of imbalance on corporations is also substantial. The chronic inability of employees to balance work and life responsibilities was found to lead to the following:

- Decreased job satisfaction and reduced productivity (Burke, 1988; Frone, Russell, & Cooper, 1992; Higgins et al., 1992; Rodgers & Rodgers, 1989; Thomas &Ganster, 1995)

- Greater likelihood of leaving the company, turnover intentions (Galinsky& Johnson, 1998; Haar, 2004)

- Increased absenteeism and rising healthcare costs (Goff, Mount, & Jamison, 1990)

The present study had significance for future practice, research, and policy. For practice the results of this study may be useful for human resources personnel and senior level management concerned with retaining university administrators. The findings might inform managers in the design and implementation of work life programs. Results should also assist in structuring environments that yield high levels of performance and productivity.

The present study also served as the impetus for additional research. The need for research that investigates the experiences of employees at other levels in their professional development may be necessary. Additionally, the study of other financial sectors may be relevant. A similar research design could explore work life balance experiences among human resources, financial, or marketing functional areas more specifically. A majority of the work life research comes from a quantitative perspective.

However, those studies do not focus on the culture of the work environment. A future study could focus on the collection of qualitative data that examine environmental infrastructures.

# 1.6 Organisation of Study

The present study is organized around five chapters. The statement of the problem, the purpose of the study, and its significance were introduced in Chapter One. An annotated bibliography highlighting the current literature is presented in Chapter Two. Chapter Three provides a description of the methodology, including the sampling technique and how the data were collected and analyzed. Chapter Four contains details of data analysis and chapter five present a general summary of the findings and recommendations drawn from the study.

**Study is done on following parameters:**

**Information Pertaining to Work Life Balance**

Women employees working in IT sector were selected for the study. Employees have expressed their agreement towards balancing their work life on following parameters.

- Able to balance work life
- Feeling about working in Software Industry
- Additional work provisions given by the organisation
- Present working environment is more pleasant in family life
- Leave due to family problems in a month
- Present health position in balancing family work
- Family support for present work pressure
- Personal feelings about balancing work life
- Women employees working in IT organisations are feeling that they work because of passion, Work because of money, Work gives satisfaction, Work is on top priority, Put personal on hold for work, Neglect personal needs because of work, Job makes personal life difficult, Personal life gets impacted because of work, Hard to work because of family/spouse, Hard to work

because of children, Able to manage balanced time between work and personal life, Better mood and status because of work, Job gives me motivation to maintain personal life better, Better mood at work because of personal life would help them for balancing work life.

**Factors affecting WLB**

- Personal feelings about factors that affects balancing work and family commitment
- Employees in IT industry are feeling that "Compulsory overtime" and "Meetings" are the main factors that affects balancing work and family commitments. The women employees felt that "Training after office hours" and "Shift work" are the least factors that affects balancing work and family commitments.

**Factors helping for balancing work and family commitments**

- Working from home, official laptops, support from colleagues at work and support from family members are more than the average level help to the women employees working in IT organisations. However bringing their children to work on occasions does not help them to balance their work life.

**Factors hinders balancing work and family commitments**

- Age wise distribution of expectation towards present work life balance
- Age wise distribution of personal life expectation
- Distribution of experience on work life balance at work and personal environment
- Distribution of experience on expectation towards present work life balance
- Distribution of monthly salary on work life balance at work and personal environment
- Distribution of monthly salary on expectation towards present work life balance
- Distribution of monthly salary on personal life expectation

- Distribution of marital status on work life balance at work and personal environment
- Distribution of marital status on expectation towards present work life balance
- Distribution of marital status on personal life expectation
- Distribution of number of children over work life balance at work and personal environment
- Distribution of number of children over expectation towards present work life balance
- Distribution of number of children over personal life expectation
- Distribution of dependents over work life balance at work and personal environment
- Distribution of dependents over expectation towards present work life balance
- Distribution of dependents over personal life expectation
- Distribution of shift work over work life balance at work and personal environment
- Distribution of shift work over expectation towards present work life balance
- Distribution of shift work over personal life expectation
- Influence of women employees' demographics on opinion towards work life balance in IT Sector

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# Chapter -2

# REVIEW OF RELATED LITERATURE

2.1 Work Life Theories

2.2 Work Life Balance

2.3 Work Life discourse

2.4 Gender and Quality Work Life Balance

2.5 WLB and IT Sector

## 2.1 Work Life Theories

In this appreciative study, four broad work/life theories, which all fall into the enrichment/expansionist category, were examined to assess their capacity to inform the study and the design of a professional development program:

1. Work/life border theory (Clark, 2000; Singh, 2002)
2. Work/life expansion theory (Barnett, 2001)
3. Theory of work-family enrichment (Greenhaus, 2006)
4. Balanced work/life: a matter of balance (Limoges, 2003).

The contribution of Border theory to understanding work/life issues is underlined by Hyman (2005), who places the issue of boundary management at the core of work/life balance, stating that it is a necessary element for securing balance between work and non-work. Clark's (2000) definition of borders encompasses psychological categories and tangible boundaries that divide the times, place and people associated with work versus family. Work/Life Border Theory distinguishes three types of boundaries between work and non-work domains:

1. Physical
2. Temporal
3. Psychological.

Clark's (2000) theory offers a set of eight propositions relating to the strength and weakness of borders and the similarity and differences of domains. It contends that borders and domains must work in tandem for balance to take place and those changes to borders (e.g. flexibility) require analogous changes to the domain's culture and values (accountability, deadlines, support). Other propositions are that control and influence within a domain increase control over borders, and levels of in-domain support increase work/life balance. It draws on the work of Nippert-Eng (1996) which explores issues of control over placement and transcendence of work and non-work boundaries and Perlow (1998).

Perlow (1998), in a study of a work unit comprising seventeen professionals in a high-technology firm, explored the nature of the temporal boundary between work and life outside of work. Whilst the study focused on the imposition of temporal demands at work, it also considered the effects on the structuring of both work time and non-work time and made the observation that while all employees in the study faced boundary control, some were acceptors and others resistors. Spouses, also included in the study, had either acceptor or resistor reactions.

Singh (2002) uses Clark's (2000) Work/Family Border Theory, repositioned as Work/Life Border Theory, to underpin research into managers' strategies for work/life balance and maps these strategies according to levels of accommodation or negotiation with the organisation or with the family—an approach which draws on Perlow's (1998) categorisations. This line of research appears to offer insight into both the action of management and the process of effecting work/life balance, and, as such, offers useful insights into the research questions.

Barnett (2001) proposes a Work Family Expansionist Theory in which multiple roles are seen to be beneficial for men and women. Performance in one role, it is argued, can facilitate performance in other roles. Barnett also questions whether some gender and work/life balance theories may be outdated, contending that opportunity structures at work and role quality, which did not differ by gender, are associated with stress and work/life balance.

Work-Family (or Work-Life) Enrichment (Greenhaus,2006) describes a theoretical model that identifies the types of work and family resources that have a capacity to promote work-family enrichment. It describes the pathways by which work and family resources can promote work-family enrichment and the moderator variables under which resources in one role are most likely to enrich the quality in another. In this theory, resources and experiences generated in one role (work or non-work domain) can improve the other, in relation to:

- Skills and perspectives (such as interpersonal, coping, multi-tasking skills, trust)

- Psychological and physical resources (such as self-efficacy, self- esteem, hardiness, optimism, hope and physical health)

- Social-capital resources (such as influence and information)

- Flexibility (meaning discretion and control over time and place where role requirements are met)

- Material resources (for example, financial reward).

This theory also identifies the paths by which resources create an effect in work and non-work roles and identifies the factors that moderate the effect of the above resources—salience of the role (perceived importance of the role to an individual); perceived importance of resources to the role in question, and the match between the resources and the requirements and norms of the work or non-work role. One example of a theory or approach which deals with the process of managing the work/life interface is presented by Limoges (2003). The theory describes the following actions as those determining the successful balancing of work and personal life:

- Drawing on a wide range of managerial and personal strategies and applying them in the work and non-work domains

- Ensuring workload is manageable and off-setting new tasks by letting go of less important ones

- Placing importance on nurturing relationships and involvement in non-work activities

- Engaging fully in work and non-work domains.

Limoges (2003) approaches the issue from a career planning perspective and includes taxonomy of work/life strategies.

## 2.2 Work Life Balance

Rania, Kamalanabhanb & Selvarania (2011) analyze the relationship between employee satisfaction and work/life balance. The construct used for this research

consists of career opportunity, recognition, work tasks, payments, benefits, superior subordinate relationship, employee satisfaction, and work/ life balance. This study makes a contribution to join two distinct research streams, namely employee satisfaction, and work/life balance. Findings suggest that high correlation exists between work task and employee satisfaction with a mediator variable namely work-life balance.

Varatharaj and Vasantha (2012) research is on to study the work life balance of working women in service sector. Work life balance entails attaining equilibrium between professional work and other activities, so that it reduces friction between official and domestic life. Work life balance enhances efficiency and thus, the productivity of an employee increases. It enhances satisfaction, in both the professional and personal lives. The findings of the study reveal the majority of the women Employees feel comfortable in their work place irrespective of their trivial personal and work place irritants. This paper attempts to indentify the various factor which helps to maintain work life balance among women employees in service sector.

Kumari (2012) aim is to find out about the employees' perception of their work life balance policies and practices in the public sector banks. Quota sampling method was followed. Data was analyzed with the help of factor analysis, descriptive statistics, mean, t-test and Karl Pearson correlation. The findings of the study emphasized that each of the WLB factors on its own is a salient predictor of job satisfaction and there is a significant gap among the female and male respondents with job satisfaction with respect to various factors of WLB. The result of study may have practical significance for human resource managers of especially banks to improve staff commitment and productivity along with designing their recruitment and retention policies.

Billing et al. (2014) have moderated the role of decision latitude on the relationship between work–family conflict and psychological strain was examined across five countries. It was hypothesised that decision latitude would moderate the relationship more strongly in the individualistic countries (the United States and Canada) than in the collectivistic countries (India, Indonesia, and South Korea). The results supported the hypotheses of this five-country-based cross-national investigation.

Bhatt and Valcour (2003) drawn a nonrandom sample of 557 dual-earner white-collar employees and explores the relationship between human resources practices and three outcomes of interest to firms and employees: work-family conflict, employees' control over managing work and family demands, and employees' turnover intentions. They analyzed the three types of human resources practices: work-family policies, human resources incentives designed to induce attachment to the firm, and the design of work. In a series of hierarchical regression equations, study found that work design characteristics explain the most variance in employees' control over managing work and family demands, whereas human resources incentives explain the most variance in work-family conflict and turnover intentions. They also conclude a significant gender differences in each of the three models. Their results suggest that the most effective organisational responses to work-family conflict and to turnover are those that combine work-family policies with other human resources practices, including work redesign and commitment-enhancing incentives.

*Study by Buelens and Broeck (2007) contributes to understanding of the differences in work motivation between the public and private sectors. Data from a survey of 3,314 private sector and 409 public sector employees in Belgium strongly confirm previous research showing that public sector employees are less extrinsically motivated. Differences in hierarchical level are more important determinants of work motivation than sectoral differences. In addition, most observed differences can be wholly or partially explained by differences in job content, not by the sector itself. Evidence was presented to show that motivational differences can be explained by a positive choice of work–life balance.*

The aim of research of Rania et al. (2011) was to analyze the relationship between employee satisfaction and work/life balance. The construct used for this research consists of career opportunity, recognition, work tasks, payments, benefits, superior subordinate relationship, employee satisfaction, and work/life balance. This study makes a contribution to join two distinct research streams, namely employee satisfaction, and work/life balance. Findings suggest that high correlation exists between work task and employee satisfaction with a mediator variable namely work-life balance.

The study of Nadeem (2009) was aimed to explore the relationship between work life conflict and job satisfaction in Pakistan. Author found that the job satisfaction is significantly negatively correlated with work to family interference and family to work interference. Job satisfaction is also found to be negatively related with stress in this research. However, the correlation of workload is positive and insignificant which shows that workload does not affect the job satisfaction of the employees in Pakistan. Findings suggested that job autonomy emerged, as having a strong and clear correlation with job satisfaction, more autonomy in a job leads to higher job satisfaction among employees.

Byron (2005) review combined the results of more than 60 studies to help determine the relative effects of work, non work, and demographic and individual factors on work interference with family (WIF) and family interference with work (FIW). As expected, work factors related more strongly to WIF, and some non work factors were more strongly related to FIW. Demographic factors, such as an employee's sex and marital status, tended to relate weakly to WIF and FIW. Overall the analysis supports the notion that WIF and FIW have unique antecedents, and therefore, may require different interventions or solutions to prevent or reduce their occurrence. Lastly, the analysis suggests that demographic variables, such as sex and marital status, are alone poor predictors of work–family conflict. Researchers are advised to attend to more finely grained variables that may more fully capture employees' likelihood of experiencing work–family conflict.

Aryee (1992) reported the impact of five antecedent sets of work and family domain variables on three types of work-family conflict (job-spouse, job-parent, and job-homemaker) and the impact of these types of work-family conflict on well-being and work outcome measures. Data were obtained from 354 married professional women from dual-career families in Singapore. Results indicate that married professional women experienced moderate amounts of each type of work-family conflict. Role stressors explained the most variance in job-spouse and job-homemaker conflicts while task characteristics explained the most variance in job-parent conflict. The three types of work-family conflict explained only modest amounts of the variance in the well-being and work outcome measures.

Smyrnios et al. (2003) examines causal pathways linking work strain to anxiety among Australian and American family business owners. Paper suggests a specific causal model and provides country-specific and comparative evidence for that model. The suggested model includes mediation and moderation mechanisms that link work strain and anxiety from the perspective of business owners. Data for the research were obtained through the administration of essentially identical questionnaires in the two countries in 1999. Results show that the proposed model fits the data reasonably well, regardless of the type of firm and country.

Gröpel and Kuhl (2009) test the relationship between work–life balance (WLB) (i.e. the perceived sufficiency of the time available for work and social life) and well-being. In their research, the hypothesis was tested that a sufficient amount of the time available increases well-being because it facilitates satisfaction of personal needs. Using two separate samples (students and employees), the mediating role of need fulfillment in the relationship between WLB and well-being was supported. The results suggested that perceived sufficiency of the time available for work and social life predicts the level of well-being only if the individual's needs are fulfilled within that time.

Syed et al. (2015) studied 486 banking employees in Pakistan and the Netherlands to investigate the effect of work-family conflict on psychological contract breach of work-family balance obligations. The results showed that 127 Dutch respondents were more likely to experience work interference with family than employees in Pakistan, despite the fact that Pakistanis have longer working hours than their Dutch counterparts. The relationship between family overload and work interference with family, however, was stronger among the 359 Pakistani study participants. In addition, the positive association between work interference with family and employees' psychological contract breach of work-family balance obligations was significant for the Pakistani respondents but not for the Dutch study participants. Analysis contributes to the work-family and psychological contract literature by observing cross-national differences in work-family overload and work-to-family conflict and their effects on psychological contract breach. It also suggests practices to address the challenge of managing the work-family interface in both developing and developed nations.

Sturges and Guest (2004) reports the findings of research that explored relationships between work/life balance, work/non-work conflict, hours worked and organisational commitment among a sample of graduates in the early years of their career. It concludes that, although graduates seek work/life balance, their concern for career success draws them into a situation where they work increasingly long hours and experience an increasingly unsatisfactory relationship between home and work. The article discusses the causes and potential consequences of this predicament and in particular how work/non-work conflict is linked to hours worked, the state of the psychological contract and organisational commitment. It highlights the role of organisations' policy and practice in helping to manage the relationship between work and non-work and the development of organisational commitment through support for younger employees' lives out-of-work and effective management of aspects of the psychological contract.

Matthews et al. (2012) examine the role of work hours in a model that incorporates involvement in both work and family with experiences of work–family conflict and subjective well-being. Self-report data were collected from 383 full-time employees and analysed using structural equation modeling techniques. Results demonstrate that role salience was positively related to behavioural involvement with work and with family. In turn, behavioural family involvement was negatively related to work hours and family-to-work conflict, while behavioural work involvement was positively related to work hours. Behavioural family involvement was also positively related to life satisfaction. Finally, both family-to-work conflict and end-of-workday strain were negatively related to life satisfaction. Results provide insight into unexpected problems that might arise when employees place overly high importance on work and work long hours.

Wright et al. (2012) commend that the pervasive gender norms influence the way in which men and women create and experience work–life boundaries and work–life conflict, which may lead to differing conceptions of work–life boundary management. Measurement equivalence/invariance (ME/I) and predictive invariance analyses were conducted on the Work Life Indicator ™ (WLI), a measure of work–life boundary management, to determine if men and women maintain similar conceptualizations of

work–life boundary constructs and if work–life outcomes are predicted equally well by WLI scales across gender. Three of the five WLI scales exhibited ME/I; however, half of the WLI scale–criterion pairings failed to demonstrate predictive invariance. These results indicate that measurement and/or predictive invariance cannot be assumed when using work–life boundary assessments across gender.

Qiu and Fan (2014) study work–family border and boundary theory suggest individuals' boundary characteristics influence their work–family relationship, it is largely unknown how boundary flexibility and permeability mutually influence work–family conflict and subsequent employee outcomes. Moreover, the existing work–family conflict research has been mainly conducted in the United States and other Western countries. To address these gaps in the work–family literature, their study examines a moderated mediation model regarding how family boundary characteristics may influence individuals' work–family conflict and life satisfaction with a sample of 278 Chinese full-time employees. Results showed that employees' family flexibility negatively related to their perceived work interference with family (WIF) and family interference with work (FIW), and both these two relationships were augmented by individuals' family permeability. In addition, WIF mediated the relationship between family flexibility and life satisfaction; the indirect effect of family flexibility on life satisfaction via WIF was stronger for individuals with higher family permeability.

Judge, Ilies and Scott (2006) investigated the effect of work–family conflict on the emotions of guilt and hostility, and the implications of work–family conflict and these emotions for job satisfaction and marital satisfaction. Using experience-sampling methodology, data were collected from a sample of 75 individuals over a period of 2 weeks (producing 625 data points). Results revealed that within individuals, family-to-work conflict experienced at work, and work-to-family conflict experienced at home, were positively associated with guilt and hostility at work and at home, respectively. In addition, state hostility mediated the negative effect of work-to-family conflict at home on daily marital satisfaction. Finally, cross-level interaction effects were observed such that work–family conflict more strongly affected the emotions of those scoring high on trait guilt and trait hostility.

Demerouti et al. (2012) literature review was to make a link between life and career stage, work and family conditions, and the work–family interface. The basic proposition is that life stages partly determine career development, and consequently the specific working conditions (job demands and job resources) and family conditions (family demands and family resources) that individuals are exposed to. As a result, the specific demands and resources in the work and family domains determine to what extent individuals experience that work and family are conflicting or enriching life domains. Their review suggest that individuals in early adulthood will experience high inter-role conflict and low facilitation due to high demands and low resources in both life domains, while individuals in late adulthood will experience the opposite pattern; that is, low conflict and high facilitation due to low demands and high resources in both domains. Individuals in middle adulthood will experience high work–family conflict but also high family–work facilitation due to the presence of high job demands and resources in both life domains. Integrating life and career stage perspectives and the experience of work–family interface is of notable practical utility because it provides a mechanism to make more informed decisions about the relative need for and corresponding benefits of work–family programs.

Rice et al. (1992) derive two hypotheses were derived about the relationships among work—family conflict, work—leisure conflict, job satisfaction, family satisfaction, leisure satisfaction and global life satisfaction. In supporting these two hypotheses, path analyses of survey data from a national probability sample of United States workers ($n$ = 823) showed: (1) the direct paths between work—non work conflict and global life satisfaction were non significant; and (2) the indirect paths between work—non work conflict and global life satisfaction, which are mediated by job satisfaction and non work satisfaction, were all significant. Further analyses indicated that, in general, the magnitude of these path coefficients was not significantly moderated by socio demographic variables.

Horton (2014) examines workplace identity conflicts, offering three primary contributions. First, it reconciles hitherto fragmented perspectives on identity conflicts to offer an integrative and cross-level perspective on identity conflicts at work. Second, it elucidates an important distinction between two types of identity conflicts,

namely intra-unit and inter-unit conflicts, also outlining the different roots, moderators, and reconciliations of these conflict types. Third, it proposes an alternative perspective on identity conflicts as constructive forces for individual and organisational change, also stressing the importance of context and content in shaping identity conflict outcomes.

Wallance (1999) examined work-related factors that were hypothesized to contribute to time- and strain-based work-to-non work conflict among married male and female lawyers. The findings show that work overload was the only common determinant for both forms of work-to-non work conflict for both male and female lawyers. Work context was important in understanding female lawyers' feelings of time- and strain-based conflict, where working in a law firm resulted in greater work to non work conflict. For male lawyers, working longer hours, working in a setting with more women and having a wife who held the breadwinner role contributed to their feelings of time-based conflict. Contrary to what was expected, the actual number of hours worked was not important in influencing married lawyers' feelings of work-to non work conflict. The results showed that the domestic status variables were not important for female lawyers' feelings of time-based conflict and that additional family roles reduces their feelings of strain-based conflict. It was argued that female lawyers may successfully cope with their demanding careers because they can afford to pay for external sources of child care and domestic assistance, which should be investigated in future research. It was also suggested that working long hours does not automatically lead to work-to-non work conflict for lawyers because they typically exercise considerable control over the scheduling of their work time, which may allow them to deal with the potentially conflicting demands of their work and non work lives.

McAllister et al. (2012) investigate the influence of couple emotional intimacy on job perceptions (job concerns and job rewards) and work–family conflict (both work-to-family conflict and family-to-work conflict). Data on 567 couples came from a subset of the National Institute of Child Health and Human Development's Study of Early Child Care taken when the target children were fifth graders. The researchers used an actor–partner interdependence model (APIM) to examine mothers' and fathers' couple emotional intimacy and its influence on self- and partner perceptions of job

concerns and job rewards as well as work-to-family conflict and family-to-work conflict. Both mothers' and fathers' couple emotional intimacy predicted fewer job concerns, more job rewards, less work-to-family conflict, and less family-to-work conflict for her- and himself.

Clayton et al. (2014) used the literature related to social cognitive theory and exercise, the present study hypothesizes and tests the effects of exercise on two directions of work-family conflict: work interference with family (WIF) and family interference with work (FIW). Using a sample of 476 working adults, study found that exercise was both positively related to self-efficacy for managing work-family conflict and negatively related to reported psychological strain, which in turn were related to reductions in work-family conflict. Model fit for the data support contention that exercise indirectly influences work-family conflict via its direct impact on increased self-efficacy and reduced psychological strain.

Research by Russell,O'Connell and McGinnity (2009) highlight a significant increase in the proportion of dual-earner families. These changes have brought the issue of reconciliation between work and care commitments to the fore. Flexible working arrangements in firms have been identified as one important means of balancing work and other commitments. They investigate the relationship between four flexible working arrangements; flexi time, part-time hours, working from home and job sharing, and two key employee outcomes; work pressure and work–life conflict, using data from the first national survey of employees in Ireland in 2003. Results show that while part-time work and flexi time tend to reduce work pressure and work–life conflict, working from home is associated with greater levels of both work pressure and work–life conflict. It is important to distinguish between flexible working arrangements to discover their potential for reducing work pressure and work–life conflict.

Chang, Chin and Ye(2014) undertaken a study to examines how an organisational work-family culture affects the attitudes of working mothers. This research extends the existing findings by examining two separate mediation processes: work-family conflict and career expectations. The cases of 1,308 working mothers were analyzed using structural equation modeling. Results show that career expectations mediated

the effect of an organisational work-family culture on affective commitment while work-family conflict did not. As an additional analysis, working mothers' perceptions and attitudes were compared with those of 288 peers. Results disclose that working mothers were no less committed to their organisation, and were even more committed than their peers early in their careers. Working mothers' career expectations, however, were consistently lower than their peers' expectations. Implications of these results are included.

An article by Grawitch, Barber and Justice (2010) re-conceptualises the framework surrounding work–life balance. Though previous research has focused primarily on the ways in which work life and non-work life influence each other (mostly negatively), they present an alternative perspective that focuses on personal pursuits and the management of personal resources. They introduce a personal resource allocation (PRA) framework that treats all life demands—whether preferred or required—as forcing individuals to make choices about where, when, and how they expend their personal resources across the life domain. Building on self-regulatory theories, such as control theory, self-determination theory, and conservation of resources theory, they suggested ways in which effective personal resource allocation not only decreases negative outcomes (which has been the emphasis in work–life balance research), but also how effective personal resource allocation can actually contribute to positive outcomes.

Lu et al. (2012) research adopted an episodes approach and uses the theory of cooperation and competition to understand the interaction that promotes resolving work–family conflict incidents. Two-hundred and four Chinese dual-career parents each described a specific work–family conflict incident and responded to specific questions to code the interaction. Structural equation analyses indicated that cooperative goals facilitated constructive controversy that in turn promoted high quality resolutions, strong relationships, and confidence in the future of their work and family lives.

Richter *(2015) used longitudinal questionnaire data collected among teachers in Sweden to test the direction of the relation between job insecurity and work–family conflict using cross-lagged modeling. Multiple-group comparisons were conducted to*

*account for the skewed gender composition in the teachers' group. After controlling for baseline levels of job insecurity, work–family conflict, and four potential confounders (age, children under 12 living at home, university education, and relationship status), they found that the reciprocal relationship between job insecurity and work–family conflict over a 1-year time period fitted the data best for the men. For women, however, only the auto regression coefficients were significant. The results provide some empirical support for gender differences in the relation between job insecurity and work–family conflict. Moreover, study partially supports theoretical assumptions suggesting that job insecurity and work–family conflict influence each other.*

Skinner, N. and Pocock (2008) argues that work time in the form of long hours or control over work scheduling (flexibility) dominates much of the debate, and organisational policies and interventions, around sustaining a healthy work—life relationship. The study challenge this assumption, and argue instead for the importance of the quantity of work (work overload). Using data collected in a national Australian study, study found that work overload was the strongest predictor of full-time employees' work—life conflict. Work hours, their fit with preferences, and control over work scheduling also demonstrated small to moderate associations with work—life conflict. The study indicated that time-based work—life policies, procedures and interventions are necessary, but not sufficient, for addressing work—life conflict. Effective management of work overload, with its potential to contribute to emotional strain/exhaustion and long work hours, should be considered as a keystone strategy to support a healthy work—life relationship.

Radcliffe and Cassell (2014) explores the impact of flexible working on the daily experiences of work–family conflict for dual-earner couples with child dependants. In exploring these daily experiences, the occurrence of maternal gate keeping behaviours, and the relationship between flexible working and such behaviours is investigated. Draw on episodic and longitudinal data from qualitative diaries kept for a 1-month period by both members of 24 couples (48 participants) as well as from introductory and subsequent in-depth qualitative interviews with the couples, both together and apart. Study report an evidence suggesting that work–family conflicts are experienced and resolved differently, depending on whether it is the male or the

female who works flexibly within dual-earner couples. This link between flexible working and gender is demonstrated to have an important impact on maternal gate keeping behaviours, which are highlighted as playing a crucial role in such daily experiences and how they are resolved.

Kossek et al.(2011) argues that although work–family research has mushroomed over the past several decades, an implementation gap persists in putting work–family research into practice. Because of this, work–family researchers have not made a significant impact in improving the lives of employees relative to the amount of research that has been conducted. The goal of their article is to clarify areas where implementation gaps between work–family research and practice are prevalent, discuss the importance of reducing these gaps, and make the case that both better and different research should be conducted. They recommend several alternative but complementary actions for the work–family researcher: (a) work with organisations to study their policy and practice implementation efforts, (b) focus on the impact of rapid technological advances that are blurring work–family boundaries, (c) conduct research to empower the individual to self-manage the work–family interface, and (d) engage in advocacy and collaborative policy research to change institutional contexts and break down silos. Increased partnerships between industrial–organisational (I–O) psychology practitioners and researchers from many industries and disciplines could break down silos that we see as limiting development of the field.

The purpose of the study by Poppleton et al.(2008) was to address several of the limitations of work-non-work research by adopting a qualitative diary methodology which explored insiders' accounts of both the positive and negative aspects of work-non-work relationships and examined the role of context in shaping such relationships. Daily diary data on work-non-work events and post-diary interview data were collected from participants in two contrasting organisational contexts: Flexorg (*N*=20), a progressive local government organisation and The Factory (*N*=18), a traditional manufacturing organisation. Work-non-work relationships were found to be simultaneously enriching and depleting in both organisations. For Flexorg workers, work-non-work relationships were characterized by facilitation and time-based conflicts. At The Factory, high spillover from work to non-work and vice versa challenged the assumption that blue-collar work is typified by segmentation. The

experience of work-non-work events was shaped by the nature of the work, the work-non-work culture and working patterns in both organisations. The study also identified negative spillover as a qualitatively more important problem than work-non-work conflict in this study, and identified a social dimension of work-non-work conflict which was found across organisational contexts.

Promislo (2010) build on Carlson and Kacmar's call for more research on personal values in the context of the work–family interface. In a field study, study examined the relationship between materialism and two components of work–family conflict: work interference with family (WIF) and family interference with work (FIW). Results supported main hypotheses that materialism is associated with both forms of work–family conflict. Further, work overload mediated the relationship between materialism and WIF, while FIW moderated the association between materialism and work overload, thus supporting a model of mediated moderation.

*Reynolds (2005) study helps to integrate the work-life and work hours literatures by examining competing predictions about the relationship between work-life conflict and the desire for paid work. Using data from the 1997 National Study of the Changing Workforce (*N *=2,178), researcher found that work-life conflict makes women want to decrease the number of hours they work whether the conflict originates at home or at work. Men only want to decrease their hours when work-life conflict originates at work, and some men facing frequent conflict actually want to increase their hours. I also find that having children does not increase the likelihood of wanting to work fewer hours but having a higher income does.*

Study by Michel et al. (2011) provides and meta-analytically examines an organizing framework and theoretical model of work–family conflict. Results, based on 1080 correlations from 178 samples, indicate that work role stressors (job stressors, role conflict, role ambiguity, role overload, time demands), work role involvement (job involvement, work interest/centrality), work social support (organisational support, supervisor support, coworker support), work characteristics (task variety, job autonomy, family friendly organisation), and personality (internal locus of control, negative affect/neuroticism) are antecedents of work-to-family conflict (WFC); while family role stressors (family stressors, role conflict, role ambiguity, role overload, time demands, parental demands, number of children/dependents), family social

support (family support, spousal support), family characteristics (family climate), and personality (internal locus of control, negative affect/neuroticism) are antecedents of family-to-work conflict (FWC). In addition to hypothesized results, a revised model based on study findings indicates that work role stressors (job stressors, role conflict, role ambiguity, role overload) and work social support (organisational support, supervisor support, coworker support) are predictors of FWC; while family role stressors (family stressors, role conflict, role ambiguity, role overload), family involvement (family interest/centrality), family social support (family support, spousal support), and family characteristics (family climate) are predictors of WFC.

Meta-analysis used by Allen et al. (2013) clarify what is known about the relationship between flexible work arrangements and work–family conflict by deconstructing the flexibility construct. They found that the direction of work–family conflict (work interference with family vs. family interference with work) and the specific form of flexibility (flextime vs. flexplace; use vs. availability) make a difference in the effects found.

*Using data from two national surveys (N = 2,050), paper by Nomaguchi (2009) examines what accounts for the increase in the sense of work-family conflict among employed parents between 1977 and 1997. Decomposition analysis indicates that the increases in women's labor force participation, college education, time pressure in completing one's job, and the decline in free time were related to the increase. Fathers in dual-earner marriages experienced a particular increase in work-family conflict. With the same amount of time spent with children, parents felt greater work-family conflict in 1997 than in 1977. Although masked by the overall increase, some trends, such as the increases in intrinsic job rewards, time with children, and egalitarian gender attitudes, contributed to a decline in work-family conflict.*

A study of n = 201 knowledge workers by Wolfram and Gratton (2014) examines positive and negative spillover between work and home and its interrelation with life satisfaction. Additionally, it accounts for the direct effect of role importance on life satisfaction and its moderating effect on the interrelation between spillover and life satisfaction. Central to role importance is the degree of attachment that an individual places on family role and career role. Positive spillover from home is interrelated with higher life satisfaction, whereas negative spillover from work is related to lower life

satisfaction. Family role importance and career role importance are associated with higher life satisfaction. For respondents with higher family role importance, there is a stronger interrelation between negative spillover from home and lower life satisfaction.

The way in which organisational commitment influences the relationship between work–family conflict and job satisfaction is a question that has produced contradictory results. Buonocore and Russo (2013) address this issue by developing and testing a model that integrates role conflict theory and major research on organisational commitment, to elucidate the consequences that time-, strain- and behaviour-based conflict have on job satisfaction. The research is based on data collected among Italian nurses, and the results show that time- and strain-based conflict are negatively related to job satisfaction. In addition, affective commitment moderates the relationship between strain-based conflict and job satisfaction, whereas normative commitment moderates the relationship between time-based conflict and job satisfaction.

Previous research on the relationship between work hours and health has produced inconclusive findings, which may be related to the use of predominantly male samples. Paper by Fein and Skinner (2015) examines the relationship between work hours and health in a national Australian sample (Australian Work + Life Index) of men and women. Study examine total work hours across major occupational groups and find differences in health outcomes related to gender. In addition, findings provide important insights into the pathway through which work hours impact health. Specifically, offer compelling evidence that work–life conflict functions as a pathway through which total work hours impact health outcomes. The results of this study suggested that human resource management practitioners pay further attention to interventions that enable workers to more successfully manage the energy exchange between work and non-work domains.

Albertsen et al. (2010) aims to investigate (1) whether antecedents of work-to-family conflict identified in previous research have similar effects among knowledge workers, whether work environmental factors, particularly relevant for boundaryless work and not explored previously, affect work-to-family conflict in this group, and (2)

whether the workplace culture (family friendliness and demands on availability) has a main effect on work-to-family conflict and moderates the effects of the work environmental factors. A sample of 396 Danish knowledge workers selected from a national, representative cohort study was followed up after 12 months. Data were analysed with a multiple GLM procedure with and without adjustment for baseline values. The results identified adjustment behavior toward deadlines as an important precursor for the development of conflicts. Further, a family-friendly workplace culture protected against conflicts and moderated the effect of influence at work. Well-known antecedents, such as quantitative demands and number of work hours, were further confirmed as relevant also in this specific context. It is concluded that a workload of a suitable size, sustainable behavior related to deadlines, and a family-friendly workplace culture could potentially improve the likelihood that employees feel confident that they perform successfully both at work and at home.

Gatrell et al. (2013) review investigates the problems of definition and inequity with which the literature on parenthood and work–life balance is beset. It analyses research trajectories first within the established disciplines of organisational psychology and the sociologies of work and family practices, and then within the newer field of management studies. Gender, class and difference are singled out as troubling themes, especially in relation to fathers and impoverished parents. A tendency towards mono-disciplinarity was observed within organisational psychology and sociologies of work and family practices. The review offers explanations for the historic but narrow definition within organisational psychology and sociologies of work and family practices of work–life balance as affecting mainly heterosexual dual-career parent couples. The authors show how this narrow definition has led to inequities within research. They further identify as limiting the definition of work–life balance to be always 'problematic', rather than enriching, among employed parents. Consequently, a three-factor framework is recommended, through which future studies may address the problems of definition and equity in work–life balance literature, including: a broader definition of work–life balance to include marginalized parents; the defining of parenting and employment as potentially life-enriching; and a commendation of the trans-disciplinary approach within management studies as poised to move debate forward.

Jeffrey et al.(2004) tests a cross-cultural model of the work-family interface. Using multigroup structural equation modeling with IBM survey responses from 48 countries (*N*= 25,380), results show that the same work-family interface model that fits the data globally also fits the data in a four-group model composed of culturally related groups of countries, as well as a two-group gender model. This supports a transportable rather than a culturally specific or gender-specific work-family interface model: notably, job flexibility related to reduced work-family conflict, reduced family-work conflict, and enhanced work-family fit. Work-family fit related to increased job satisfaction. Findings suggest that investment by multinational companies in job flexibility initiatives may represent a dual-agenda way to benefit men, women, and businesses in diverse cultures.

Johansson and Öun (2015) tested the argument that self-employment may be a strategy for dealing with competing demands of work and family. They do this by comparing work–family conflict experienced by self-employed and employed men and women. By examining to what extent the self-employed versus regularly employed value time for themselves and their family — i.e., whether they are driven by family/lifestyle motives in their working life — they examine whether self-employment can help reduce work–family conflict among those guided by family/lifestyle motives. Using data from a 2011 Swedish survey of 2483 self-employed and 2642 regularly employed, the analyses indicate that experiences of work–family conflict differ between self-employed and employees. Self-employed men and women, especially those with employees, generally experience more work–family conflict than do employees. However, self-employment can sometimes be a strategy for dealing with competing demands of work and family life. The presence of family/lifestyle motives generally decreases the probability of experiencing work–family conflict, particularly among self-employed women with employees.

Buelens and Broeck *(2007) examine the differences in work motivation between the public and private sectors. Data from a survey of 3,314 private sector and 409 public sector employees in Belgium strongly confirm previous research showing that public sector employees are less extrinsically motivated. Differences in hierarchical level are more important determinants of work motivation than sectoral differences. In addition, most observed differences can be wholly or partially explained by*

*differences in job content, not by the sector itself. Evidence was presented to show that motivational differences can be explained by a positive choice of work–life balance.*

Casper et al.(2011) examines a variety of relationships pertaining to work–family conflict among a sample of Brazilian professionals, in order to shed light on work–family issues in this cultural context. Drawing from the cultural values of Brazil and social identity theory, study examined the relationships of two directions of work–family conflict (work interference with family and family interference with work), perceived supervisor support, and sex with affective and continuance organisational commitment. Work interference with family was related to higher continuance commitment and perceived supervisor support was related to higher affective commitment. An interaction between family interference with work and perceived supervisor support predicting continuance commitment revealed a reverse buffering effect such that the relationship was stronger under conditions of high support.

## 2.3 Work Life discourse

Developments in the work/life discourse have increasingly paid attention to workplace practices, structures and cultures (Rapoport,2002) and to consideration of an "expansionist/enrichment" perspective with a focus on concepts of reciprocity and facilitation (Barnett & Hyde, 2001; Greenhaus, 2006; Grzywacz, 2002). Barnett (2001) explores an expansionist model in which multiple roles are seen to be beneficial for men and women, in that performance in one role can facilitate performance in other roles. On this, Voydanoff & Donnelly (1999) suggests that there is an upper limit of roles beyond which overload or conflict may occur, but that importantly, it is the quality of the role that has significance in terms of stress and work/life balance. Barnett (2001) also questions some views on gender and contends that opportunity structures at work shape work behaviours and that role quality is associated with stress, which did not differ by gender.

Other related areas of research that have paid attention to expansion and enrichment dimensions have indicated that the number and range of work and non-work roles can

enhance feelings of well-being in both work and non-work domains (Bailyn, 1993; Friedman, 2000; Rothbard, 1999). They also argue that contextual factors, such as emotional support (Epstein, 1987, 2000), work challenge, life/career priorities and gender equity (Rapoport, 2002), can play a positive role in supporting work/life balance. Related to this dimension of research is the literature on the effects of individual agency. This recognises that individuals, particularly those in managerial and professional roles, have an opportunity to exercise some control, discretion or capacity for negotiation in relation to work and non-work activities (Poelmans, 2005).

## a. Alternate Family Structure

The body of work on alternative family structures explores work life literature that supports the shift from the traditional, single income, father-as-breadwinner family structure to more diverse lifestyles. This section presents manuscripts that focus on work life balance for single-parent and dual-earner families. There is also research that examines the experiences of men involved in caretaking roles.

Bergen et al. (2007) interpreted expectations communicated to commuter wives by members of their social networks. They argue that commuter wives are expected to perform traditional —women's work,‖ such as unpaid family labor and relational maintenance, despite the unconventionality of their marital relationships. They struggle to reconcile their family and professional obligations. Their lack of success in conforming to traditional gender norms results in feelings of guilt.

Cox and Presser (2000) investigated factors that determine nonstandard employment schedules (i.e., evening and weekend or part-time work) among mothers based on marital status. Findings suggest that the care of young children plays a critical role in married mothers' decision to work nonstandard hours. This is in contrast to never married mothers who organize their schedules around employment demands. The need for a reliable source of income impacts single mothers' work schedules. The authors conclude that the lack of reasonable child care assistance forces single mothers to forego work altogether. Welfare is the likely resort for these families.

Crawford (2006) investigated the impact of the Personal Responsibility and Work Opportunity Reconciliation Act (PRWORA), which mandates increased state spending on child care support to welfare recipients, on the employment of single mothers. Using data from the National Survey of America's Family (NSAF), the author concludes that child care subsidies enable single mothers' ability to work. Findings suggest an increase in employment among this population when child care subsidies are available. Single mothers are also more likely to work full-time when state supported child care assistance is available.

Grady, G., & McCarthy (2008) explored the role experiences of mid-career working mothers focusing specifically on how they integrate work and parenting responsibilities. Using the construct of meaningful work as a tool of analysis, findings suggest that mid-career mothers perceive family roles as their priority but they are also deeply motivated and intellectually stimulated by their work roles. The combination of work and family roles creates a greater sense of meaning.

Hill et al. (2006) evaluated three different types of work arrangements (i.e., single-earner, full-time dual-earners, and 60-hour dual earners) to determine outcomes associated with organisational commitment, job flexibility and work-family fit. Findings suggest that 60-hour professional couples where one partner works full-time and the other is employed part-time, experience more flexibility, decreased work-family conflict, and greater family satisfaction.

Kiecolt (2003) suggested that women experience greater satisfaction and meaning in family roles than in their work lives. This finding contradicts an earlier claim that suggested women viewed their jobs as a haven and in turn worked longer hours to avoid the demands of their familial responsibilities. The author found no evidence of women being more invested in work than family. Moreover, there was no correlation between longer working hours and greater satisfaction at work.

Lesnard (2008) explored the impact of off-scheduling (i.e., when the work schedules of dual earners is desynchronized) on familial relations. The author developed three typologies of the family workday: (a) partner time, (b) parent-child time, and (c) family time. Findings suggest that off-scheduling impacts families most often during the evening hours, decreasing partner and parent-child interaction. Father-child interaction increases when the end of the father's workday coincides with the close of the school day. Mother-child interaction is not correlated with the time of day. Off-scheduling perpetuates gender roles in that women assume the traditional household maintenance and caregiver roles, while fathers engage in recreational activities. Off-scheduling appears to be associated with occupation, status within the organisation, and employment sector.

Lleras (2008) used data from the National Longitudinal Survey of Youth to examine the relationship between employment status, work conditions, and the home environment of single-mother families. Findings suggest that quality of the home environment is not contingent on whether or not the mother is employed. Women who work low-wage jobs, part-time schedules, or evening shifts are more likely to have poorer home environments where there is inadequate support of the emotional, cognitive, and physical needs of preschool-age children.

McLoyd,Toyokaw and Kaplan (2008) used data from the Family and Community Health Study to examine the impact of African American mothers' work demands on the behaviors of their 10-to-12-year old offspring. Findings suggest no relationship between mothers' workload and children's behavior in two-parent families. Authors did however find a positive relationship between work demands and work-family conflict in single parent households. Children were more likely to demonstrate externalizing behaviors such as oppositional defiant and attention-deficit hyperactivity disorders as a result of increased work demands, maternal depressive symptoms, and decreased parent-child interaction.

Perrone et al. (2009) explored the shift from traditional to nontraditional gender roles in the context of career, marriage, and parenting. They offer strategies for

career counselors who assist clients in dealing with issues of work-family conflict. Perry et al. (2000) provided a review of work-family scholarship of the twentieth century. Four themes emerged: maternal employment and children's well-being, work socialization, work stress, and multiple roles. The authors also offer suggestions for future research and policy.

Peus and Traut-Mattausch (2008) presented a cross-cultural comparison of the impact of the legal system on work-family interface for women managers in the USA and Germany. Findings suggest that both American and German women managers experience great difficulty in balancing work and family. Time demands and family needs were attributed to the challenges. Negative stereotypes of women managers with children also negatively influence their ability to fulfill work life obligations. Authors argue that the existence of financial benefits, maternity protection, and rights for working parents does not necessarily advance women's work life efforts. On the contrary, they recognized negative consequences associated with laws designed to support families.

Poortman and Van der Lippe (2009) investigated partners' attitudes towards domestic work using data from the Dutch Time Competition Survey. Findings suggest a direct correlation between attitudes and contributions to household work. Women are more likely to demonstrate positive attitudes towards tasks such as cooking, cleaning, and child rearing than their male counterparts. Therefore, women contribute the greatest amount of time and energy to these tasks.

Rochlen et al. (2008) investigated the decision-making process of becoming a stay-at-home father (SAHFs), their support networks, how SAHFs discuss gender roles and masculinity, and the values and parenting style of SAHFs. Findings suggest that the decision to become an SAHF is motivated by numerous economical and pragmatic reasons. Regardless of mixed reactions from their broader social networks, SAHFs expressed a high degree of satisfaction in this role and a great sense of responsibility in their role as the primary caregiver. Romich (2007) examined how single mothers manage the roles of employed worker, caregiver to adolescents, and unpaid

domestic worker. Findings suggest that single mother's work life experiences are marked by significant difficulties. As such, care giving and household maintenance tasks are divided among mother and the child. Unsupervised children care for younger siblings and assist with household chores. The author concluded that the success of balancing work and family life for single mothers was facilitated by trust and mutual understanding between mother and child.

Vandeweyer, J., & Glorieux (2008) explored Belgium's system of flexible work arrangements focusing specifically on the use of career breaks by men. Findings suggest that men take career breaks for numerous reasons. Full-time career breakers are likely to engage in another professional activity or test out another career opportunity. Part-time career breakers use the reduction in workload for purposes of balancing work and professional obligations. The authors report that 80 percent of the additional time is used for household maintenance responsibilities and child rearing.

**b. Spillover/Crossover**

The second theme, spillover/crossover, is one of the larger bodies of work life literature. Spillover occurs when occurrences at work are exacerbated by the individual's personal life, or vice versa (Stebbins, 2001). Crossover involves the impact of work stress and strain on marital or partner relations. Broader definitions of crossover also involve the effects of work stress on relationships with people other than a partner or spouse. The literature in this area focuses on the experiences of workers engaged in multiple roles.

Allen and Armstrong (2006) investigated the relationship between physical health and both directions of work-family conflict – work-to-family interference and family-to-work interference. Findings suggest that family-to-work interference is associated with decreased physical activity and increased consumption of fatty foods. Work-to-family interference is associated with decreased consumption of healthy foods. Both types of interferences impact the overall health of workers and may result in health disorders such as high blood pressure, high cholesterol, and diabetes.

Allis and O'Driscoll (2008) explored the domains of family life and personal benefit activities to determine if non work-to-work spillover facilitates or hinders the individual's psychological well-being and work-related outcomes. Findings suggest that high levels of psychological involvement in non work activities facilitate positive mental health and satisfaction. Therefore, non work-to-work spillover results in positive work-related outcomes. The authors did not find support for the hypothesis that the amount of time dedicated to family and personal activities hinders work-related responsibilities.

Bakker and Demerouti (2009) explored the impact of empathy (perspective taking and empathic concern) in the crossover process. Findings suggest that crossover of work engagement from female to male was most evident in husbands who adopted the psychological perspectives or point of view of their partners. Partners who communicate excitement about work are more likely to influence spouses' work performance. This study confirms that work performance can both negatively and positively intersect between dual-earner couples. Researchers did not find support for empathic concern in moderating the crossover process.

Barnett et al. (2008) examined the intersection between shift work variables (time of day worked and number of hours worked) and work-family conflict, psychological distress, and marital role quality among women who are both wives and mothers. Findings suggest that women who regularly work the evening-shift, regardless of the number of hours, are more likely to experience work-family conflict than their counterparts who work the day-shift. Evening-shift work had no significant impact on psychological distress, or marital-role quality.

Barnett and Hyde (2001) explored the work life literature and offer a contemporary theory on gender, work, and family that deviates from classical theories that focus on the disadvantages of women's involvement in multiple roles. Their expansionist theory consists of four constructs. First, engagement in work, family, and other life roles is advantageous for both men and women. Second, multiple role involvement

is beneficial, resulting in positive effects such as buffering, social support, added income, and opportunities to experience success. Third, multiple role involvement is beneficial as long as the number of roles is not excessive or time consuming. Fourth, the psychological differences between men and women are insignificant therefore they should not be forced into highly differentiated gender roles.

Beutell and Wittig-Berman (2008) used data from the National Study of the Changing Workforce to assess work-family conflict and synergy among workers of three generations: generation X, baby boomer, and matures. Findings suggest similarities across generations. For example, the strongest indicators of work-family conflict for all generations are mental health and job pressure. Moreover, supervisor family support and learning opportunities on the job were the strongest indicators of work-family synergy. Disparities were noted with respect to satisfaction with work and life. For example, matures were most satisfied overall. While boomers were more satisfied with work and life than Gen Xers, the latter are more likely to report satisfaction in marriage.

Boyar et al. (2008) contended that the constructs of family demand and work demand are ambiguous and undefined in the work life literature. Authors offer a definition and determinants of the constructs and then use measures of the two to examine their impact on work-to-family interferences and family-to-work interferences. Findings suggest that family and work demands significantly influence work and family domains. The degree to which the demands conflicted was based on the centrality of the individual's work and family values.

Bruck, Allen, and Spector (2002) investigated the relationship between work-family conflict and job satisfaction. Findings suggest that work-to-family conflict (i.e. time based, strain-based, and behavior-based) positively correlates to both composite job satisfaction which refers to facets of the job such as supervision, coworkers, pay and nature of the work, and global satisfaction which refers to the respondents affective reaction to the job. Global job satisfaction was the stronger of the two predictors of work-family conflict.

Crouter et al. (2001) explored the impact of men's overwork and role overload on the quality of marital and father-adolescent relationships. Findings suggest that overwork hinders marital interaction but it does not affect spouses perception of the quality of the marriage. On the other hand, role overload negatively impacts spouses perception of marital quality. Overwork and role overload negatively impacted the father-adolescent relationship regardless of the child's age.

Frone (2003) offered an overview of the work-family interface literature, defines what is meant by the notion of work-family balance, and offers early and contemporary frameworks of work-family balance. He also discusses the causes and consequences associated with work-family balance, and suggest potential strategies to mitigate the tensions that occur between work and personal life.

Gareis, Barnett and Brennan (2003) determined whether the work schedule of dual-earner couples, where wives work reduced hours and husbands assume full-time careers, meets the needs of the individual (self/self schedule fit) and her or his family (partner/family schedule fit). Findings suggest that self/self schedule fit was a high predictor of job-role quality for men and women. Also, partner/family schedule fit was a high predictor of marital quality for both spouses. Crossover effects were evident.

Kinman and Jones (2008) examined work-family conflict using the effort-reward imbalance model of job stress which assumes that strain comes about as a result of increased workload and worker's perception of an imbalance between work performed and rewards received. Findings suggest that perceptions of organisational support, work-life separation/integration, and schedule flexibility were strong predictors of work-life conflict. Participants who perceived commitment to the job as disproportionate to reward expectancies such as promotion or salary increases were most likely to reflect poorer work-life balance.

Mayrhofer et al. (2008) investigated family involvement and career success (objective and subjective) in the context of work centrality and gender. Findings suggest a negative correlation between family responsibilities and career success for early-career business professionals. Results also suggest a gendered correlation between family and career success.

Milkie, M. A., & Peltola (1999) explored women's and men's perceptions and success of work-family balance. Using data from the 1996 General Social Survey, findings suggest comparable levels of success in balancing multiple roles among both women and men. Gender differences were noted with respect to work-family tradeoffs. For example, women were more likely to take off of work to care for a child than men. Men were also more likely to equate work-family imbalance to longer working hours whereas, this did not reflect women's sense of balance success

Nikandrou et al. (2008) investigated the relationship between individual and organisational variables and work-family conflict and career outcomes for women managers. Findings suggest that characteristics such as self esteem, multiple role involvement, organisational culture, and career encouragement mediate work-family conflict. Work-family conflict did not predict career outcomes.

Roberts, N. A., & Levenson (2001) explored the correlation between job stress and exhaustion on the marital interactions of male police officers and their wives. Findings suggest that job stress produces far more negative marital consequences than physical exhaustion. Authors report that stress negatively impacts marital relations and crosses over into the emotional lives of married couples. Husbands are more likely to demonstrate negative emotion when job stress is heightened while women exhibit none. These types of marital interaction reportedly result in marital instability and dissolution.

Sandberg and Cornfield (2000) examined reasons why women and men return to work after family or medical leave using data generated by the Commission on Family and Medical Leave. Findings suggest that women are more likely to terminate

leave due to career or work pressures while men terminate leave because of their own and/or societal expectations.

Streich et al. (2008) explored the level of agreement about work-family conflict among dual-earners. Findings suggest that couples were more likely to agree than differ on the degree to which the individual and his or her partner experiences work-family conflict. Partners agreed most often on the wives' level of work-family conflict than the husband's. Authors maintain that this may speak to women being more communicative of the work life challenges they face than their male counterparts.

Sturges, J., & Guest (2004) explored the work/life balance experiences of early-career workers. Findings suggest that recent graduates are willing and prepared to work long hours because they perceive this behavior demonstrates the organisational commitment necessary for career advancement. The authors conclude that early-career workers desire a synergy between work and their personal lives but they are likely to experience work/life imbalance.

Thiagarajan (2007) investigated the impact of work-family role conflict and work-family role ambiguity on role strain (i.e., psychological and physical health) among single parents. Findings suggest that role ambiguity caused the greatest source of stress among the population sampled. Voydanoff and Donnelly (1999) examined data from the 1992-1994 National Survey of Families and Households to determine perceptions of unfairness to self and spouse in the context of household chores, child care, and paid work and its impact on psychological distress and marital quality. Findings suggest that there is a positive correlation between perceptions of unfairness to self and psychological distress and marital dissatisfaction. A relationship between perceptions of unfairness to spouse and outcomes was unsubstantiated.

**c. Dependent Care**

The dependent care theme involves research focused on those who —care. This is not just limited to individuals who care for dependent children. There are a growing number of workers who act as caregivers for aging or ailing parents. There is also literature on the —sandwich generation‖ that examines the lives of individuals who care for both dependent children and elderly parents. Literature in this area deals with childcare/eldercare options and strategies as well as challenges faced by those who care.

Boushey (2008) investigated the —opting out‖ phenomenon to determine why the rate of employment among highly educated mothers has declined in recent years. Using data from the Current Population Survey's Annual Social and Economic Survey, the researcher concludes that women's departure from the workforce has less to do with the —child effect‖ and more to do with the instability of the labor market. Findings suggest that this trend has impacted women in general, not necessarily just those with small children.

Chesley and Moen (2006) focused on the positive and negative consequences of caring for aging parents on the well-being of dual-earner couples. They also examine the use of employer-provided benefits and their impact on working partners. Researchers argue that adult care giving is gendered in that women are more likely to be the primary care provider for their own parents and their in-laws. Results suggest that psychological and physical well-being declines among women while it increases among men who care for aging parents. No evidence was found to support the assumption that use of employer-provided benefits improves caregiver well-being.

Chesley and Poppie (2009) examined data from the National Survey of Midlife Development in the United States (MIDUS) to determine differences between gender and the level and types of elder care support (e.g., financial, emotional, and unpaid task assistance) that American workers provide to aging parents and in-laws. Findings suggest that women are more likely to invest a significant amount of time in the emotional support of aging parents and in-laws. Gender differences are not

evident with respect to unpaid task assistance and financial support. Disparities among single-earner and dual-earner household are also prevalent among elder care providers. Dual-earners provide lower levels of financial assistance to parents and in-laws than their single-earner counterparts.

Craig and Sawkrikar (2008) determined whether satisfaction with work-family balance for parents of younger children differs from parents of teenagers. Findings suggest that work-family balance difficulties do not significantly decrease as young children transition to teenagers. The needs of parents with younger children differed from those with teenagers but work-family balance issues did not decrease as children grew older. Researchers concluded that the lack of formal childcare provisions impacted both parent groups. In fact, a significant number of parents of teenagers do not work or work part-time to ensure supervision of older children during after school hours.

Cullen (2009) generated three typological profiles among a sample of dual earners who simultaneously care for young children and elderly parents or in-laws. Using data from a larger research study, three patterns emerged: (a) couples with high parent care demands where the wife served as the primary caregiver, (b) couples with high child care demands where two or more children were present, and (c) couples with high work demands where both couples were engaged in long working hours. Respondents were more likely to demonstrate work-family conflicts than family-work conflicts. Individual and cluster differences were noted with respect to the conflict that occurs between work and family.

Drago et al. (2006) examined bias avoidance behaviors (i.e., strategies to avoid career consequences associated with involvement in caregiving responsibilities) among faculty involved in 507 U.S. colleges and universities. Findings suggest that two types of bias avoidance behaviors exist in the academy: productive, which increases work performance and unproductive, which minimizes efficiency. Productive behaviors included staying single, having fewer children, or delaying the birth of a second child until after tenure. This is in contrast to unproductive

behaviors such as not asking for parental leave, not requesting to stop the tenure clock, or coming back to work soon after a child is born. Bias avoidance behaviors were also found to be gendered. Women are more likely to conform to ideal worker norms. Researchers also concluded that supervisor support can mediate bias avoidance behaviors.

Hammer and Neal (2008) examined the prevalence of multigenerational care giving which involves the simultaneous support of children and aging parents and outcomes associated with this phenomenon. Findings suggest that dual-earners deviate from traditional gender role responsibilities with respect to elder care. Significant levels of involvement were found among both women and men in the care of parents and in-laws. Women however remained the primary caregiver of children.

Prentice (2009) offered a critical analysis of the consequences associated with the economization of childcare, the idea that childcare social spending secures long-term financial viability. Findings suggest benefits of economic reframing such as policy discourse and the extension of childcare services (i.e., prekindergarten programs). The author also maintains that the business approach hampers social and gender equality.

Szinovacz, M., & Davey (2008) investigated how spouses distribute family work responsibilities when caring for an aging parents or in-laws. Findings suggest some degree of shared care for elder relatives but husband involvement was largely contingent on cultural mandates such as kinship (i.e., male caring for his own parent and cross- gender (i.e., caring for mothers more than fathers) obligations. The researchers concluded that elder care is a complex responsibility that involves support from spouses, children, and siblings.

**d. Role conflict**

Based on the work of Kahn et al. (1964), the following definition of work-family conflict is offered: a form of inter role conflict in which the role pressures from the

work and family domains are mutually incompatible in some respect. That is, participation in the work (family) role is made more difficult by virtue of participation in the family (work) role. An examination of the literature suggests three major forms of work-family conflict: (a) time-based conflict, (b) strain-based conflict, and (c) behavior-based conflict.

**e. Work life within Human Resources**

The last theme, work life within human resources, deals with organisational responses to work life matters. Literature in this section focuses on the ongoing debate over whether work life balance is a public or private responsibility. There is also research that deals with policy initiatives and programs undertaken by businesses and corporations.

Caligiuri and Givelekian (2008) discussed factors that should influence organisational leaders' decisions to implement work-life programming. Findings suggest that work life policies and benefits are essential to maintaining an edge over competitors. They conclude that a comprehensive offering of policies and programs is economically advantageous and necessary to retaining highly qualified staff.

Casey and Grzywacz (2008) explored the health and wellness outcomes of flexible work-arrangements using longitudinal data from employees affiliated with a multinational pharmaceutical company. Findings suggest that perceptions of work flexibility decreases work absences due to sickness and work-related impairment (i.e., how health issues impacted work) and increases job commitment.

Connelly, Degraff and Willis (2004) offered a model for assessing the value of employer-sponsored child care (ESCC). Findings suggest significant value for parents and all employees of firms that offered on-site child care centers. Pricing of service was a determinant of whether employees would continue use of services. Researchers concluded that employers that offer on-site assistance are more competitive than those that do not. Moreover, newly hired employees placed

greater significance on the availability of this service, regardless of whether or not they had children.

Facer and Wadsworth (2008) explored job satisfaction and work-family conflict among traditional workweek (five 8-hour days) and compressed workweek (four 10-hour days) participants. Findings suggests a correlation between 4/10 workweek scheduling and increased work productivity. 4/10 workers also reported lower levels of work-family conflict than their traditional workweek counterparts. There were no significant correlations with respect to job satisfaction.

Frone (2003) offered an overview of the work-family interface literature, defines what is meant by the notion of work-family balance, and offers early and contemporary frameworks of work-family balance. He also discusses the causes and consequences associated with work-family balance, and suggests potential strategies to mitigate the tensions that occur between work and personal life.

Gault and Lovell (2006) argued the need for expanding and improving work/life policies at the local, state, and federal levels; offer examples of successful policy approaches; and provide cost/benefit assessments of work life policies such as paid sick leave, paid family and medical leave, and publicly provided prekindergarten programs. The authors suggest that increased public discourse and broad-reaching support is necessary to strengthen work/life integration efforts

Golden (2009) investigated the prevalence of flexible work arrangements using data from the Current Population Survey Supplement on Work Schedules and Work at Home. Findings suggest that access to flexible scheduling is contingent on individual and job characteristics. Educated workers have more flexibility in scheduling than lesser educated workers. Sales representatives, managers/executives, and workers involved in select specialty professions are more likely to have discretion in choosing when to start and end working time. The author concluded that flexible work arrangements are likely to be facilitated through informal structures instead of formal policy mechanisms.

Hammer et al. (2009) offered a conceptual model of family supportive supervisor behaviors (FSSB) using data from a survey of classified university staff. The multidimensional framework is inclusive of four constructs: (a) emotional support, (b) instrumental support, (c) role modeling behavior, and (4) creative work-family management. The authors found significant correlations between FSSB and work-family positive spillover, work-family conflict, turnover intentions, and job satisfaction.

Hayman (2009) investigated perceived usability and employee outcomes. Findings suggest a positive correlation between comfort in the use of formal flexible work arrangements and work/life balance. Flexi time scheduling yielded higher levels of work/life balance. No significant differences were found with respect to work/life balance and perceived usability of job sharing and flexi place practices.

Jacob et al. (2008) investigated the impact of six factors of workplace effectiveness (autonomy, learning opportunities, supervisor support, coworker team support, involvement in management decision making, workplace flexibility) on four employee and job outcomes (mental health, job satisfaction, employee retention, job engagement). Findings suggest a positive relationship between workplace effectiveness variables and job satisfaction, employee retention, and job engagement. A positive but more modest relationship was found between workplace effectiveness and mental health.

Koerin et al. (2008) discussed the challenges associated with eldercare and speak to implications associated with lack of support via public policies and other programmatic resources for workers who care for aging relatives. They offer solutions for employers to consider in helping to mitigate the difficulties faced. Kossek and Lee (2008) offered a case study approach for the implementation of a reduced-load work program using data collected from 17 major United States and Canadian employers. Findings suggest that success of the program is contingent on three major factors: (a) the program must target high-talent workers, (b) it must be

monitored and redesigned over time, and (c) coordination, communication, and challenge management are inherent to the implementation process.

Major et al. (2008) investigated the impact of telework on job performance, retention, and dependent care responsibilities. Findings suggest a positive correlation between working from home and intention to stay with an organisation and job performance. Researchers conclude that telework facilitates employees' ability to respond to dependent care needs but formal policies are either nonexistent or existing policies are not applied evenly across departments. Muna and Mansour (2009) offered strategies for organisational leaders on how to balance work with professional life. They maintain that changes in personal values and priorities and shifts in the work structure and environment are essential to effectively bring about a sense of balance.

Pedersen et al.(2009) explored the relationship between positive family-to-work spillover, workplace environment, family-friendly policies, and perceptions of role quality among dual-earners with children. Findings suggest a significant correlation between role quality and positive family-to-work spillover. Women's workplace environment and flexibility in scheduling was linked to positive family-to-work spillover. Authors concluded that workplace culture plays a critical role in dual-earners ability to meet work and family needs.

Poelmans and Beham (2008) offered a four-step process for consideration when implementing a work-life program: (a) adoption decision, (b) design decision, (c) implementation decision, and (d) allowance decision. This manuscript focuses on two of those steps: adoption decision which refers to if and when a program should be implemented and the economic, social, technological, and legal implications associated with doing so and (b) design decision which refers to the makeup of the program and what types of policies will be most beneficial to meet the unique needs of the organisation.

Secret (2005) explored similarities and differences between businesses that support parenting in the workplace (PIW) and those that do not. Parenting in the workplace refers to an arrangement that allows workers to care for children while on the job. Findings suggest that PIW practices are less intrusive and less problematic than anticipated. The author concluded that parenting in the workplace poses no disadvantages to business outcome. When compared to non-PIW businesses, PIW workplaces were regarded as having a higher regard for innovation, less recruitment and hiring difficulties, and more positive collegial interactions

Shoptaugh, Phelps and Vision (2004) investigated the experiences of workers involved in eldercare responsibilities. Findings suggest that workers are more likely to provide home/family care than to outsource the care of aging relatives. Employers report less satisfaction with the home/family care arrangement because it is time consuming and causes substantial interruptions at work. There was a positive correlation between eldercare and intent to depart the organisation. The authors concluded the need for more attention to the eldercare needs of workers through employer-sponsored eldercare programs. Thompson (2008) discussed potential barriers to the implementation and usage of work life policies. She suggests that poorly designed programs and cultural dynamics such as lack of senior level support play a powerful role in the success and longevity of work-life programs.

**Table 2.1: Important Review**

| **Author Sample** | Sample | **Type of Conflict** |
|---|---|---|
| Beutell & Greenhaus (1980, 1982, 1983) | Married female college students | Home-non home |
| Bohen & Viveros-Long (1981) | Employees of two federal agencies | Job-family role strain |
| Burke, Weir, & Duwors (1979, 1980a, 1980b) | Male Canadian administrators and/or wives | Impact of husband's job on home/family (assessed by wife) |
| Cartwright (1978) | Female physicians | Work-family role harmony |

| | | |
|---|---|---|
| Greenhaus & Kopelman (1981) | Male alumni of technological college | Work-family |
| Gross, Mason, & McEachern (1958) | Male school superintendents | Time allocation of after-office hours |
| Gordon & H-fall (1974); Hall (1972, 1975); Hall & Gordon (1973) | Female college graduates | Home-nonhome |
| Herman & Gyllstrom (1977) | University employees | Work-home maintenance, Work-family conflict, Work-family tension |
| Holahan & Gilbert (1979a) | Dual-career couples | Professional-spouse, Professional-parent |
| Holalhan & Gilbert (1979b) | Employed married women | Professional-spouse, Professional-parent |
| Jones & Butler (1980) | Married male U.S. sailors | Family/work role incompatibility |
| Keith & Schafer (1980) | Dual-career couples | Work-family role strain |
| Kopelman, Greenihaus, & Connolly (1983) | Male alumni of technological college, Employed college students | Interrole conflict |
| Locksley (1980) | Males and females from national survey data base | Work-marriage interference |
| Pleck et al, (1980) | Employees from 1977 Quality of employment survey | Work-family conflict, excessive work time schedule conflicts fatigue/irritability |
| Werbel (1978) | Employees (96% male) of 9 companies | Interrole conflict between work and family |
| Willmott (1971) | Male employees of two companies in Great Britain | Work-family/home, Preoccupation with work at home |

Note; Although all of the researchers used the term "work-family conflict" to describe their variables, the conflict types presented in this table consistent with our definition of work-family conflict/imbalance

## 2.4 Gender and Work Life Balance

Barnett and Hyde (2001) state that working women indicate to be more satisfied with life than those who are not employed. Additionally, working women, who are married and have children, appear to be the ones with the highest level of overall life satisfaction. However, Barnett and Hyde (2001, p. 781) equally point out that people get married later in their lives and on the other hand, "life expectancy and family size is decreasing". Women are spending less time at home with their children and more time at work.

Traditional theories of work and family life:

- Functionalist theories: Parsons (1949) believes that traditional roles of men and women are complementary and thus ideal. He states that both, men and women should take advantage of their naturally given skills in order to achieve a good quality of life. The relationship between a mother and her children is biologically given and thus women should put main focus on childcare, whereas men's main occupation should be earning money and thus taking care of the material needs of the family. "The broad structural outlines of the American nuclear family, as we have delineated it, are not "fortuitous" in the sense of being bound to a particular highly specific social situation, but are of generic significance with respect to the structure and functions of the family in all societies" (Parsons and Bales, 1955).

- Psychoanalytic theories: Freud (1905) argues that especially the childhood is crucial in terms of personality development and future personality traits. According to Freud's theory, children learn from their parents and tend to take on their parents' personality features. Boys identify with fathers and girls with mothers in particular. "Young women often ask whether they can "have an identity" before they know whom they will marry and for whom they will make a home… Something in the young woman's identity must keep itself open for the

peculiarities of the man to be joined and that of the children to be brought up" (Erikson 1968, p. 283). Erikson (1968) considers that a young woman needs to marry in order to find her place in the world and form her personality.

Both theories are based on the spirit of their time and the socio-psychological background and the role of women in society (Barnett and Hyde, 2001). As a response to traditional theories, Barnett and Hyde (2001, p. 784) introduce a theory called "expansionist theory" which consists of four principles:

- Both, men and women can profit from taking several roles. Working women and men helping in the household is very useful in terms of "mental health, physical health, and relationship health.

- A variety of "multiple roles" means numerous advantages such as "buffering, added income, social support, opportunities to experience success, expanded frame of reference, increased self-complexity, similarity of experiences, and gender-role ideology".

- Multiple roles have a positive impact on men and women, particularly when the roles performed are perceived as "high quality" roles. The amount of roles, and thus the time spent with performing a particular role, is not important in this respect. However, "multiple roles" can also lead to dissatisfaction especially in case of "low-wage work, workplace discrimination, and sexual harassment".

- From a psychological point of view, there are hardly any differences between men and women. Thus, neither men nor women are forced into a certain scheme and are free to take over any role they prefer.

- Barnett and Hyde (2001, p. 785) equally formed their theory of "multiple roles" according to the social context, "historical period" and thus "current norms and roles". They point out that the concept of numerous roles taken by both, men and women, does not necessarily have to be more accurate than traditional theories of family life and work, but it is likely to better reflect the ideology of today's developed world.

- Even though, women are historically expected to be less happy than men, especially because of the fact that they have a smaller decision power and less autonomy in general, several studies have proved that there are hardly any variances between the sexes concerning happiness and well-being (Herzog,Rodgersa and Woodworth, 1982).

Role scarcity (Goode, 1960), work/life conflict and negative spill-over (Greenhaus, 2002) lines of work/life research have focused on the negative outcomes associated with employees' attempts to manage dual roles. However, an emerging focus in the literature has been to examine the integrative or facilitative effects of managing multiple roles (Barnett, 2001; Wayne, Grzywacz, Carlson,.& Kacmar, 2004) to establish how participation in multiple roles can actually expand, rather than diminish, resources and lead to increases in well-being and positive spill-over. Greenhaus (2000) and Barnett (2001) both discuss the benefits and buffering effect of multiple roles and provide evidence that holding multiple roles improves mental, physical and relationship health and self-efficacy (Wayne, 2004) in workers. Research involving managerial women (Ruderman, Ohlott, Panzer,& King, 2002) also shows that the roles women play in their personal lives provide psychological benefits, emotional advice and support, practice at multi-tasking, opportunities to enrich interpersonal skills, and leadership practice that enhance effectiveness in the management role. Indeed, theoretical work by Lobel (1991) suggests that by exploring overlaps between work and family roles, management researchers can shift their focus from an emphasis on role conflict to an emphasis on how an individual fares in implementing her or his self-concept.

While there are few references of the process of balancing work and non-work roles in the literature, one is seen in Medved's (2004) study of women's taken-for-granted micro practices for balancing work and family life. This provides a glimpse of the practices and strategies that constitute work, and family balance, or alternatively conflict. Strategies such as routinising, improvising and restructuring are described. This examination shows the way in which the off-the-job strategies to some extent mirror the on-the-job strategies involved in effecting work/life balance. Off-the-job,

however, the reality is that women play a major role in providing day-to-day family care and management of domestic tasks, which impacts on physical, mental and temporal boundary control. The sharing of domestic roles in families and between couples is an issue for examination (Pocock, 2003) and points to the broad social issues of gender responsibilities as a work/life balance issue.

Gender differences in work and family experiences have been a consistently important theme in work-family research (Lewis & Cooper, 1999) and in the principalship literature (Blackmore, 1996). As discussed earlier, many scholars have hypothesized that women experience more work-family conflict than men because of their typically greater home responsibilities and their allocation of more importance (salience) to family roles (Greenhaus,1985). Discussion of leadership as "greedy work" (Gronn, 2003a), the school as a "greedy institution" and a gendered institution (Blackmore, 1996) and the family as another "greedy institution" (Coser, 1974) supports the demand/ diminish theory perspective. It suggests gender equity or carer status distinctions, and portends a likely work/life collision (Pocock, 2003). Cinamon & Rich (2002), however, raises the possibility that researchers' emphasis on between-gender differences may mask important within-gender variation in work-life conflict and suggests that within-gender variation may be as critical as between gender differences in explaining work-life conflict.

Rapport (2002) offers another perspective on the gender and work/life balance relationship and suggests that gender equity (embracing both men and women) and establishing the link between current work practices and gendered assumptions about the organisation of work and work/life balance can be presented as a means of enhancing workplace performance and achieving positive personal and social outcomes. Barnett (2001) suggests that this change has actually commenced and contends that while the lives of women and men, the relationships that they establish, and their work have changed over the past decades, it is the dominant theories which have not. What is suggested is that these facts underlying the assumptions of multiple roles and gender have changed, therefore some of the gender, multiple role/task overload and care/manager tensions assumptions that are evident in much of the work/life and principalship literature should be questioned. Like Cinamon (2002), Barnett contends that individuals vary amongst themselves far more than genders do and suggests that it is the issue of power—not gender— that makes the difference.

Others suggest that the extent of the change may not be as great as Barnett (2001) suggests and that the findings around work/life balance, the principalship and gender, while mixed, do indicate gender differences.

However, the theory and research into the positive contribution of managing multiple roles (Greenhaus, 2000, Wayne, 2004, Ruderman, 2002, Barnett, 2001, and Cinamon, 2002) provides an expansionist perspective on the gender and work/life balance field. Still another perspective in this discussion is offered by Singh (2002), who argues that there are a number of stakeholders in the work/life balance issue, and that employers need to factor in the role of partners (and their employment situation) in the debate.

Many contemporary studies of work and home life either ignore gender or take it for granted (Gerson, 2004). One example is Clark's (2000) work– family border theory that aims to explain how people 'manage and negotiate the work and family spheres and the borders between them in order to attain balance' (p. 750). She compares the domains of work and family to different countries with contrasting cultures, and describes people as border-crossers who move between these worlds. Borders are an appropriate metaphor for this process, given that they vary in permeability (the extent to which elements from other domains may enter: this includes psychological permeations such as worrying about work when at home, as well as physical permeations such as a partner or child entering one's home office) and flexibility (the extent to which borders may expand or contract: this may apply to the flexibility of hours or to the location in which work takes place). Borders may also operate more strongly in one direction than another. For example, some employees are expected to work extra hours at short notice, whatever the consequences for their domestic life, while others may have flexibility in their working hours but not in the time they must collect their children from school. This is a useful theory for conceptualizing work– life balance. However, it is largely gender-blind. One of the aims of this article is to start to integrate gender into Clark's work–family border theory.

Here, gender is conceptualized as a dynamic set of socially constructed relationships, rather than as a fixed and binary category. Following West and Zimmerman (1987), gender is best understood as a verb ('an ongoing activity embedded in everyday interaction' p. 130), rather than as a property of individuals, and is continually constructed over the life course. Conceptualizing gender in this way disrupts the

notion that masculine and feminine identities are the stable characteristics of individuals. Instead, gender identities are constantly renegotiated. Paechter (2003) integrates Butler's (1990) theories about the performative nature of gender with Wenger's (1998) ideas of communities of practice to try to discern which masculinities and femininities we perform, when we perform them and how this comes about. She suggests that: 'the learning of what it means to be male or female ... results in shared practices in pursuit of the common goal of sustaining particular localized masculine and feminine identities' (p. 71).

Research on work–life balance is complicated by the gendered structure of the labour market. In many countries, women work shorter hours and occupy lower status jobs than men. Quantitative studies have attempted to control for this difference by comparing men and women working in similar occupations. The results are mixed: some studies have found that women report more conflict between work and home life than men (Frankenhaeuser et al., 1989; Lundberg et al., 1994); others have found that men and women report similar levels of conflict (Eagle et al., 1997; Emslie et al., 2004a; Hughes and Galinsky, 1994; Swanson et al., 1998; Triplett et al., 1999; Winslow, 2005), while one study (Chandola et al., 2004) found different results for different countries. This evidence is hard to interpret and does not tell us anything about how men and women understand and negotiate the intersections between work and home life. In order to do this it is necessary to take a qualitative approach.

Relatively few qualitative studies have set out to compare how men and women perceive the intersection of work and home life. Backett's (1982) study of parental negotiation is unusual in sampling middle-class couples in the UK at a particular stage in the life course (early family formation), rather than employees across a range of ages. Her findings underline the importance of gender. Mothers who were not in paid employment found it difficult to reconcile the demands of domestic work and childcare, while fathers managed to leave domestic problems behind them physically and mentally as they travelled to work each day. Parents used coping mechanisms to help maintain a belief in the fairness of division of labour in the household, despite evidence that fathers remained peripheral to family life: for example, a belief that fathers were willing, and available, to help at home sustained most families.

McElwain et al. (2005) developed and tested an integrative model of the work-family interface. Their model was applied separately to male and female subsamples to assess mean gender differences and gender differences in the links between the variables. Analyses were based on existing questionnaire data from 320 participants who were full-time professional employees of Canadian organisations. Gender differences were found in the relationship between family demands and family interference with work, while the results for family interference with work and job satisfaction, and family satisfaction and life satisfaction were equivocal. These results generally provide support for previous research indicating that an asymmetry continues to exist between men and women in their work and family roles. The impact of gender and life-cycle stage on three components of work-family conflict was examined by Higgin and Duxbury (1994) using a sample of 3,616 respondents. Significant differences were found for gender and life cycle. For all components of work-family conflict, an interaction between gender and life-cycle was observed. For men, levels of work-family conflict were moderately lower in each successive life-cycle stage. For women, levels were similar in the two early life-cycle stages but were significantly lower in the later life-cycle stage.

Kinnunen and Mauno (1998) examine the prevalence, antecedents, and consequences of work-family conflict among employed women and men in Finland. The data were obtained by questionnaire from a sample of 501 employees working in four organisations. The results showed that work-family conflict was more prevalent than family-work conflict among both sexes, but that there were no gender differences in experiencing either work-family or family-work conflict. Family-work conflict was best explained by family domain variables (e.g., number of children living at home) for both sexes, and work-family conflict by work domain variables (e.g., full-time job, poor leadership relations) among the women, and by high education and high number of children living at home among the men. Family-work conflict had negative consequences on family well-being, and work-family conflict, in particular, on occupational well-being.

Many contemporary studies of 'work–life balance' either ignore gender or take it for granted. Emsile and Hunt (2009) conducted semi-structured interviews with men and women in mid-life (aged 50 to 52 years) in order to compare their experiences of

work–life balance. Data suggest that gender remains embedded in the ways that respondents negotiate home and work life. The women discussed their current problems juggling a variety of roles (despite having no young children at home), while men confined their discussion of such conflicts to the past, when their children were young. However, diversity among men (some of whom 'worked to live' while others 'lived to work') and women (some of whom constructed themselves in relation to their families, while others positioned themselves as 'independent women') was apparent, as were some commonalities between men and women (both men and women constructed themselves as 'pragmatic workers').

Organisational studies have also found gender differences. Loscocco's (1997) study of small business owners in the USA found that men saw the flexibility of their working hours as a symbol of the control they had through being their own boss, but tended to use it only occasionally, while women used flexibility as a key resource in trying to achieve a work–life balance. She concluded that women fulfill gender norms when they accommodate work to family life, while men fulfill them when they put their business first. Halford et al. (1997) also noted the gendered dimensions of home and work in their study of UK local government employees. They found a disjuncture between the emphasis employees placed on a shared commitment to work and home life in partnerships, and their descriptions of daily life in which women continued to bear the brunt of domestic work. This made the separation of home and work life particularly difficult for women. Similarly, Connell's (2005) study of public sector workers in Australia found that women were accountable both for running the household and for managing the relationship between the home and the workplace. Connell suggested that work–life problems for men and women may be quite different: Dropping dead from career-driven stress, or shriveling emotionally from never seeing one's children, is a different issue from exhaustion because of the double shift, or not getting promotion because of career interruptions. (Connell, 2005, p. 378)

In contrast, Hochschild (1997) found in her well-known study of an American corporation that there were increasing similarities in the way in which men and women regarded work and home life. She suggested that, in the past, the home was seen as a haven from which (male) workers could escape from the unpleasant world of paid work to relax and be appreciated. Now, both men and women regard home as

an additional place of work, while the workplace is often seen as a haven (indicated by her subtitle 'when work becomes home and home becomes work').

Our study aims to make a contribution to the field by taking gender as a central theme. Gerson (2004) argues that we should understand work and family through a gender lens. Rather than assuming homogeneity within gender groups and gender differences between them, she suggests we should analyse diversity among women and among men, and look for convergences (rather than assuming divergences) between men and women. Therefore, in this qualitative study compare the experiences of work–life balance among men and women. Study also explored whether different gendered practices (that is, different ways of doing work–life balance) were linked to different gender identities, and thus to diversity among men and women.

*Previous research on gender differences in work-to-family conflict, and the latter's linkages with workload and health, has largely ignored the influence of private life context. Here, it is hypothesized that gender differences vary across private life contexts. Study by Van et al. (2012) perform a multiple-group analysis (SEM) is performed on a representative sample (N = 8,593) of the working population in Flanders (Belgium) to examine gender differences in six family configurations, based on having (or not) a partner (working or not), and having children. Women were found to report higher levels of work-to-family conflict than men, but this difference only holds when both partners are earning (with and without children), and in single-income families with children. Gender differences in the strength of the relationships between conflict and both workload and health were found in the overall sample, but were only reflected in specific subgroups. Results suggest that private life context should receive attention in future research and policymaking aimed at achieving sustainable careers and caring.*

## 2.5 QWL and Service (IT/BPO/Bank) sector

People are considered to be the strategic resources of the organisation. They contribute to the success of the organisation and serve as the source of competitive advantage provided they are satisfied with their job. A high rate of employee job

satisfaction is associated with high commitment levels, low absenteeism, high productivity and low turnover rate (Devi and Nagini, 2013). Organisations are highly concerned to keep their valuable employees. Each day completed by an employee is an investment to an organisation; to leave before the full term is to get no return on the investment. As IT sector is one of the vital service industry for any country and performing a number of roles in the economy, so it has been chosen by the researchers for this study. Like all other industries, IT sector in India is also facing the same employee turnover problem. It is needless to say, healthy HRM system and healthy economies seem to go together. In order to ensure that, IT sectors should focus on the factors, which are primarily responsible for employees leaving the organisation. Newaz, Ali and Akhter (2007) research the employment culture in Bangladesh. It was found that employees were changing their job is common and frequent, rather than to grow with one company throughout the employment life. This kind of voluntary turnover directly affects the performance of the organisation.

Another study by Newaz and Zaman (2012) presents the current scenario of work-life balance in private commercial banks of Bangladesh which indicates a pessimistic approach has been adopted by the management. Apart from the multinational banks, most of the national banks were not aware of this concept and hardly have any policy regarding the work-life balance issues. Different socio-economic barriers and lack of human right awareness may support the management for not taking this issue seriously. However, if they want to achieve their business objectives through the development of the human resource then there is no alternative to develop the working lives of their workforce. Research recommends management should consider the nature of business and background of employees they have employed and customize their policies with the participation of the employees.

Organisational commitment, the emotional attachment of an employee to the employing organisation, has attracted a substantial body of literature, relating the concept to various antecedents, including organisational structure, and to a range of consequences, including financially important performance factors such as productivity and staff turnover.

In this new era, people are the primary source for a company's competitive advantage and organisational prosperity and survival depends on how employees are treated.

Furthermore, it is critical that companies treat people in ways that make them feel committed, if not loyal members.

As such, employees expect their job to provide a certain amount of stability and loyalty from the organisation. Quality of Work Life was conceptualised in terms of need satisfaction stemming from an interaction of workers' needs (survival, social, ego, and self-actualisation needs) and those organisational resources relevant for meeting them. It was hypothesised that need satisfaction (or QWL) is positively related to organisational identification, job satisfaction, job involvement, job effort and job performance.

This section provides an understanding about the links of the three variables Organisational commitment, Quality of Work Life and Job performance through various studies and researches.

A research was conducted in telephone call centre's of a major retail bank in the UK. These call centers were owned and managed by the bank and were part of its customer service operations. Self-administered anonymous questionnaires were mailed to the Head of Customer Services responsible for each call centre, who further arranged for distribution of the questionnaires to the respective call centre employees. Only those employees who came into direct contact with customers over the phone were asked to fill in the questionnaires.

Researchers argue the importance of the role of Organisational commitment and job satisfaction in customer-contact employees in relation to the service quality delivered to customers. The paper tests empirically the relationship between the Organisational commitment/job satisfaction of these contact employees and service quality in the financial services sector. The relative importance of commitment and job satisfaction in explaining service quality is addressed. The questionnaires were distributed to 710 employees in four call centers and discusses four approaches to measure the Job performance of customer-contact employees namely self-appraisal, peer appraisal, supervisory evaluation and consumer evaluation (Behrman and Perreault, 1982).

Boshoff and Mels (1995) clearly argue that self-rating is valid in certain situations, and correlates highly with other measures of performance.

Neeru Malhotra and Avinandan Mukherjee (2004) researched on Call Centre representatives who evaluated their own performance in terms of service quality on a shortened (11 items) and adapted version of the SERVQUAL instrument (Parasuraman et al., 1988). Appropriate items were selected from the other four

dimensions of SERVQUAL, and were linked to a five-point, Likert-type scale ranging from "strongly agree" to "strongly disagree".

Organisational commitment was measured with the revised three component scale of Affective, Normative and Continuance commitment (Meyer et al., 1993). All items in the questionnaire were linked to a five point Likert-type scale ranging from "strongly agree" to "strongly disagree".

Empirical results show that the sample comprised 32 per cent males and 68 per cent females. The mean age of the employees was 30 years, and all were permanent staff in the bank. Overall, a similar distribution of employees was found in all four call centers. In the case of the Organisational commitment scale, a significant correlation existed between Affective and Normative commitment (r=0.537; p<0.01), while a weak correlation was found between Normative and Continuance commitment (r=0.128; p<0.05).

In the regression model, Affective commitment, Normative commitment, Continuance commitment and overall job satisfaction were taken as independent variables, whereas service quality was taken as the dependent variable. The results clearly indicate that the model is significant and holds good. Further analysis of the regression model explains that the only variables to have significant standardised β weights were Affective commitment (β=0.313, t=4.68, p<0.01) and job satisfaction (β=0.121, t=1.76, p<0.10).

LooSee Beh and Raduan Che Rose (2007) contributed to the literature on Quality of Work Life (QWL) by testing the relationship between QWL and Job performance by using questionnaires to survey a sample of 475 managers in a manufacturing industry. The results indicated a significant positive relationship between QWL and Job performance. A two-factor model with correlated factors was postulated and supported.

Structural equation modelling procedures showed that the two constructs are highly correlated (r = 0.94) and represent a distinct concern on work life. Implications of results and directions for future research are offered.

Vathsala Wickramasinghe (2010) explored work-related attitudes of Information Technology (IT) enabled Business Process Outsourcing (IT/BPO) employees. There are 25 firms operating in Sri Lanka that fall into the category of IT-BPO; a random sample of 117 employees from these 25 firms responded to the survey. The findings suggest that tenure has a significant effect on task autonomy and marital status has a

significant effect on working hours. A research exploring work-related attitudes of IT-BPO employees towards their work and work environment is considered as active and promising destination for such services could provide practitioners with key information that could enable them to make informed managerial decisions.

HR professionals all over the world, working in Call-Center or Contact Center or BPO industry is breaking their heads to formulate Retention Strategies but nothing is working in their favour. The average attrition rate in this sector is still 35-40%. After taking exit-interviews and analysing the trend the following are the reasons for a BPO professional to change his/her job were no growth opportunity/lack of promotion, pursue higher salary, higher education, misguidance by the company, policies and procedures are not conducive, no personal life, physical strains and uneasy relationship with peers or managers.

Fundamental changes are taking place in the work force and the workplace that promise to radically alter the way companies relate to their employees. Hiring and retaining good employees have become the chief concerns of nearly every company in every industry. Companies that understand what their employees want and need in the workplace and make a strategic decision to proactively fulfill those needs will become the dominant players in their respective markets.

The fierce competition for qualified workers results from a number of workplace trends, including a robust economy, shift in how people view their careers, changes in the unspoken "contract" between employer and employee, corporate cocooning, a new generation of workers, changes in social mores and life balance.

Gwendolyn M. Combs, Rachel Clapp-Smith, Sucheta Nadkarni (2010) published that much attention has been given to the explosion in Business Process Outsourcing (BPO) operations in India. Using a sample of 160 service workers from a privately held BPO firm in India, the relationship between Indian service workers' hope and their performance outcomes was examined. Regression and structural equation model analysis indicated a significant positive relationship between Indian service workers' levels of hope and their performance. These promising results highlight the importance of measuring and managing employee hope to maximise employee productivity and performance. By effectively developing and managing levels of employee hope, Indian BPO firms can successfully combat employee problems such as attrition, stress, and burnout that have plagued the BPO industry.

Goffin, Richard D., Gellatly, Ian R., Meyer, John P., Paunonen, Sampo V., Jackson, Douglas N. (1989) In their study scrutinised relations between the performance of first-level managers in a large food service company and their Affective commitment (i.e. emotional attachment to, identification with, and involvement in the organisation), Continuance commitment (i.e. perceived costs associated with leaving the company), and Job satisfaction. Commitment and satisfaction scores were correlated with three indexes of performance obtained from the managers' immediate supervisors. As predicted, Affective commitment correlated positively and Continuance commitment correlated negatively with all three measures of performance. Job satisfaction did not correlate significantly with performance ratings. The findings are interpreted as illustrating the importance of distinguishing between commitment based on desire and commitment based on need and as supporting organisational efforts to foster effective commitment in their employees.

The following study would provide insights to understand the profile

of workers in BPO sector. Babu P. Ramesh (2003) in his critical findings on Labour in Business Process Outsourcing based on the case study of call centre agents examines the vulnerabilities and insecurities of labour engaged in non-standard work. The typical norms of work and work organisation in the new economic order imply a host of insecurities to the workforce, which includes growing attrition rates, increased stress at work and eroding collectivity of workers. Further, it is explained as to how the emergence of a new genre of worker, with distinct features and differently conceived identity, enables the firm to draw and maintain a „productively docile‟ workforce within a changed framework of human resource management.

The discussion is based on the findings of a field study of employees working in six call centers located in Noida focusing on Business Process Outsourcers or call centers, which according to the NASSCOM-McKinsey Report, 2002, were the fastest growing industry, expanding at the rate of 70 per cent in the year 2001-02. Customer care based call centre activities constitute for more than one third of the total employment and revenue in the BPO segment. Given the absence of reliable secondary data on the workforce, the sampling is based mainly on estimates provided by the respondents and through snowball technique.

Table 2.2 Details of the BPOs (Babu P. Ramesh, 2003)

| | |
|---|---|
| Number of firms | 6 |
| Experience in BPO business (years) | 2-5 years |
| Major activities Customer care | Sales support Help desk Profile of clients International |
| Number of employees* Male Female Total | 3705 (61.7) 2305 (38.3) 6010 (100.0) |
| Process* Voice Non-voice Total | 5364 (89.3) 646 (10.7) 6010 (100.0) |

Portrayal of „work as fun" and „workplace as yet another campus" is the central logic through which the potential workers are attracted to and engaged in the BPO sector. The superior image of work in the sector and the vibrant ambience of workplace – with sweeping glass and concrete buildings, factory row of jazzy computers, the company of smart and trendy peers – help in drawing educated and fun loving youngsters from urban middle class, who are fascinated with western ways of living and modern work environments.

All the call centers selected for the study have less than six years of experience in the business and deal mainly with international clients in the areas of customer care, sales support and help desk.

Most of these workers identify themselves as part of an elite class of professionals and consider themselves superior to their counterparts in traditional industrial/service sector, who are mostly low-skilled, less educated and employed with lower wages and inferior conditions at work.

The superior work environment, use of state of the art technology in day-to-day work, better salary structure, catchy designations, smart and young peer workers and so on make the workers to believe that the job being carried out is that of an executive or

professional. Confirming to this, most of the respondents in the survey did not find their issues and problems similar to that of conventional manufacturing/service sector workers.

High technology industries operate in a volatile market and experience accelerating growth and rates of change. Skilled employees are well educated, have a strong preference for independence and hold large part of an organisation's intellectual capital. Skilled employees are more committed to their career/profession than to their organisation.

However, the progress achieved in this sector in the last 10 years has come at a price. Workers, especially in the Business Process Outsourcing (BPO) sector, are complaining of mental and physical problems due to the nature of their work. Tight deadlines and ambitious targets cause similar problems in the IT sector with "burnout" becoming a commonly used word and heart attacks striking down youngsters, a thing never heard in the decade earlier nine-to-five jobs available in India.

The review had highlighted the importance of understanding the Organisational commitment towards achieving organisations goals. Numerous empirical evidences have revealed that QWL, OC and JP are close correlates. There is progress in our understanding of commitment and Organisational commitment, both conceptually, and, more practically, in terms of the positive consequences for organisations of having committed employees. As organisations recognise the competitive advantage that can be gained through human resources, research on Organisational commitment has gained importance. Determining factors related to Organisational commitment may be useful on several levels. A review of these variables allowed the researcher to specifically consider those that may be related to the Organisational commitment of employees.

The literature review is an integral part of the entire research project and makes a valuable contribution to almost every operational step. It really enhanced and consolidated the knowledge base and helps to integrate the findings of the present study with the existing body of knowledge.

Karatepe and Tekinkus (2006) investigate the effects of work-family conflict, emotional exhaustion, and intrinsic motivation on front-line employees' job performance, job satisfaction, and affective organisational commitment in Turkish retail banks as its setting. A total number of 363 usable questionnaires were

personally retrieved from front-line employees in the research location. Results reveal that work-family conflict increased emotional exhaustion and decreased job satisfaction. Intrinsic motivation was found to exert a significant negative impact on emotional exhaustion. Results demonstrate that high levels of intrinsic motivation resulted in high levels of job performance, job satisfaction, and affective commitment to the organisation. The empirical results also indicate that emotional exhaustion exerted a significant negative effect on job satisfaction. As hypothesized, high levels of job performance led to increased job satisfaction. However, work-family conflict and emotional exhaustion did not have any significant effects on job performance and affective organisational commitment. As expected, the empirical results provided support for the significant positive effects of job performance and job satisfaction on affective organisational commitment. The study recommends that the top managements of banks should be committed to establishing and maintaining family-supportive work environments. By doing so, properly trained bank managers can create a culture that helps front-line employees balance work requirements with non-work responsibilities. In addition, these managers should provide ongoing training programs, which aim to teach front-line employees how to manage time effectively and resolve problems associated with work-family conflict and emotional exhaustion.

Research by Malik and Khalid (2008) reframes the traditional view of male breadwinner-female homemaker model in Pakistan and further explores the desired and preferred work hour choices by bankers. It further assesses the impact of Work Life Balance and Desired Work Hour Adjustments on employees well being. Employees may be willing to achieve a more integrated balance between paid work and leisure/family/community interests to lead a balanced healthier life. Study presented a qualitative analysis of work-to-life and life-to-work conflicts and work hour adjustments. Interview method was used as a prime research instrument. Non-probability convenience sampling technique was employed. A total of 80 interviews were administered in 17 different banks of twin cities of Islamabad and Rawalpindi and the results reported significant increases in work–life imbalance and lack of social support. Long working hours has also become a usual norm in IT industry. In order to

be accomplished, employees continuously strive for excellence and skills second to none.

Granleeese (2004) surveyed 220 managers from a banking organisation. No differences for age, educational background, employment history or managerial level were found, but females were significantly more likely than males to be the first person of their sex to hold their particular managerial position. Women are significantly less likely to be married or to have children. They have significantly fewer children, and their children tend to be significantly younger than those of their male colleagues. Women still have to make choices that men do not in order to further their careers. Average scores for occupational pressures were not high for either sex. Men report higher levels of pressure stemming from the work environment and managerial relationships with subordinates and superiors. Women report significantly higher pressures stemming from perceived gender inequities and work-life balance concerns.

Beauregard and Henry (2009) study focuses on finding out the impact of work-life conflict and work overload on employee performance in banking sector of Pakistan. The data was gathered through questioners from 300 employees working in banks of Pakistan. The results showed that employee performance is affected by work-life conflict and work overload because in banking sector working hours are prolong, it becomes tough for the employees to manage time for their families and personal life. Employee performance can be improved by implementing strategies (like job sharing and dividing a task). By dividing a job employees will feel relax will be able to perform better in the organisation.

Another study by Ashfaq et al. (2013) presents a business case for work-life balance practices, as espoused by many organisations, rests on attracting better applicants and reducing work-life conflict among existing employees in order to enhance organisational performance. This review of the literature provides some evidence for the claim regarding recruitment, but there is insufficient evidence to support the notion that work-life practices enhance performance by means of reduced work-life conflict. Research suggest that the business case may therefore need to be modified to reflect the number of additional routes by which work-life balance practices can influence organisational performance, including enhanced social exchange processes, increased cost savings, improved productivity, and reduced turnover. The impact of

these processes may, however, be moderated by a number of factors, including national context, job level, and managerial support.

Maiya and Bagali (2014) investigated on the work life balance among working mothers with the emerging HRM interventions. Work-life balance is one of the practices of HR which enables the employees to give prioritization between the work and the life roles. Child care support has remained the important factor to determine the perceived work-life balance (Miryala and Chiluka, 2012; Rani, Kamalanabhan and Selvarani, 2011 &Sakthivel and Jayakrishnan, 2012). Apart from these, the role conflict has created the negative influence on the work-life balance. The relationship between policies of work-life balance and the role prioritization are significant.

Poulose and Sudarsan (2014) have designed the conceptual review for work-life balance. Individual factor like personality, well-being and emotional intelligence (Padma and Reddy, 2013), organisational factors like work arrangements, organisation support, superior and colleague support, role conflict, role overload, technology and organisation support.

Vyas, Sajjan and Hanji (2015) studied the work life balance among KSRTC employees. Compulsory over times, shift work, meetings/training after office hours, long working hours, negative attitudes of peer and colleague and supervisors and work pressure are some of the professional factors which are affecting to balance the work and family commitments. Furthermore, the authors have pointed out that the professional and personal factors have created an influence on the work life balance. In fact, most of the employees are unaware about the practices of work-life balance and its policies in current situation.

Das and Mishra (2016) investigated about the work life balance of women working in IT sectors of Mumbai city. Flexible working times in family and organisation have created the negative impact on the career of the women in IT sector. Further, this has created the greatest difficulties in reconciling their responsibilities of caring with the demands of full time work

Ashtankar (2016) studied the work life balance of women employees of Ramtek area. Employee retention, increase in motivation and productivity of an employee, decrease in costs of health care, and stress related illness etc are some of the key areas which are affected by the work-life balance in higher level. In particular, the work life

balance involves the efforts of number of partners, employees, organisational environment and family.

According to Rubino (2016), leaders have played a vital role to achieve good work/life balance. Functional and technical competencies, self-development and self-understanding competencies, interpersonal competencies and organisational competencies are some of the domains and competencies of leadership. In particular, the functional and technical competencies of the leadership have created a positive impact in achieving the good life/work balance. Spirituality leadership also plays an effective role to promote the balance between work and self.

Iyer S.N. (2017), this study revealed the statistically significant factors responsible for work-life balance of women under Indian conditions. Organisations need to formulate guidelines for the management of WLBs since they are related to job satisfaction and performance of the employees. The report argues that the organisation (work) and the supporting value from home will encourage work life balance and in practice will reap the benefits and reduce the stress levels in both joint and nuclear family which will increase the productivity both at home and work.

Fasla N.P. (2017), emphasis has given on quality of nursing care which is considered as an important aspect in evaluating the quality of health care. The quality of nursing and health care is directly interlinked to levels of job satisfaction among nurses and on the quality of nurse's work life. The rapidly changing health care environment has had an impact on the nursing work environment, workload and quality of nursing work life. In this paper studies the quality of work life among private hospital nurses

Mordi et al. (2013) study describes an exploratory research of managers' perspective of the concept of work-life balance (WLB) policies and practices in Nigeria. This was done through in-depth case studies of 20 banks in the banking sector. The data set is comprised of responses from 102 middle line managers in the Nigerian banking institutions. A review of the extant literature on WLB initiatives in the banking sector revealed that there is a dearth of knowledge on WLB policies and practices in an African context. In an attempt to fill the gap in the literature, study examined the range and scope of WLB practices, managers' perception of WLB, and the forces helping or constraining to shape the choices of work life balance practices and policies. The findings reveal that there is diversity in terms of how middle-line

managers understand and experience WLB initiatives in Nigeria. Another finding highlights the practice of favoritism in most banks using WLB initiatives. In addition, the study shows that cultural sensitivity affects how WLB is appreciated and utilized.

Devi and Nagini (2013) studied job satisfaction of employees in private banking sector. An attempt is made to determine the impact of work-life balance and burnout on job satisfaction of employees. A sample of 103 employees was chosen from 9 private sector banks. The results revealed that there is positive relationship between work-life balance and job satisfaction and negative relationship between burnout and job satisfaction. Regression analysis demonstrated that job satisfaction is dependent on work-life balance and burnout experienced by the employees.

A study by Asiedu et al. (2013) in Ghana found that there is a growing concern of occupational stress, especially in the private sector, where some organisations saddle their employees with long working hours without consideration to other aspects of their lives. The study investigate into the policy and practice of work-life balance in selected banking institutions in Ghana and how these practices are able to help in managing the stress levels of employees. The study used quantitative method for collecting primary data, which were analysed using descriptive statistics. Findings from the study revealed that even though work-life balance is practiced in the selected banking institutions, some of the practices that connote an effective work-life balance culture are nonexistent. It was also discovered that respondents held an almost polarized view of the effectiveness of work-life balance in managing their stress levels. Majority of respondents also agreed that work-life balance is effective in enhancing their performance at work and finally, female respondents demonstrated a greater need for work life balance than their male counterparts. It was recommended that a review of existing work-life balance policies in the banking institutions should be undertaken to ensure that policies regarding the concept are consistent with employees' actual experience. This can be achieved by making sure that employees across different levels of the organisation have easy access to the use of work-life balance initiatives without suffering any adverse career consequences.

Koyuncu et al. (2006) examine the potential antecedents and consequences of work engagement in a sample of women managers and professionals employed by a large

Turkish bank. Data were collected from 286 women, a 72 per cent response rate, using anonymously completed questionnaires. Engagement was assessed by three scales developed by Schaufeli et al.: vigor, dedication and absorption. Antecedents included personal demographic and work situation characteristics as well as work life experiences; consequences included measures of work satisfaction and psychological well-being. Work life experiences, particularly, control, rewards and recognition and value fit, were found to predict all three engagement measures. Engagement, particularly dedication, predicted various work outcomes (e.g. job satisfaction, intent to quit) and engagement, particularly vigor, predicted various psychological well-being outcomes. Organisations can increase levels of work engagement by creating work experiences (e.g. control, rewards and recognition) consistent with effective human resource management practices.

The aim of the study of Kumari (2012) was to find about the employee's perception of their work life balance policies and practices in the public sector banks. Quota sampling method was followed. Survey was conducted and data was analyzed on the basis of responses provided by 350 respondents. The findings of the study emphasized that each of the WLB factors on its own is a salient predictor of job satisfaction and there is a significant gap among the female and male respondents with job satisfaction with respect to various factors of WLB. The positive correlation indicates that job satisfaction is an important indicator of WLB. The result of study may have practical significance for human resource managers of especially banks to improve staff commitment and productivity along with designing their recruitment and retention policies.

Tabassum et al. (2011) studied the work life of employees of private commercial banks in Bangladesh and found that no initiative was taken to identify whether there is any significant difference among the male and female employees of the private commercial banks in Bangladesh. Thus, the study aimed to make a comparative learning of the existing QWL between the males and females of the private commercial banks through quantitative survey on 128 male and 64 female employees. The study revealed that a significant difference exists between male and female employees QWL and in the following factors of QWL; adequate and fair

compensation, flexible work schedule and job assignment, attention to job design, and employee relations.

Yadav and Dabhade (2014) conducted a comparative study among the working women of some Govt. colleges and national institutes of Bhopal in education sector and nationalized banks, running their in Bhopal (M.P.) for banking sector. The objective of research is to study the working environment and women's perception about the work life balance and job satisfaction, who are working in banking and education sector. Apart from it, another significant objective is to study effects of work life balance on job satisfaction and initiatives taken by the organisations for effective work life balance and its relation with the job satisfaction. Standard Deviation is applied in this paper to check the authenticity of data given by the respondents of both the sectors. Finding suggests that WLB can be achieved by the factors responsible for job satisfaction such as: supportive colleagues, supportive working conditions, mentally challenging work, equitable rewards and employee oriented policies etc.

Bashir and Ramay (2010) concluded that bankers are under a great deal of stress and due to many antecedents of stress such as Overload, Role ambiguity, Role conflict, Responsibility for people, Participation, Lack of feedback, Keeping up with rapid technological change. Being in an innovative role, Career development, Organisational structure and climate, and Recent episodic events. One of the affected outcomes of stress is on job performance. Their study examines the relationship between job stress and job performance on bank employees of banking sector in Pakistan. The study tests the purpose model in relation of job stress and its impact on job performance by using (n=144) data of graduate, senior employees including managers and customers services officers of well reputed growing bank in Pakistan. The data obtained through questioners was analyzed by statistical test correlation and regression and reliabilities were also confirmed. The results are significant with negative correlation between job stress and job performances and shows that job stress significantly reduces the performance of an individual. The results suggest that organisation should facilitate supportive culture within the working atmosphere of the organisation.

Whittard and Burgess (2007) examine how full-time workers can attain working-time flexibility through formal and informal mechanisms. To explore avenues for flexibility for full-time employees who have caring responsibilities, they look at a single case-study of a retail-banking organisation with a non-union enterprise agreement that pays particular attention to the codification of working- time issues. Through interviews with the human resources department, line managers and full-time employees, the case study demonstrates how within one organisational context, the length of the 'normal' working week has expanded, with weekend work and unpaid overtime merged into the organisational assumption of ordinary hours. The case study highlights the impact of this expansion on full-time employees with caring commitments and the intersection of caring commitments and working-time flexibilities. Much of the working-time flexibility available to full-time employees was informal in nature, dependent on workplace circumstances, and its implementation was entirely up to the discretion of line managers. The research illustrates how line managers could choose to facilitate employee-based flexibility in working hours but typically this required them to either intensify work for the remaining workforce or intensify work for the managers themselves.

Khattak et al (2011) examined the occupational stress and professional burnout in the banking sector of Pakistan. A total of 237 bank employees (74.3% male and 25.7% female) from different commercial banks participated in the survey. In order to collect data on stress and burnout a self-reported questionnaire was administered to bank employees. Descriptive, correlation and regression statistical tools were used to analyze data. The results identified that workload, working hours, technological problem at work, inadequate salary, time for family and job worries at home are the significant sources of stress in the banking sector. The significant symptoms of burnout as revealed by the results are back pain, extreme tiredness, headache and sleep disturbance. All stressors (Organisation, Job, Relationship at work, work environment and family work interface) are significantly correlated to all burnouts (Physical, Psychological and Organisational). All the stress elements significantly predicted burnout in the banking sector of Pakistan. The changing work pattern is creating stress for the bank employees and these stressors are leading to burnout. These results are consistent with the emergent evidence of the impact of stress on the burnout.

# Chapter -3
# RESEARCH METHODOLOGY

3.1 Relevance of Study

3.2 Research Approach

3.3 Research Design

3.4 Data Analysis Technique

3.5 Scale Development

# 3.1 Relevance of Study

The core concept underlying research is its methodology. Research methodology is a systematic way to solve a problem. It is a science of studying how research is to be carried out. Essentially, the procedures by which researchers go about their work of describing, explaining and predicting phenomena are called research methodology. It is also defined as the study of methods by which knowledge is gained. Its aim is to give the work plan of research. The methodology controls the study, dictates the acquisition of the data, and arranges them in logical relationships, sets up a means of refining the raw data, contrives an approach so that the meanings that lie below the surface of those data become manifest, and finally issue a conclusion or series of conclusions that lead to an expansion of knowledge. The entire process is a unified effort as well as an appreciation of its component parts.

This chapter focuses on the processes, techniques and tools applied to achieve the defined objectives of the study undertaken. While conducting research, researchers have to take into mind what research philosophy they have to undertake. In fact, the research philosophy is also called scientific ideal, which has influence over the study's methodology. This chapter is a presentation of all the systematic methods of the study undertaken. It describes the research process followed and steps involved in undertaking the research.

Work–family conflict is a source of stress to many professional in present competitive environment among the industries. Thus, it has become a much investigated topic in today's organisational behavior research. Conflict is defined as the simultaneous incidence of two (or more) pressures such that compliance with one would make more difficult compliance with the other (Kahn et al., 1964). Factors such as the progress in information technology and information overload, need for speedy response and constant availability, concern towards customer service quality, longer working hours, overtime and the growth in weekend workload can be potential sources of work pressure (Guest, 2002; Valk & Srinivasan, 2011; James, 2014). In social perspective, there is also a growing anxiety about deteriorating quality of home and community

life. Changes in the family structure, growth of single parent families, higher proportion of women (from all social class) in paid employment, ageing parents and having working spouses depart less scope for "quality" family time (Lee and Maurer, 1999; James, 2011). The result of these changes in patterns of work and lifestyle present a complicated multi-variable scenario which requires a balancing act in different parts of individuals' life (Cooper at el., 2001). Employees' strong support for the importance of achieving a successful work-life balance has remained relatively constant since past decade for industries in India (Mc Gee, 2003; Rajadhyaksha et al., 2013; Sardeshmukh & Srinivasan, 2014).

IT industry in India is characterized as a matured, organized organisation handling major financial responsibilities. Hence, IT professionals faced an environment of uncertainty and instability, with pressure of the time. Over the last decade, Indian society is also in a transitioning state where increase involvement of women in IT sector challenges the traditional role of women as homemakers (Valk & Srinivasan, 2011). The current study assumes that workers may be more prone to imbalance effects than other groups of employees as workers frequently face extended work schedules and unrealistic deadlines without the necessary resources (Agarwala, 2014).

The industry has enjoyed considerable labour market power which creates more mobility across organisations rather than promoting loyalty to a single organisation (Cappelli, 2000). Also, the academic literature has recorded various consequences of work-life conflict, including decreased levels of job satisfaction (Bruck, Allen, & Spector, 2002; Parasuraman & Simmers, 2001), increased turnover intentions (Greenhaus, Parasuraman, & Collins, 2001) and career dissatisfaction (Parasuraman & Simmers, 2001). Turnover also creates a loss of human capital including tacit knowledge related to systems (Hacker, 2003). Moreover, employees also thought that their employer had a role to play in helping their employees to balance work with other aspects of their life (Scholarios, 2004). Thus, it is increasingly important for organisations to make efforts to understand the employees' work-life conflict and attempt to moderate such conflict whenever possible.

The work-family balance has been conceptualised as an individual's orientation across different life roles (Marks & MacDermid, 1996). In year 2000, Clark proposed

`work/family border theory', arguing that individuals merely reacted to events in one or other domain. Traditionally, research on the work-family interface has been dominated by a conflicting perspective focusing on negative effect such as work stress (Greenhaus & Parasuraman, 1999). But study by Finegold, et al.(2002) on family-friendly policies, have shown a positive outcomes for the job satisfaction; as well as for organisational commitment, reducing turnover and absenteeism (Scandura and Lankau, 1997; Russell et al., 2009).

While much of the literature are gender neutral, but some studies confirms that the above mentioned work-life conflict variables have a greater impact on women at work (Webster, 2002). As women continue to be the primary provider for domestic and childcare responsibilities around the world. The current study focuses on examination of gender neutrality in work-life conflict. Present study on work-life balance analyze by collecting data on employer provision of work-life balance practices and policies; employee take-up of, and demand for, these initiatives. The present research examines sources of conflict from work responsibilities across some demographic characteristics like gender, parental and marital status. The following sections describe various potential sources of work-life conflict, advanced by research methodology.

## 3.2 Research Approach

Development of an approach to the problem includes formulating an objective or theoretical framework, analytical models, and hypothesis and identifying the information needed.

**Research Questions**

The phenomenon of work life imbalance among IT professionals has raised some research questions like:
1. What is the current status of work environment in IT sector?
2. What are the determinants of the Quality Work Life imbalance?
3. Is there any difference in quality work life imbalance across gender?

**Objective of the study**

The prime objective of any research can be summarized as to discover new fact and ideas; Verify and test important facts; Analyze an event or process or phenomenon to identify the cause and effect relationship; Develop new scientific tools, concepts, theories to solve and understand scientific and nonscientific problems. The aim of the present cross-sectional study was to examine work- and non work- related factors and physical and mental health outcomes associated with combined time- and strain-based work-life conflict (WLC) among women employees in IT Sector.

The sub-objectives of this study were to:

To obtain knowledge about the emerging trends of quality of work life in the organisation and particularly in I,T. Sector.

To study the Quality work life in term of I.T. sector and its impact on the performance, productivity and mental status of female employees.

To understand the reason of gap between planned and implemented QWL.

To find out problem pertaining to the function of QWL and thereafter to try suggest the remedial measure.

**Information components**

With the above objectives in mind the following information was sorted.

Demographics

Age

Gender

Occupation

Marital status

Income

Family type

Dependent responsibility

Working Environment attributes

Working hours per week

Overtime status

Flexible work arrangements

Leave arrangements


Perception about Work –Life Balance factors

Time based

Strain Based

Role based

Management Support


Perception about Employer efforts on improving WLB


**Hypothesis development**

Researchers do not carry out work without any aim or expectation. Every research problem is undertaken aiming at certain outcomes. That is, before starting actual work such as performing an experiment or theoretical calculation or numerical analysis, we expect certain outcomes from the study. The expectations form the hypothesis. Hypotheses are scientifically reasonable predictions. A hypothesis should provide what we expect to find in the chosen research problem. In other words, the expected or proposed solutions based on available data and tentative explanations constitute the hypothesis. Hypothesizing is done only after survey of relevant literature and learning the present status of the field of research. It can be formulated based on previous research and observation. Hypothesis is due to an intelligent guess or for inspiration which is to be tested in the research work rigorously through appropriate methodology.

 Testing of hypothesis leads to explanation of the associated phenomenon or event. The present study tested the effects of two aspects of the work-life boundary- the flexibility afforded workers in controlling personal demands and the degree of negative work-life spillover on trust in the organisation and employee attitudes. The following hypotheses have been formulated to fulfill above mentioned objectives.

| $H_0 1$ | Quality of work life does not play a significant role in enhancing the satisfaction and productivity of the employee working in IT industry |
|---|---|
| $H_0 1(a)$ | Personal feelings of women employees towards balancing work life do not differ with the average score |
| $H_0 1(b)$ | Feeling about factors that affects the women employees to balance work and family commitments among IT employees are same. |
| $H_0 1(b)$ | Factors helping for balancing work and family commitments do not differ with the average score. |
| $H_0 1(d)$ | All the factors hinder the women employees in balancing work and family commitments in the same way. |
| $H_0 2$ | Improved quality work life do not contribute better performance among the female respondents. |
| $H_0 3$ | There is no significant influence of women employees' (a) Age (b) Years of service (c) Monthly salary (d) Marital status (e) Number of children (f) Number of dependents (g) Shift work on opinion towards work life balance in IT sector. |
| $H_0 4$ | There is no significant influence of women employees' (a) Age (b) Years of service (c) Monthly salary (d) Marital status (e) Number of children (f) Number of dependents (g) Shift work on support from family in IT sector. |
| $H_0 5$ | There is no significant influence of women employees' (a) Age (b) Years of service (c) Monthly salary (d) Marital status (e) Number of children (f) Number of dependents (g) Shift work on opinion towards child care and dependent care in IT sector. |
| $H_0 6$ | There is no significant influence of women employees' (a) Age (b) Years of service (c) Monthly salary (d) Marital status (e) Number of children (f) Number of dependents (g) Shift work on expectation towards the present work life balance in IT sector. |
| $H_0 7$ | There is no significant influence of women employees' (a) |

| | |
|---|---|
| | Age (b) Years of service (c) Monthly salary (d) Marital status (e) Number of children (f) Number of dependents (g) Shift work on personal life expectations in IT sector. |
| $H_08$ | There is no significant influence of women employees' (a) Age (b) Years of service (c) Monthly salary (d) Marital status (e) Number of children (f) Number of dependents (g) Shift work on satisfaction towards balancing work and family in IT sector. |

# 3.3 Research Design

Research is a logical and systematic search for new and useful information on a particular topic. In fact research is an art of scientific investigation. It is an investigation of finding solutions to scientific and social problems through objectives and systematic analysis. It is a search for knowledge that is a discovery of hidden truths. Here knowledge means information about matters. The information might be collected from different sources like – experience, human being, books journals, and nature etc. A research can lead to new contributions to the existing knowledge. Research is done with the help of study, experiment, observation, analysis, comparison and reasoning. The difference between research and non-research activity is, in the way we find answers: the process must meet certain requirements to be called research. We can identify these requirements by examining some definitions of research. A research is systematic process of collecting and analyzing information in order to increase understanding of the phenomenon about which we are concerned or interested. The basic objective of any research is to make systematic inquiry which provides information to solve the problem under consideration.

**Methodology**

Research methodology is a way to systematically solve the research problem. It may be understood as a science of studying how research is done scientifically. In it we study the various steps that are generally adopted by a researcher in studying his research problem along with the logic behind them. It is necessary to know not only the research methods/techniques but also the methodology. It includes understanding

the assumptions underlying various techniques and to know the criteria by which certain techniques and procedures will be applicable to certain problems and others will not. The study of research methodology provide necessary training in gathering material and participation in the field work when required, and also training in techniques for the collection of data appropriate to particular problems, in the use of statistics, questionnaires and controlled experimentation and in recording evidence, sorting it out and interpreting it. Following sections describe the various components of Research methods.

A Research design is a plan of action to be carried out in connection with a research project. It is the conceptual structure within which research is conducted and it constitutes the blue print for the collection, measurement and analysis of data. It is the specification of methods and procedures for acquiring the information needed for solving the problem. Decisions regarding what, where, when, how much, by what means concerning an inquiry or a research study constitute a research design. According to Zikmund, W. G. (2007), "The research design contributes the blue print for the collection, measurement and analysis of data". The present research use deductive research approach. In the deductive research approach the researchers generate hypothesis from theory. After that, they use empirical research and data collection to test the hypothesis. In a deductive approach, conclusions come from the evidences. Therefore, based on research question and scientific ideal, we chose to follow the deductive approach.

**Research Type**

The basic types of research are as follows:

1. Descriptive vs. Analytical:

Descriptive research includes surveys and fact-finding enquiries of different kinds. The major purpose of descriptive research is description of the state of affairs as it exists at present. In social science and business research it is often use the term Ex post facto research for descriptive research studies. The main characteristic of this method is that the researcher has no control over the variables; he can only report what has happened or what is happening. Ex post facto studies also include attempts

by researchers to discover causes even when they cannot control the variables. The methods of research utilized in descriptive research are survey methods of all kinds, including comparative and correlational methods. In analytical research, on the other hand, the researcher has to use facts or information already available, and analyze these to make a critical evaluation of the material.

## 2. Applied vs. Fundamental:

Research can either be applied (or action) research or fundamental (to basic or pure) research. Applied research aims at finding a solution for an immediate problem facing a society or an industrial/business organisation, whereas fundamental research is mainly concerned with generalisations and with the formulation of a theory. Research concerning some natural phenomenon or relating to pure mathematics are examples of fundamental research. Research to identify social, economic or political trends that may affect a particular institution or the marketing research or evaluation research are examples of applied research.

## 3. Quantitative vs. Qualitative:

Quantitative research is based on the measurement of quantity or amount. It is applicable to phenomena that can be expressed in terms of quantity. Qualitative research, on the other hand, is concerned with qualitative phenomenon, i.e., phenomena relating to or involving quality. This type of research aims at discovering the underlying motives and desires, using in depth interviews for the purpose. Other techniques of such research are word association tests, sentence completion tests, story completion tests and similar other projective techniques.

## 4. Conceptual vs. Empirical:

Conceptual research is that connected to some abstract idea(s) or theory. It is usually used by philosophers and thinkers to develop new concepts or to reinterpret existing ones. On the other hand, empirical research relies on experience or observation alone, often without due view for system and theory. It is data-based research, coming up with conclusions which are able of being verified by observation or experiment.

A research design is the framework or plan for a study used as a guide in collecting and analyzing data. There are three basic types of research design: exploratory, descriptive, and causal. The names of the three types of research design describe their purpose very well. The goal of exploratory research is to discover ideas and insights. Descriptive research is usually concerned with describing a population with respect to important variables. Causal research is used to establish cause-and-effect relationships between variables. It is a type of research conducted for a problem, but the problem itself has not been clearly understood. The objective of exploratory research is the development of hypotheses rather than their testing, whereas formalized/descriptive research studies are those with substantial structure and with specific hypotheses to be tested. The above description of the types of research brings to light the fact that there are two basic approaches to research, viz., quantitative approach and the qualitative approach.

To the best of researcher knowledge, there are very few other studies in the context of the I.T. industry, which attempt to capture the unique dimension on managing life and work responsibilities. The present study followed both exploratory and descriptive research approach. Exploratory research is carried out via review of existing literatures in formation of Hypothesis. Further descriptive research approach is used to test the hypotheses and present conclusions from data analysis. The present study uses quantitative approach of problem solving.

**Scope of Study**

The purpose of this research is not to construct a fresh theory, but to investigate the research questions and fulfill research objectives based on empirical research and secondary data. Furthermore, in this thesis, we will generate hypotheses from theories and then, we will use empirical research data to test the hypotheses.

**Sampling**

Sampling is defined as the selection of some part of an aggregate or totality on the basis of which a judgment or inference about the aggregate or totality is made. In other words, it is the process of obtaining information about an entire population by examining only a part of it. A sampling design is a definite plan for obtaining a sample from the sampling frame. It refers to the technique or the procedure the researcher would adopt in selecting some sampling units from which inferences about the population is drawn. Sampling design incorporates population and sampling unit, determining the sampling techniques and sampling size.

**Population**:

A population is the aggregate of all the elements that share some common set of characteristics and that comprise the universe for the purpose of the research problem. All the items under consideration in any field of inquiry constitute a 'universe' or 'population'. The universe of present study consists of all I.T. professionals who are working in I.T. Industry in Bengaluru.

**Sample unit:**

IT sector professionals. Respondents regularly used skills or knowledge related to a technical or managerial role including data analysis, software development, scientist and technical lead.

**Sample size:**

The study includes IT employees from leading IT companies of Bengaluru.

**Sampling Technique:**

Sampling techniques may be broadly classified as non-probability and probability. Non-probability relies on the personal judgment of the researcher rather than chance to select sample elements. Probability sampling includes simple random sampling, Systematic Sampling, Stratified Sampling, Cluster Sampling, and other sampling techniques. In probability sampling, sampling units are selected by chance. Commonly used non-probability sampling techniques are Convenience Sampling,

Judgment Sampling. Convenience sampling is a non-probability sampling technique where subjects are selected because of their convenient accessibility and proximity to the researcher. The subjects are selected just because they are easiest to recruit for the study and the researcher did not consider selecting subjects that are representative of the entire population. In all forms of research, it would be ideal to test the entire population, but in most cases, the population is just too large that it is impossible to include every individual. This is the reason why present research rely on sampling techniques like convenience sampling, the most common of all sampling techniques. Many researchers prefer this sampling technique because it is fast, inexpensive.

In present research, the respondents were selected using convenience sampling (using a cross-sectional design) from five different organisations. 60 Female employees at various levels have been selected from each company for the study. The sample of the present study, represented the population with respect to demographic dimensions i.e. gender, age, income, and education. Care was taken to make the sample representative of the actual population.

**Sample Demographic**

| MU Sigma | Citrix | TCS | Microsoft |
|----------|--------|-----|-----------|
| Infosys | | | |

**Data Collection methods**
**Data Type:**

For achieving the objective of this study and to conduct the investigation, data was collected from both primary and secondary sources:

Primary data source: Primary data was collected from IT professionals working in Bengaluru. This study involves primary data collection through structured questionnaire filled by workers

Secondary data source: Secondary data was collected through Books, Periodicals, Journals, Research papers, and case–study, Websites, Articles, and Newspapers. The

use of internet was also of great help to the researcher as various search engines namely google.com, yahoo.com, and bing.com. Online Directories like EBSCO and Google Scholar websites also proved very helpful where researcher found a good repository of international research papers.

**Data Collection Tool:**

All selected employees within the five companies of I.T. sector received a survey questionnaire as part of data collection process

**Data Collection period:**

Surveys were distributed directly to employees over a three month period during March 2017 to May 2017.

**Questionnaire Design**

The starting point for development of the questionnaire was a to create a initial version, that to be used for testing. The questionnaire was structured into four main substantive sections:

1. In the first section, respondents were asked about their demographic profile, which included gender, age, designation in occupation and family type. While one of the objectives of this was to understand the sample characteristics and other is to conduct analysis in the demographic context to understand the variation in the behavior manifestation by people with different demographic background. This section also collected information on how long they had worked for their employer and whether their job was permanent or temporary. Whether they worked paid or unpaid overtime.

2. In second section, respondents were asked about their family and earning responsibilities. Employees were asked about their caring responsibilities. This section included questions on whether the employee cared for an adult and if that adult lived with them. It also include current employers' Work-Life Balance practices and policies (including questions on requests to change the way employees regularly worked, whether they worked flexibly or would like to, and the consequences of flexible working). Holidays, time off in an emergency, parental leave (including questions about taking time off in an emergency) and employer child care

arrangements. It included questions on whether employees had experienced an emergency they had to deal with at short notice involving a dependant.

3. This section of the survey on Work-Life Balance Policies and Practices asked employees about their satisfaction with their current working arrangements. Ask what working arrangements were available at their place of work and whether they worked any of these arrangements and the positive and negative consequences of their working arrangements. This section asked questions on employees' perception about various aspects of time based, strain based and Role based conflict. Their view on management support and policies.

4. This section finished by examining employee response about employers' responsibilities in providing better working environment for improved work life balance.

**Piloting testing**

The piloting strategy is used for this survey. Cognitive testing seeks to understand the thought processes that a respondent uses in trying to answer a survey question. The aim is to see whether he/she understands both the question as a whole and any key specific words and phrases it might contain, what sort of information is needed to retrieve in order to answer the question. Five cognitive interviews were carried out face to face, with respondent having different socio-demographic characteristics. The researcher probed the respondent about what they understood about specific aspects of a selection of questions taken from the survey and how they had composed their answers.

After changes were made to the questionnaire based on findings from the cognitive testing, a pilot survey was conducted. The questionnaire was tested in a forum of ten experts to ensure the relevance of questions and sections in the survey. This allows the identification of areas of doubt, misunderstanding or incomprehension on the part of the respondent. After the pilot had taken place, amendments were then made to the questionnaire for clarity, to enable some new questions to be added, and to remove others.

**Response Rate**

The total number of respondents contacted was 320, but due to incomplete responses and other faults the final responses subjected to data analysis are 300. The high response rate of 94 percent was the effect of the constant direct contact and reminders between employees and researcher.

# 3.4 Data Analysis Technique

After the data have been collected, the researcher turns to the task of analyzing them. The analysis of data requires a number of closely related operations such as establishment of categories, the application of these categories to raw data through coding, tabulation and then drawing statistical inferences.

**1. Data Preparation and Cross Tabulation**

The unwieldy data is condensed into a few manageable groups and tables for further analysis. Researcher classified the raw data into purposeful and usable categories. Coding operation is usually done through which the categories of data are transformed into symbols that may be tabulated and counted. With coding the stage is ready for tabulation. Tabulation is a part of the technical procedure wherein the classified data are put in the form of tables. Data is tabulated by computers.

Researcher has used data analysis tools such as advanced Excel and the SPSS to analyze the data. Company-wise data is collected, segregated and then consolidated with Microsoft Excel. Then simple analysis in terms of percentage for all types of IT companies is also calculated with Microsoft Excel. SPSS is used for further analysis with the help of techniques such as frequency distribution. Coding is first made in Excel and then this data is imported from Excel. After importing the data, variables were declared first in SPSS. Statistical package for social science (SPSS.19) was used to analyse the data. SPSS is the one of the most widely used of statistical software packages. It covers a broad range of statistical procedures that allows summarizing

data, determining whether the differences between groups are statistical significant or not. SPSS also contains several tools for analyzing data, including functions for recording data and computing new variable as well as merging and aggregating data files.

## 2. Statistical Analysis

Analysis work after tabulation is generally based on the computation of various percentages, coefficients, etc., by applying various well defined statistical formulae. Statistics helps the researcher in designing the research, analyzing its data and drawing conclusions there from. Statistics is divided into major areas that are descriptive statistics and inferential statistics. Descriptive statistics deals with development of certain indices from raw data while inferential statistics deals with the process of generalization. Inferential statistics is also known as sampling statistics which is mainly concerned with estimation of statistical measures and testing of statistical hypothesis.

In the process of analysis, relationships or differences supporting or conflicting with original or new hypotheses is subjected to tests of significance to determine with what validity data can be said to indicate any conclusion(s). Hypothesis testing will result in either accepting the hypothesis or in rejecting it. In present study, the hypotheses were tested through the use of one or more of such tests, depending upon the nature and object of research inquiry. The criterion that is used for accepting or rejecting a null hypothesis is called significance of p-value. The hypotheses were tested at 5 percent level of significance by employing appropriate test. A p-value of 0.05 means that there is only 5% chance that you would be wrong in concluding that the populations are different or 95% confident of making a right decision.

The data obtained in the present study were analyzed using suitable statistical tools. The following statistical treatments were used for interpretation of data. Mean scores, for each item was calculated by adding the weights given to each item in the scales by all the respondents and then dividing the total scores by number of respondents. Statistical tests were applied in order to find out the significance of relationship defined in hypothesis.

**Major statistical tools applied:**

**a. ANOVA**

Analysis of variance (ANOVA) is a collection of statistical models used to analyze the differences between group means and their associated procedures (such as "variation" among and between groups). In its simplest form, ANOVA provides a statistical test of whether or not the means of several groups are equal, and therefore generalizes t-test to more than two groups. Doing multiple two-sample t-tests would result in an increased chance of committing a type I error (the incorrect rejection of a true null hypothesis). For this reason, ANOVAs are useful in comparing (testing) three or more means (groups or variables) for statistical significance.

The P value tests the null hypothesis that data from all groups are drawn from populations with identical means. If the overall P value is large, the data do not give you any reason to conclude that the means differ. Even if the population means were equal, you would not be surprised to find sample means this far apart just by chance. If the overall P value is small, then it is unlikely that the differences you observed are due to random sampling. You can reject the idea that all the populations have identical means. This doesn't mean that every mean differs from every other. The P value is computed from the F ratio which is computed from the ANOVA table.

In current study, ANOVA analysis was conducted to:

Determine the presence of differences among companies and working hours;

Determine the presence of differences among respondents on age brackets and working hours;

Determine the presence of differences in Work-Life balance among gender (male and Female).

**b. Two sample T-test**

The independent two-sample t-test is used to test whether population means are significantly different from each other, using the means from randomly drawn

samples. Any statistical test that uses two samples drawn independently of each other and using t-distribution, can be called a 'two-sample t-test'. This test involves testing the null hypothesis $H_0$: $\mu(x) = \mu(y)$ against the alternative research hypothesis, $H_1$: $\mu(x) \neq \mu(y)$ where $\mu(x)$ and $\mu(y)$ are respectively the population mean of the two populations from which the two samples have been drawn.

In present research, two sample T-test was used for testing the equality of mean of working hours between male and female. The statistical significance of the data has been tested using Student's Independent sample "t" test at 95% confidence level. It provides result for two tests- Levene's test for equality of variances and T-test for equality of mean. Levene's test check for null hypothesis that the two groups have equal variance. If this null hypothesis is rejected at 5% significance level, then test statistics for 'no equal variance' is considered for the t-test for equality of means.

**c. Regression Analysis**

Regression analysis is a statistical process for estimating the relationships among variables. It includes many techniques for modeling and analyzing several variables, when the focus is on the relationship between a dependent variable and one or more independent variables. More specifically, regression analysis helps one understand how the typical value of the dependent variable (or 'Criterion Variable') changes when any one of the independent variables is varied, while the other independent variables are held fixed. In present study, linear regression analysis is used to identify the factors contributing Work Life Balance (WLB) overall and across gender.

# 3.5 Scale Development

### 3.5.1 Type of scale

In present study, control variables like age, gender, household status (single or joint family), dependent responsibilities, work experience and management level were measured as either dichotomous or nominal variables. While one of the objectives of this was to understand the sample characteristics and other is to conduct analysis in

the demographic context to understand the variation in the behavior manifestation by people with different demographic background.

Multiple items were considered to be more reliable measures for the present sample. The present study used a non-comparative Likert's Scale technique for measuring employees attitude towards work life imbalance. The respondents were asked to rate different items capturing their perception related to work life balance, using a 5-point likert type scale where 5 indicated Strongly Agree while 1 represented Strongly Disagree. It is the most frequently used summated scales in the study of social attitudes follow the pattern devised by Likert. For this reason they are often referred to as Likert-type scale. In a Likert scale, the respondent is asked to respond to each of the statements in terms of several degrees, usually five degrees (but at times 3 or 7 may also be used) of agreement or disagreement.

Likert scales are developed by utilizing the item analysis approach wherein a particular item is evaluated on the basis of how well it discriminates between those person whose total score is high and those whose score is low. Those items or statements that best meet this sort of discrimination test are included in the final instrument. Thus, summated scales consist of a number of statements which express either a favorable or unfavorable attitude towards the given object to which the respondent is asked to react. The respondent indicates his agreement or disagreement with each statement in the instrument. Each response is given a numerical score, indicating its favourable or unfavourable, and the scores are totaled to measure the respondent's attitude. In other words, the overall score represents the respondent's position on the continuum of favourable- unfavourable towards an issue.

### 3.5.2 Measuring Dimensions

### 3.5.2.1 Work Life Conflict

Staines (1980) contrasted `spillover' theory, which proposed that employee emotions and behaviour in one domain carry over to the other, to `compensation' theory, where involvement in one sphere is increased in order to nd satisfaction which is absent in the other. While compensation was thought to be typical of industrial male workers

(Piotrkowski, 1979), spillover has gained more acceptance recently and become the focus of considerable research on both positive and negative spillover from one domain to the other. An alternative conception of work-life `integration' depicts a more flexible boundary where individuals have greater control over how they manage their work and non-work lives.

Independent variables like Work-life boundary flexibility was measured as the supportiveness of the immediate supervisor, time flexibility for personal demands and whether employees were expected to sacrifice non-work commitments for career progression in the company. Majority of scale items for work-to-non-work imbalance is adopted from Greenhaus and Beutell's (1985) dimensions of strain and time-related work life spillover. These items capture different aspects of supportiveness for work-life balance which considered to be relevant for IT professional. The respondents were asked to rate different items capturing their perception using a 5-point likert type scale where 5 indicated Strongly Agree while 1 represented Strongly Disagree. Greenhaus & Beutell (1985) presented three factors that lead to work-life conflict. They defined these factors as behavior-based conflict, time-based conflict, and strain-based conflict. Behavior-based conflict refers to the concept where behaviors expected in one role may be in opposition with the desired characteristics of another role. IT employees are expected to behave in an impersonal, logical manner at work but are desired to be emotionally open with a spouse or children at home (Hyman et al., 2003).

### 3.5.2.2 Time-based conflict

Time-based conflict or role overload refers to a situation where additional time spent in one domain (i.e., work) prevent individuals from investing that time in another domain like personal relationships (Kahn et al., 1964). It is possibly the greatest contributor of work conflict (Moore, 2000; Brauchli et al., 2011). Work related sources for time based conflict can be number of hours worked per week, overtime, irregularity of shift-work and changing work-schedule (Pleck et al., 1980; Burke et al., 1981). Prior studies confirmed that employees involved with weekend work and overload suffered higher levels of burnout and health problems (Jamal, 2004) and also recognized as a significant predictor of emotional exhaustion and turnover among

worker (Sethi, 1999; Moore & Love, 2005; Michel et al, 2011). Time-based conflict is likely to lead to additional strain that produces tension between work and non work life. For instance long working hours and shift work lead to disruptions in an employee's non work life responsibilities, sleep deprivation and physical drains (Byron, 2005; Messersmith, 2007; Allen et al., 2012 ). In similar vein, family role characteristics also create time based conflicts. Married person and parents experience more work-family conflict compared to unmarried and non-parents (Greenhaus & Beutell, 1985). Moreover, parent of younger children; employees live in larger families and spouse employments may also contribute to work conflict (Keith & Schafer, 1980). Presumably, spouse dissimilarity in fundamental beliefs and absence of mutual support in family can produce stress. Beutell and Greenhaus (1982) found that career oriented women with dissimilar attitude about life roles, with their husband, experience relatively intense conflict.

### 3.5.2.3 Strain-based conflict

Greenhaus and Beutell (1985) describe that strain-based conflict occurs when the strain created in one role makes it difficult to meet the expectations of another role. It can lead to both adverse physical and psychological states that spill over into other areas of an employee's life (Edwards & Rothbard, 2000). For instance, in a study of employed parents, Williams and Alliger (1994) found that distress and fatigue at work led to immediate feelings of stress at home. Additionally, Repetti (1989) found that air traffic controllers experiencing negative moods at work were more likely to have strained interactions with family members in the evening. Therefore, a host of work-related stressors, including those discussed previously in conjunction with time-based conflict, are likely to lead to additional strain that produces tension between work life and non work life. For instance, being on call, working long hours, and shift work all lead to disruptions in an employee's non work life, which may affect and strain personal role responsibilities. Time-based conflict occurs as the employee is forced to spend additional time working from home instead of attending to other non work responsibilities. The psychological burden of disengaging from family or other non work activities in order to perform work duties creates additional strain-based conflict. Workers often feel exhausted, sleep-deprived, and worn down by the constant mental presence of work (Hyman et al., 2003).

One of the most common factors creating both physical and psychological strain based conflict for IT workers is the availability of technology that allows work to be completed from nearly anywhere at any time (Stokes, 1996). In fact, one study found that 68% of employees sampled felt that technology had increased their stress level and 70% felt that it had increased their overall workload (Higgins & Duxbury, 2005). Additionally, Batt and Valcour (2003) found that technology use was significantly associated with work-life conflict.

### 3.5.2.4 Role Ambiguity

An additional element of conflict is role ambiguity, which happen when an employee is unsure of their job demands and the boundaries for their positions, leading to strain-based conflict (Boyar et al., 2003). Role ambiguity can be particularly problematic for IT personnel because of their boundary-spanning activity. Studies from Baroudi (1985) and Guimaraes (1992) found that higher levels of role ambiguity were associated with turnover intentions, lower levels of job satisfaction and less organisational commitment among workers.

### 3.5.2.5 Management Support

Nevertheless, the relationship between employees and their employers can be understood in terms of an exchange. While their skills remain highly marketable, IT employees are unlikely to think in terms of long-term commitment to a single organisation. They are, however, more likely to evaluate their employers in terms of the degree to which they provide interesting work and opportunities for development. Pay levels, status and other advantages (eg autonomy and work-life flexibility) may promote not only high commitment to the work and long working hours when required but also, in some cases, identification with the goals of the company (Kunda, 1992). The role of Work Place support has consistently emerged in literature as an important factor that influences work-family balance in a positive manner. Low levels of leader or supervisor support and interaction facilitation appear to produce work family conflicts (Jones & Butler, 1980). Social support from the work domain was

measured as organisational support is related in reduction of work-life conflict (Eisenberger et al. , 1986; Foley et al., 2005). Moreover, Ezra and Deckman (1996) found that organisational family friendly policies and supervisor understanding of family duties are positively related to Job satisfaction.

**Table 3.1: Scale item with major source**

| Dimension | Scale Item | Major Source |
|---|---|---|
| Work Life Imbalance | My work often interferes with my family responsibilities | Greenhaus and Beutell (1985) |
| | I am not able to maintain an appropriate and healthy balance between my work and personal commitments | |
| Time based conflict | I often bring work home to do on the evenings and weekends. | Greenhaus and Beutell (1985), Hyman et al. (2003), Pleck et al. (1980), Moore & Love (2005) |
| | It's hard to get time off/leave to take care of family or personal matters | |
| | I have to miss family activities due to the amount of time I must spend on work responsibilities | |
| | My work takes up time that I would like to spend with family/friends | |
| | I feel guilty for spending too much time at work and not enough time with my family | |
| Strain based conflict | When I get home from work I am often feel physically exhausted to participate in family activities | Stephens and Sommer (1996), Edwards &Rothbard (2000), Greenhaus and Beutell |
| | The stress from my job often makes me irritable when I get home | |
| | Tension and anxiety from work often pinch into my family life | |
| | I often feel emotionally drained when I get | |

| | home from work that prevents me from contributing to my family | (1985) |
|---|---|---|
| Role ambiguity | I receive assignment without adequate resources | Greenhaus and Beutell (1985) |
| | I often receive assignments out of my expertise and capability. | |
| Management Support | My supervisor is supportive in fulfilling my non-work responsibilities | Cook and Wall (1980), Duxbury et al. (1992) |
| | Management in my company are only interested in profits and efficiency | |
| | Welfare of employees is least important in my company | |
| | It is the employer responsibility to help people to balance work and their life | |

# Chapter -4
# DATA ANALYSIS

## 4.1 Statistical Test

## 4.2 Respondent Profile

## 4.3 Work Environment Attributes

## 4.4 Hypothesis testing

## 4.5 Factors affecting WLB

**An Evaluation of the Quality of Work Life Balance (QWL) of Female Employees Working in the I.T. Sector**

The crux of any research exercise is the analysis of the collected data and the inferences that are drawn on the basis of the interpretation of the analyzed data. This chapter presents the core of research.

This chapter provides the empirical findings from the collected data. Chapter is very well classified for systematic presentation of collected data and their statistical analysis. This is followed by the interpretation and discussion about findings. This study is structured to examine the various issues of work-life balance (WLB) in IT sector in India. The data received through the questionnaire were tabulated and analyzed with the help of different statistical tools. Interpretations were made to get the meaningful inferences. Chapter presents the results of statistical analysis of survey data and analysis of the WLB factors.

# 4.1 Statistical Test

The following section describes the tests used along with their mathematical representation

**One Sample T test**

This function gives a single sample Student t test with a confidence interval for the mean difference. The single sample t method tests a null hypothesis that the population mean is equal to a specified value. If this value is zero (or not entered) then the confidence interval for the sample mean is given

$$t = \frac{\bar{x} - \mu}{\sqrt{s^2/n}}$$

Where

$\bar{x}$ = sample mean

$\Delta$ = specified value to be tested

$s$ = sample standard deviation, and

$n$ = size of the sample.

ANOVA

ANOVA is a statistical test which analyzes variance. It is helpful in making comparison of two or more means which enables a researcher to draw various results and predictions about two or more sets of data. ANOVA test includes one-way ANOVA, two-way ANOVA or multiple ANOVA depending upon the type and arrangement of the data. One-way ANOVA has the following test statistics:

$$F = \frac{MST}{MSE}$$

Or

$$F = \frac{Explained Variance}{Unexplained Variance}$$

Or

$$F = \frac{between group variability}{within - group variability}$$

Or

The "explained variance", or "between-group variability" is

$$\sum_i n_i (\bar{Y}_i - \bar{Y})^{\ 2} / (K - 1)$$

where $\bar{Y}_i$ denotes the sample mean in the $i^{th}$ group, $n_i$ is the number of observations in the $i^{th}$ group, $\bar{Y}$ denotes the overall mean of the data, and $K$ denotes the number of groups.

The "unexplained variance", or "within-group variability" is

$$\sum_{ij} (Y_{ij} - \bar{Y}_{i-})^{\ 2} / (N - K)$$

$Y_{ij} = j^{th}$ observation in the $i^{th}$ out of $K$ groups

$N$ = overall sample size

F = ANOVA Coefficient

MST = Mean sum of squares due to treatment

MSE = Mean sum of squares due to error.

Formula for MST is given below:

$$MST = \frac{SST}{p-1}$$

$$SST = \sum (n(x - \bar{x})^2$$

Where,

SST = Sum of squares due to treatment

p = Total number of populations

n = Total number of samples in a population.

Formula for MSE is given below:

$$MSE = \frac{SSE}{N-p}$$

$$SSE = \sum (n-1)S^2$$

Where,

SSE = Sum of squares due to error

S = Standard deviation of the samples

N = Total number of observations.

**Multiple Regressions**

In linear multiple regression, the model specification is that the dependent variable, $y_i$ is a linear combination of the *parameters* (but need not be linear in the *independent variables*). For example, in simple linear regression for modeling $n$ data points there is one independent variable: $x_i$, and two parameters, $\beta_0$ and $\beta_1$:

straight line:

$$y_i = \beta_0 + \beta_1 x_i + \epsilon_i, \qquad i = 1, \dots, n.$$

In multiple linear regressions, there are several independent variables or functions of independent variables .Adding a term in $x_i^2$ to the preceding regression gives:

parabola:

$$y_i = \beta_0 + \beta_1 x_i + \beta_1 x_i^2 + \epsilon_i, \qquad i = 1, \dots, n.$$

This is still linear regression; although the expression on the right hand side is quadratic in the independent variable $x_i$, it is linear in the parameters $\beta_0, \beta_1$ and $\beta_2$. In both cases, $\epsilon_i$ is an error term and the subscript $i$ indexes a particular observation.

Given a random sample from the population, we estimate the population parameters and obtain the sample linear regression model:

$$\hat{y}_i = \hat{\beta}_0 + \hat{\beta}_1 x_i$$

The residual, $e_i = y_i - \hat{y}_i$, is the difference between the value of the dependent variable predicted by the model, $\hat{y}_i$, and the true value of the dependent variable, $y_i$. One method of estimation is ordinary least squares. This method obtains parameter estimates that minimize the sum of squared residuals, SSE also sometimes denoted RSS:

$$SSE = \sum_{i=1}^{n} e_i^2$$

Minimization of this function results in a set of normal equations, a set of simultaneous linear equations in the parameters, which are solved to yield the parameter estimators, , $\beta_0$ and $\beta_1$:

In the case of simple regression, the formulas for the least squares estimates are

$$\hat{\beta}_1 = \frac{\sum(x_i - \bar{x})(y_i - \bar{y})}{\sum(x_i - \bar{x})^2} \text{ and } \hat{\beta}_0 = \bar{y} - \hat{\beta}_1 \bar{x} \quad .$$

Where $\bar{x}$ is the mean (average) of the $x$ values and $\bar{y}$ is the mean of the $y$ values. Under the assumption that the population error term has a constant variance, the estimate of that variance is given by:

$$\hat{\partial}_\epsilon^2 = \frac{SSE}{n-2}$$

This is called the mean square error (MSE) of the regression. The denominator is the sample size reduced by the number of model parameters estimated from the same data, ($n$-$p$) for $p$ regressors or ($n$-$p$-1) if an intercept is used.[22] In this case, $p=1$ so the denominator is $n$-2.

The standard errors of the parameter estimates are given by

$$\hat{\sigma}_{\beta_0} = \hat{\sigma}_\epsilon \sqrt{\frac{1}{n} + \frac{\overline{x^2}}{\sum(x_i - \bar{x})^2}}$$

$$\hat{\sigma}_{\beta_0} = \hat{\sigma}_\epsilon \sqrt{\frac{1}{\sum(x_i - \bar{x})^2}}$$

Under the further assumption that the population error term is normally distributed, the researcher can use these estimated standard errors to create confidence intervals and conduct hypothesis tests about the population parameters

## 4.2 Respondent Profile

Women employees working in IT sector Bangalore were part of our study. We have asked them questions in specific format of questionnaire and they have given their personal information regarding them. Table 4.1 displays the personal information of selected women employees from selected IT companies i.e. Citrix, Microsoft, Infosys, TCS and Mu Sigma.

**Table 4.1 Profile of women employees working in IT sector**

| Particulars | Classification | Number of women employees | Percentage |
|---|---|---|---|
| Age | 25-30 years | 109 | 36 |
| | 31-40 years | 96 | 32 |
| | 41-50 years | 63 | 21 |
| | Above 50 years | 32 | 11 |
| Particulars | Classification | Number of women employees | Percentage |

| Particulars | Classification | Number of women employees | Percentage |
|---|---|---|---|
| **Years of Service** | Less than 1 year | 69 | 23 |
| | Between 10 years | 146 | 49 |
| | Between 20 years | 64 | 21 |
| | Above 20 years | 21 | 7 |
| **Salary** | < Rs. 30,000 | 68 | 23 |
| | Rs.30,001-40,000 | 88 | 29 |
| | Rs. 40,001-50,000 | 92 | 31 |
| | Above Rs. 50,001 | 52 | 17 |
| **Marital Status** | Single | 85 | 28 |
| | Married | 215 | 72 |
| **Number of Children** | Nil | 135 | 44 |
| | One | 125 | 42 |
| | Two | 35 | 12 |
| | More than two | 5 | 2 |

| Particulars | Classification | Number of women employees | Percentage |
|---|---|---|---|
| **Ages of Children** | Nil | 135 | 44 |
| | Less than 2 years | 35 | 12 |
| | 3-8 years | 101 | 34 |
| | 9-15 years | 29 | 10 |
| **Number of Dependent** | Nil | 125 | 42 |
| | One | 114 | 38 |
| | Two | 35 | 12 |
| | Above two | 26 | 8 |
| **Shift** | Day | 300 | 100 |
| | Night | 0 | 0 |
| **Nature of Job** | Regular | 300 | 100 |
| | Part Time | 0 | 0 |
| | On Role | 0 | 0 |
| | Off Role | 0 | 0 |

Source: primary data
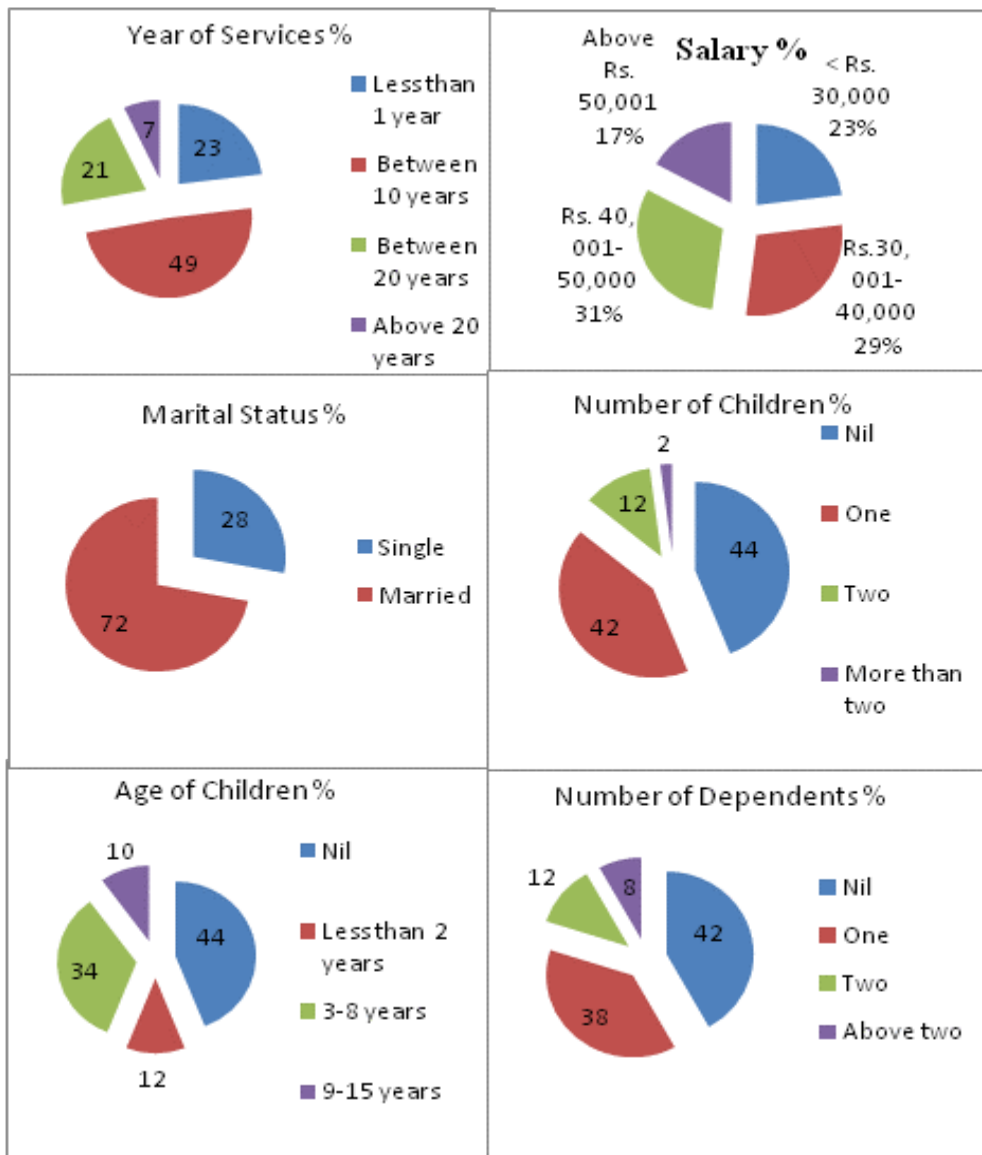
**Dig 2: Demographic analysis (in percentage term)**

Out of 300 women employees, 36% of the employees are in the age group of 25 to 30 years, 32% of the employees are having age above 31 years, 21% of the employees are having age between 41 to 50 years and 11 % of the employees are in the age group of above 50 years. It is observed that most of the women employees (32.90%) working in IT sector in Bangalore are in the age group of 31 to 40 years.

It is inferred from the table 4.1 that 49% of the employees are having 2 to 10 years of experience, 23% of the employees are having less than 1 year of experience, 21% of the employees are having between 10 years of experience and 7 % of the employees are having experience of more than 20 years. It is observed that majority of the

147

women employees (49%) working in IT sector in Bangaluru are having experience in between of 1 to 10 years.

From the table 4.1, 31 % of the selected employees were earning monthly salary between Rs. 40,001 to 50,000, whereas 29 % of the women employees are earning monthly salary of Rs. 30,001 to 40,000, 23% e the selected employees are earning monthly salary less than Rs. 30,000 and 17 % of the selected women employees are earning more than Rs. 50,001 as their monthly salary. It is observed that most of the women employees (31%) who are working in IT sector are earning Rs. 40,001 to 50,000 as salary.

Table 4.1 depicts that 72.00% of the employees were married and the remaining 28.00% of the employees are livings as single. It is observed that majority of the selected women employees (72.00%) working in IT sector in Bangalore were married. Out of 300 employees, 42 % of the selected employees are having one child, 44 % of the employees don't have child, 12 % of the selected employees are having two children and 2 % of the selected employees are having more than 2 children. It is observed that most of the employees (44%) working in IT sector in Bangalore are single or though married but don't have any child.

Table 4.1 explores that 44 % of the selected employees are having no child, 34 % of the employees have children age between 3 to 8 years , 12 % of the selected employees are having children with age 1 to 2 years, 10 % of the selected employees are having children with age more than 9 years. It is observed that majority of the employees (44%) working in IT sector in Bangalore are having  no child..

Table 4.1 reveals that, 42 % of the selected employees are having no one dependent, 38 % of the employees are having one dependent, 12 % of the selected employees are not having dependents and 8 % of the selected employees are having more than two dependents. It is observed that most of the employees (42%) working in IT sector in Bangalore are having no one dependent. Out of 300 employees, 100 % of the selected employees are working in day shift only.  It is observed that all of the employees (100%) working in IT sector in Bangalore are regular employees and no one is working as part on or off role.

- **Information Pertaining to Work Life Balance**

**4.2.1Able to balance work life**

Women employees working in IT sector were selected for the study. Employees have expressed their agreement towards balancing their work life. Table 4.2 displays the opinion of women employees working in IT sector towards balancing their work life.

**Table 4.2 Balancing work life**

| Response | Number of Respondents | Percentage |
|----------|----------------------|------------|
| Yes | 240 | 80 |
| No | 60 | 20 |
| **Total** | **300** | **100** |

Source: primary data.
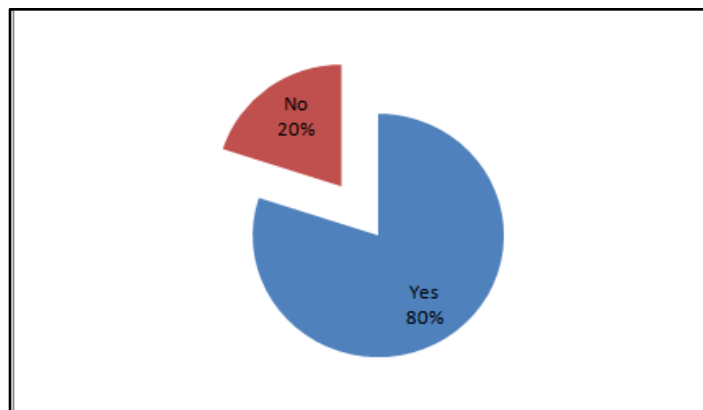


**Dig 3: Balancing Work Life**

Table 4.2 explores the women employees' agreement towards balancing their work life. 80 per cent of the women employees working in the IT industry expressed that they are able to balance their work life and the remaining 20 per cent of the women employees expressed that they are not able to balance their work life. It is observed that most of the women employees (80%) working in IT sector have accepted that they are able to balance their work life.

**4.2.2 Balance your work life**

Women employees working in IT sector were selected for the study. Employees have expressed their level of balancing their work life. Table 4.3 displays the opinion of women employees working in IT sector towards balancing their work life.

**Table 4.3 Balance your work life**

| Scaling level | Number of Respondents | Percentage |
|---|---|---|
| Very High | 30 | 10 |
| High | 159 | 53 |
| Neither high nor low | 90 | 30 |
| Low | 15 | 05 |
| Very low | 06 | 02 |
| **Total** | **300** | **100** |
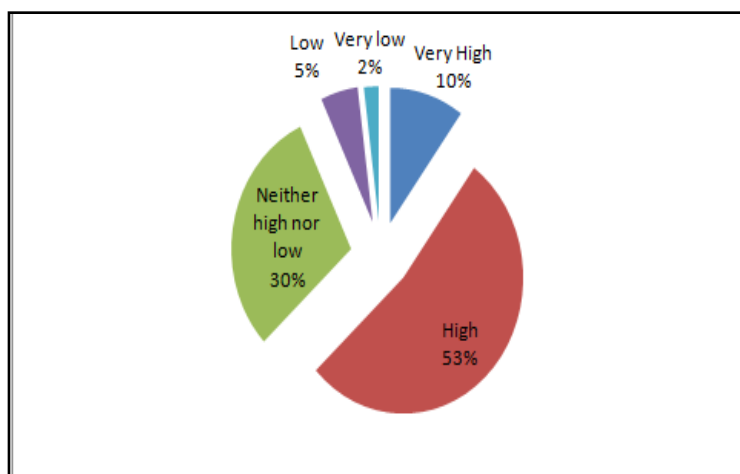


**Dig 4: Opinion of women employees towards QWL**

It is understood from the table 4.3 that the women employees working in IT sector expressed about their responds towards balance your work life, 53 per cent of the employees expressed that they have high balance, 30 per cent of the employees expressed that they have neither high nor low balance, 10 per cent of the employees expressed that they have very high balance, 05 per cent of the employees expressed that they have low balance and 2 per cent of the employees expressed that they manage with very low balance. It is observed that most of the women employees

(53%) working in IT sector have expressed that they are able to manage their work and life with high balance.

## 4.2.3 Feeling about working in Software Industry

Women employees working in IT sector were selected for the study. Employees have expressed their opinion towards feeling about working in software industry. Table 4.4displays the opinion of women employees working in IT sector towards feeling about working in software industry.

**Table 4.4 : Feeling about working in Software Industry**

| Response | Number of Respondents | Percentage |
|---|:---:|:---:|
| Very High | 90 | 30 |
| High | 120 | 40 |
| Neither high nor low | 42 | 14 |
| Low | 30 | 10 |
| Very low | 18 | 06 |
| **Total** | **300** | **100** |
| Source: primary data | | |

It is understood from the table 4.4 that the women employees working in IT sector expressed their feelings about working in software industry, 40 per cent of the employees expressed that they are having high satisfaction towards the work, 14 per cent of the employees expressed that they have neither high nor low satisfaction towards their job, 30 per cent of the employees expressed that they are having very high satisfaction towards their work in software industry, 10 per cent of the employees expressed that they are having low satisfaction towards their work and 6 per cent of the employees expressed that they are having very low satisfaction towards their work in software industry. It is observed that most of the women employees (70%) working in IT sector have expressed that they are having very high and high satisfaction towards their work in software industry.

**4.2.4 Additional work provisions given by the organisation**

Women employees working in IT sector were selected for the study. Employees have expressed their opinions regarding the additional work provisions given by the organisation. Table 4.5 displays the opinion of women employees regarding the additional work provisions given by the organisation.

**Table 4.5 Additional Work provisions given by the organisation**

| Work Provisions | Yes | | No | | Total | |
|---|---|---|---|---|---|---|
| | No. | % | No. | % | No. | % |
| Telephone for personal use | 224 | 75.00 | 76 | 25.00 | 300 | 100.00 |
| Health programs | 135 | 45.00 | 165 | 55.00 | 300 | 100.00 |
| Parenting or family support programs | 105 | 35.00 | 195 | 65.00 | 300 | 100.00 |
| Relocation facilities and choices | 175 | 58.00 | 125 | 42.00 | 300 | 100.00 |
| Transportation | 210 | 70.00 | 90 | 30.00 | 300 | 100.00 |

Table 4.5 displays the women employees working in IT sector regarding the additional work provisions given by the organisation. Out of 300 women employees, 75 per cent of them accepted that they are allowed to use telephone personally during their office hours and 25 per cent accepted that they are not permitted to use telephone for personal use. 45 per cent of them have expressed that health programs are conducted by the organisations and 55 per cent said that their organisation is not conducting such health programs. 35 per cent expressed that they are engaged in

parenting or family support programs and 65 per cent said they their organisations are not conducing parenting or family support programs. 58 per cent expressed that they are given the choice of relocation facilities and 42 per cent expressed that they are not given such facilities in their organisations. 70 per cent expressed that they are provided with the transport facilities and 30 per cent of the employees expressed that transportation facilities are not provided by their organisations. It is observed that the IT companies in Bangalore are providing good facilities for the women employees.

## 4.2.5 Present working environment is more pleasant in family life

Women employees working in IT sector were selected for the study. Employees have expressed their opinion towards present working environment in family life. Table 4.6displays the opinion of women employees working in IT sector towards present working environment in family life.

**Table 4.6 Present working environment is more pleasant in family life**

| Pleasant working environment | Number of Respondents | Percentage |
|---|---|---|
| Very High | 44 | 14 |
| High | 148 | 48 |
| Neither high nor low | 61 | 20 |
| Low | 38 | 13 |
| Very low | 15 | 5 |
| **Total** | **306** | **100** |

Source Primary Data

153
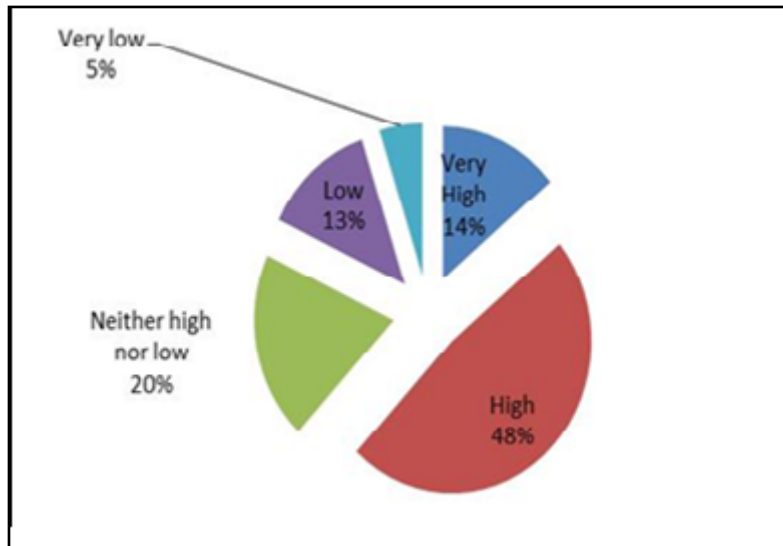
**Diagram 5: Pleasant working environment**

Table 4.6 shows the women employees' opinion regarding the present working environment in family life. 48 per cent of the employees expressed that the present environment brings high satisfaction in family life, and 20.00 per cent of the employees expressed that they are neither satisfied nor dissatisfied towards the family life, whereas 14 per cent of the employees expressed that the present working environment have low satisfaction towards family life, 13 per cent of the employees expressed that the work environment have expressed very high satisfaction towards their family life and 5 percent of the employees expressed that the work environment have brought very low satisfaction. It is observed that most of the women employees (48%) working in IT sector feel that work environment have brought high satisfaction towards the family life.

**4.2.6 Leave due to family problems in a month**

Women employees working in IT sector were selected for the study. Table 4.7 displays the opinion of women employees towards number of days they avail leave to family problems in a month.

**Table 4.7:  Leave due to family problems in a month**

| Leave Provision | Number of Respondents | Percentage |
|---|---|---|
| One day | 103 | 34 |
| Two days | 156 | 52 |
| More than 3 days | 35 | 12 |
| None of days | 6 | 2 |
| **Total** | **300** | **100** |
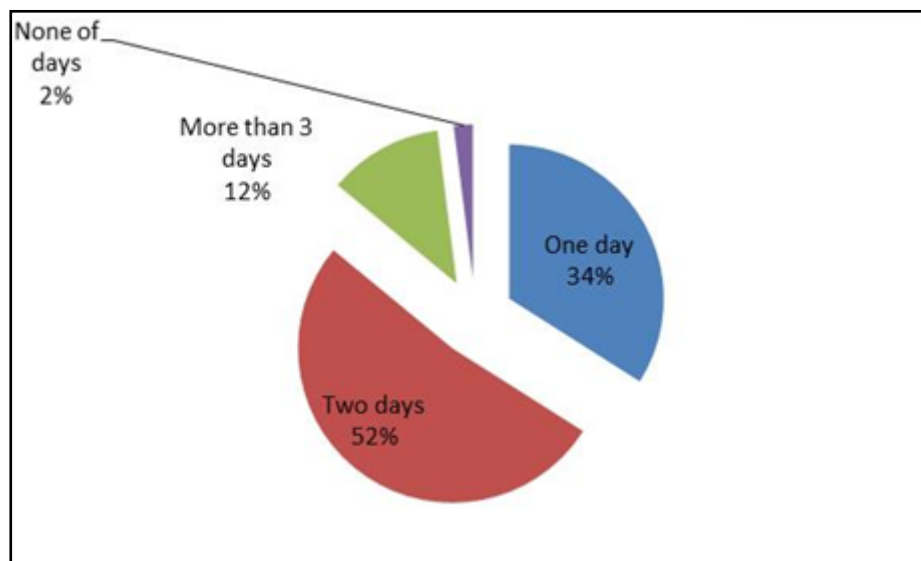


**Dig 6: Leave due problems in a month to family**

Table 4.7 depicts that the women employees working in IT sector have expressed about their responses towards availing leave due to family problems in a month, 52 per cent of the employees expressed that they are availing two days, 34 per cent of the employees expressed that they avail one day, 12 per cent of the employees expressed that they avail more than 3 days and 2 per cent of the employees expressed that they are not availing any leave towards their family problems. It is observed that most of

the women employees (52%) working in IT sector have expressed that they are availing two days in a month due to family problems.

### 4.2.7 Present health position in balancing family work

Women employees working in IT sector were selected for the study. Employees have expressed their opinions towards present health position in balancing family work. Table 4.8 displays the opinion of women employees working in IT sector towards present health position in balancing family work.

**Table 4.8: Present health position in balancing family work**

| Health Position | Number of Respondents | Percentage |
|---|---|---|
| Excellent | 31 | 10 |
| Very good | 151 | 50 |
| Good | 63 | 21 |
| Poor | 40 | 14 |
| Very poor | 15 | 5 |
| **Total** | **300** | **100** |

Source Primary Data
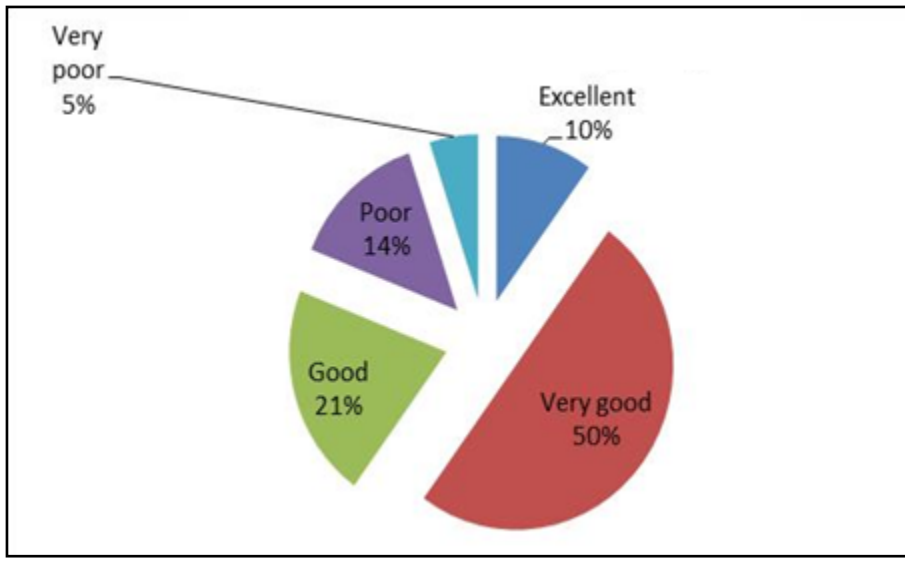
**Dig7: Present Health Position in Balancing Family Work**

Table 4.8 reveals that the women employees working in IT sector expressed their responses towards present health position in balancing family work, out of 300 women employees, 50 per cent of the employees expressed that they are having very good health, 21 per cent of the employees expressed that their health condition is good, 14 per cent of the employees expressed that their health condition is poor due to work, 10 per cent of the employees expressed that their health is excellent and 5 per cent of the employees expressed that they are having very poor health. It is observed that most of the women employees (50%) working in IT sector have expressed that their health conditions are very good in balancing family work.

**4.2.8 Family support for present work pressure**

Women employees working in IT sector were selected for the study. Employees have expressed their agreement towards their family support for present work pressure. Table 4.9 displays the opinion of women employees working in IT sector towards family support in present work pressure.

**Table 4.9 Family support in present work pressure**

| Family Support | Number of Respondents | Percentage |
|---|---|---|
| Very High | 65 | 22 |

**157**

| | | |
|---|---|---|
| High | 124 | 41 |
| Neither high nor low | 70 | 23 |
| Low | 32 | 11 |
| Very low | 9 | 3 |
| **Total** | **300** | **100** |

Table 4.9 shows the responses given by the women employees working in IT sector towards family support for present work pressure, out of 300 women employees, 41 per cent of the employees expressed that they are having high family support to
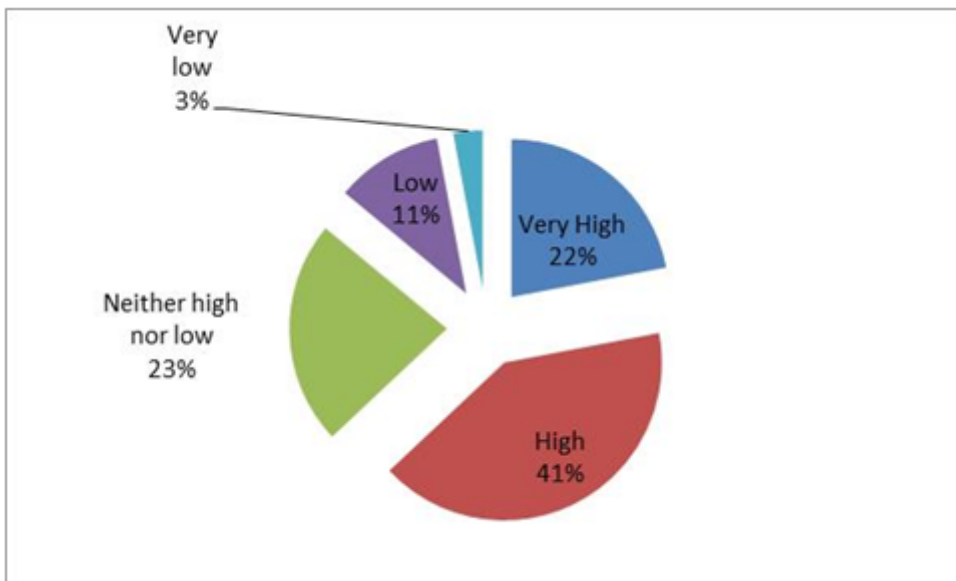


**Dig 8: Family support in present work pressure**

manage the pressure at work place, 23 per cent of the employees expressed that they have neither high nor low support towards managing work pressure, 22 per cent of the employees expressed that they have very high support from family to manage the work pressure, 11 per cent of the employees expressed that they are having low support from family and 3 per cent of the employees expressed that they are having very low support from family. It is observed that most of the women employees

(41%) working in IT sector have expressed that they are having high family support to manage the present work pressure.

# • **Work Environment Attributes**

### 4.2.9 Personal feelings about balancing work life

One sample t-test was used to test the personal feelings about balancing work life of women employees working in IT organisations in Bangalore. To test the significant difference between the mean value of the variables measured under personal feelings about balancing work life of women employees in current organisations against the test average response of 4.5 (mean score). The following null hypothesis was framed:

**H01 (a): Personal feelings of women employees towards balancing work life do not differ with the average score.**

Table 4.10 shows the results of t-test for personal feelings about balancing work life and average score.

**Table 4.10 Personal feelings about balancing work life**

| One-Sample Statistics | | | | |
|---|---|---|---|---|
| | N | Mean | Std. Deviation | Std. Error Mean |
| Passion | 300 | 3.94 | 1.916 | .199 |
| Money | 300 | 4.16 | 1.985 | .206 |
| satisfaction | 300 | 3.65 | 1.960 | .203 |
| top priority | 300 | 4.11 | 1.931 | .200 |
| Put personal | 300 | 3.82 | 1.799 | .187 |
| Neglect personal | 300 | 4.17 | 2.195 | .228 |

| | | | | |
|---|---|---|---|---|
| needs | | | | |
| life difficult | 300 | 3.81 | 2.112 | .219 |
| impacted | 300 | 3.78 | 1.944 | .202 |
| family/spouse | 300 | 4.38 | 1.989 | .206 |
| Children | 300 | 3.88 | 2.026 | .210 |
| work and personal life | 300 | 4.12 | 1.944 | .202 |
| Better mood | 300 | 4.20 | 2.030 | .210 |

| **One-Sample Test** | | | | | | |
|---|---|---|---|---|---|---|
| | Test Value = 4.5 | | | | | |
| | | | | | 1% Confidence Interval of the Difference | |
| | t | df | Sig. (2-tailed) | Mean Difference | Lower | Upper |
| Passion | -2.842 | 299 | .006 | -.565 | -.57 | -.56 |
| Money | -1.645 | 299 | .103 | -.339 | -.34 | -.34 |
| satisfaction | -4.207 | 299 | .000 | -.855 | -.86 | -.85 |
| top priority | -1.960 | 299 | .053 | -.392 | -.39 | -.39 |
| Put personal | -3.659 | 299 | .000 | -.683 | -.69 | -.68 |
| Neglect personal needs | -1.441 | 299 | .153 | -.328 | -.33 | -.33 |
| life difficult | -3.166 | 299 | .002 | -.694 | -.70 | -.69 |
| impacted | -3.547 | 299 | .001 | -.715 | -.72 | -.71 |
| family/spouse | -.600 | 299 | .550 | -.124 | -.13 | -.12 |

| | | | | | | |
|---|---|---|---|---|---|---|
| Children | -2.943 | 299 | .004 | -.618 | -.62 | -.62 |
| work and personal life | -1.894 | 299 | .061 | -.382 | -.38 | -.38 |
| Better mood | -1.405 | 299 | .163 | -.296 | -.30 | -.29 |

From table 4.10 significant differences is observed at 1% level between average score and personal feelings about balancing work life. On observing the mean values in table 4.10 women employees working in IT organisations in Bangalore are feeling that Work because of passion, Work because of money, Work gives satisfaction, Work is my top priority, Put personal on hold for work, Neglect personal needs because of work, Job makes personal life difficult, Personal life gets impacted because of work, Hard to work because of family/spouse, Hard to work because of children, Able to manage balanced time between work and personal life, Better mood and status because of work, Job gives me motivation to maintain personal life better, Better mood at work because of personal life would help them for balancing work life.

- **Factors affecting WLB**

**4.2.10 Personal feelings about factors that affects balancing work and family commitment**

Balancing work and life is now-a-days an inevitable task placed before the IT employees. Selected women employees working in IT organisations in Bangalore have expressed their opinions regarding different factors that are affecting balancing work and family commitments. Testing the significance of various factors that affect the women employees to balance work and family commitments, Friedman's test for k-related samples has been applied to study the relationship between various factors that affect the women employees to balance work and family commitments.

**Null hypothesis H01(b): Feeling about factors that affects the women employees to balance work and family commitments among IT employees are same.**

**Table 4.11 Personal feelings about factors that affects balancing work and family commitments**

| Statements | Mean Rank | Chi-Square value |
|---|---|---|
| Long working hours | 2.91 | |
| Compulsory overtime | 3.36 | |
| Shift work | 2.81 | (p< .001) |
| Meetings | 3.18 | |
| Training after office hours | 2.80 | |

** significant at 1% level

The results in the table 4.11 show that the null hypothesis H01(b) is rejected at 1% level. Feeling about factors that affects the women employees to balance work and family commitments among IT employees are not same.

Further the mean ranks in the table 4.11 shows that the women employees working in IT industry are feeling that "Compulsory overtime" and "Meetings" are the main factors that affects balancing work and family commitments. The women employees felt that "Training after office hours" and "Shift work" are the least factors that affects balancing work and family commitments.

### 4.2.11 Factors helping for balancing work and family commitments

One sample t-test was used to test the factors that help the women employees working in IT industry in Bangalore for balancing work and family commitment. To test the significant difference between the mean values of the factors helping for balancing work and family commitments against the test average response of 3 (mean score). The following null hypothesis was framed:

**H01 (c): Factors helping for balancing work and family commitments do not differ with the average score.**

Table 4.12 shows the results of t-test for factors helping for balancing work and family commitments and average score.

**Table 4.12 Factors helping for balancing work and family commitments**

| Statements | Mean | SD | t-value | p-value |
|---|---|---|---|---|
| Working from home | 4.62 | 0.512 | 14.002 | <.001** |
| Official laptops | 4.51 | 0.522 | 17.746 | <.001** |
| Being able to bring children to work on occasions | 2.81 | 1.771 | 2.554 | <.001** |
| Support from colleagues at work | 3.72 | 1.015 | 16.714 | <.001** |

** significant at 1% level

From table 4.12 significant differences is observed at 1% level between average score and factors that help the women employees working in IT industry in Bangalore for balancing work and family commitment.

Further on investigating the mean values in the table 4.12, it is inferred that working from home, official laptops, support from colleagues at work and support from family members are more than the average level help to the women employees working in IT organisations in Bangalore. However bringing their children to work on occasions does not help them to balance their work life.

**4.2.12 Factors hinders balancing work and family commitments**

Balancing work and life is now-a-days an inevitable task placed before the IT employees. Selected women employees working in IT organisations in Bangalore have expressed their opinions regarding different factors hindering women employees in balancing work and family commitments. Testing the significance of various factors hindering women employees to balance work and family commitments, Friedman's test for k-related samples was applied to study the relationship between

various factors hinders the women employees to balance work and family commitments.

**Null hypothesis H01(d): All the factors hinder the women employees in balancing work and family commitments in the same way.**

**Table 4.13 Factors hinders balancing work and family commitments**

| Factors | Mean Rank | Chi-Square value |
|---|---|---|
| Technology such as laptops | 2.93 | |
| Frequently travelling away from home | 2.91 | |
| Negative attitude of peers and colleagues at work place | 2.84 | 25.672*** (P<.001) |
| Negative attitude of supervisors | 3.08 | |
| Negative attitude of family members | 3.24 | |

** significant at 1% level

The results in the table show that the null hypothesis H01(d) is rejected at 1% level. All the factors hinder the women employees in balancing work and family commitments not in the same way.

Further the mean ranks in the table 4.13 shows clearly that "Negative attitude of family members" and "Negative attitude of supervisors" are the main factors that hinders the women employees in balancing work and family commitments and the women employees felt that "Negative attitude of peers and colleagues at work place" and "Frequently travelling away from home" are the least factors that hinders the women employees in balancing work and family commitments.

**4.2.13 Cross tabulation of demographics over work life balance**

**Table 4.14: Age wise distribution of work life at work and personal environment**

| Particulars | | Work life balance at work and personal environment | | | Total |
|---|---|---|---|---|---|
| Age | | Low | Medium | High | |
| 25-30 years | N | 21 | 21 | 67 | 109 |
| | % | 1 | 7.00% | 22.33% | 36.33% |
| 31-40 years | N | 30 | 30 | 36 | 96 |
| | % | 10.00% | 10.00% | 12.00% | 32.00% |
| 41-50 years | N | 20 | 13 | 30 | 63 |
| | % | 6.67% | 4.33% | 10.00% | 21.00% |
| 51-60 years | N | 6 | 6 | 20 | 32 |
| | % | 2.00% | 2.00% | 6.67% | 10.67% |

Source: primary data
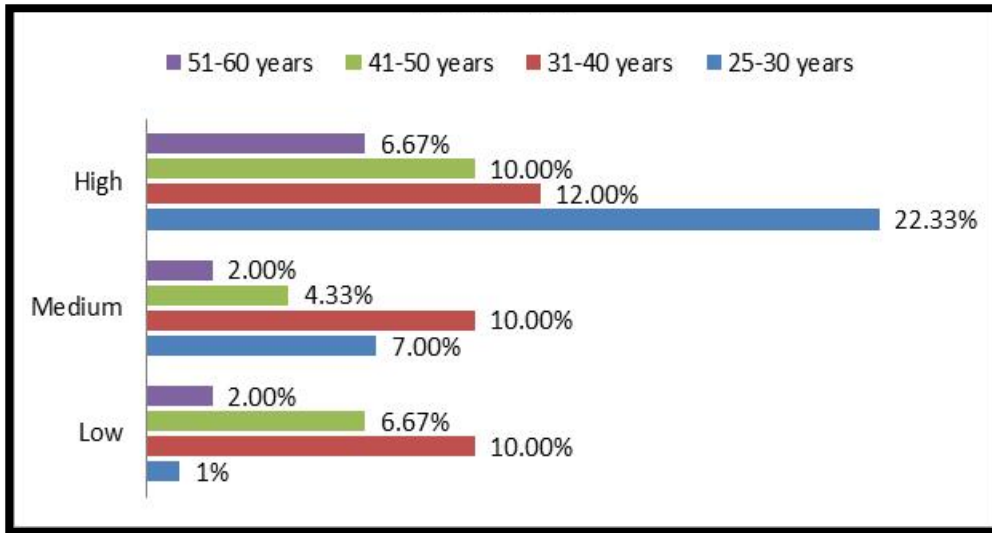
**Graph 9: Age wise distribution of work life at work and personal environment**

Table 4.14 depicts the details regarding the women employees' age and the level of work life balance at work and personal environment. Out of 109 women employees with age above 25-30 years, 22.33% of employees are having high level balance in work life, 7% of employees are having medium level balance in work life, and 7% of employees are having low level balance in work life. Out of 96 women employees with age 31 – 40 years, 12% of employees are having high level balance in work life, 10% of employees are having low level balance in work life, and 10% of employees are having medium level balance in work life. Out of 63 women employees with age 41 -50 years, 10.0% of employees are having high level balance in work life, 6.67% of employees are having low level balance in work life, 4.33% of employees are having medium level balance in work life. Out of 32 women employees with age above 50-60 years, 6.67% of employees are having high level balance in work life, 2% of employees are having medium level balance in work life, and 2% of employees are having low level balance in work life.

**Table 4.15: Age wise distribution of expectation towards present work life balance**

| Particulars | | Expectation towards present work life balance | | | Total |
|---|---|---|---|---|---|
| Age | | Low | Medium | High | |

| | | | | | |
|---|---|---|---|---|---|
| 25-30 years | N | 30 | 27 | 52 | 109 |
| | % | 10.00% | 9.00% | 17.33% | 36.33% |
| 31-40 years | N | 25 | 26 | 45 | 96 |
| | % | 8.33% | 8.67% | 15.00% | 32.00% |
| 41-50 years | N | 16 | 33 | 14 | 63 |
| | % | 5.33% | 11.00% | 4.67% | 21.00% |
| 51-60 years | N | 5 | 10 | 17 | 32 |
| | % | 1.67% | 3.33% | 5.67% | 10.67% |

Source: primary data



Graph10: Age wise distribution of expectations towards present work life balance

Table 4.15 depicts the details regarding the women employees' age and the level of expectation towards present work life balance. Out of 109 women employees with age above 25-30 years, 17.33% of employees are having high level expectation in balancing work life, 10% of employees are having low level expectation in balancing work life, and 9% of employees are having low level expectation in balancing work life. Out of 96 women employees with age 31 – 40 years, 15.0% of employees are having high level expectation in balancing work life, 8.67% of employees are having medium level expectation in balancing work life, and 8.33% of employees are having low level expectation in balancing work life. Out of 63 women employees with age 41 -50 years, 11% of employees are having medium level expectation in balancing

work life, 4.67% of employees are having high level expectation in balancing work life, 5.33% of employees are having low level expectation in balancing work life.Out of 32 women employees with age above 50-60 years, 5.67% of employees are having high level expectation in balancing work life, 3.33% of employees are having medium level expectation in balancing work life, and 1.67% of employees are having low level expectation in balancing work life.

**Table 4.16: Age wise distribution of personal life expectation**

| Particulars | | Personal Life | | | Total |
|---|---|---|---|---|---|
| Age | | Low | Medium | High | |
| 25-30 years | N | 20 | 36 | 53 | 109 |
| | % | 6.67% | 12.00% | 17.67% | 36.33% |
| 31-40 years | N | 18 | 32 | 46 | 96 |
| | % | 6.00% | 10.67% | 15.33% | 32.00% |
| 41-50 years | N | 11 | 23 | 29 | 63 |
| | % | 3.67% | 7.67% | 9.67% | 21.00% |
| 51-60 years | N | 9 | 11 | 12 | 32 |
| | % | 3.00% | 3.67% | 4.00% | 10.67% |

Source: primary data
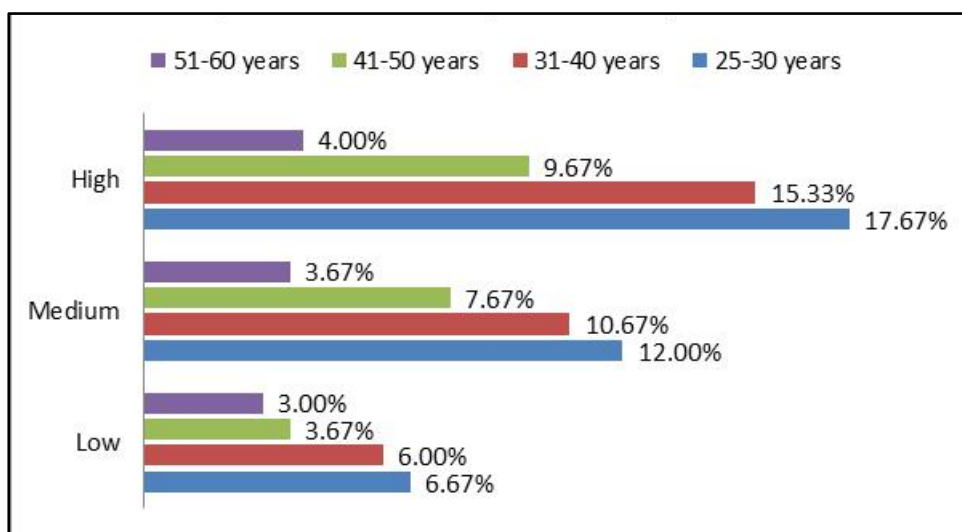


**Graph 11: Age wise distribution of personal life expectations**

Table 4.16 depicts the details regarding the women employees' age and the level of expectations towards personal live. Out of 109 women employees with age above 25-30 years, 17.67% of employees are having high level expectation in personal life, 12% of employees are having medium level expectation in personal life, and 6.67% of employees are having low level expectation in personal life. Out of 96 women employees with age 31 – 40 years, 15.33% of employees are having high level expectation in personal life, 10.67% of employees are having medium level expectation in personal life, and 6% of employees are having low level expectation in personal life. Out of 63 women employees with age 41 -50 years, 9.67% of employees are having high level expectation in personal life, 7.67% of employees are having medium level expectation in personal life, 3.67% of employees are having low level expectation in personal life. Out of 32 women employees with age above 51-60 years, 4% of employees are having high level expectation in personal life, 3.67% of employees are having medium level expectation in personal life, and 3% of employees are having low level expectation in personal life.

**Table 4.17 Distribution of experience on work life balance at work and personal environment**

| Experience | | | Work life balance at work and Personal environment | | | Total |
|---|---|---|---|---|---|---|
| | | | Low | Medium | High | |
| **Years of Services** | Less than 1 year | N | 20 | 25 | 24 | 69 |
| | | % | 6.67% | 8.33% | 8.00% | 23.00% |
| | 1-10 years | N | 40 | 70 | 36 | 146 |
| | | % | 13.33% | 23.33% | 12.00% | 48.67% |
| | 11-20 years | N | 11 | 13 | 40 | 64 |
| | | % | 3.67% | 4.33% | 13.33% | 21.33% |
| | Above 20 years | N | 3 | 4 | 14 | 21 |
| | | % | 1.00% | 1.33% | 4.67% | 7.00% |

Source: primary data
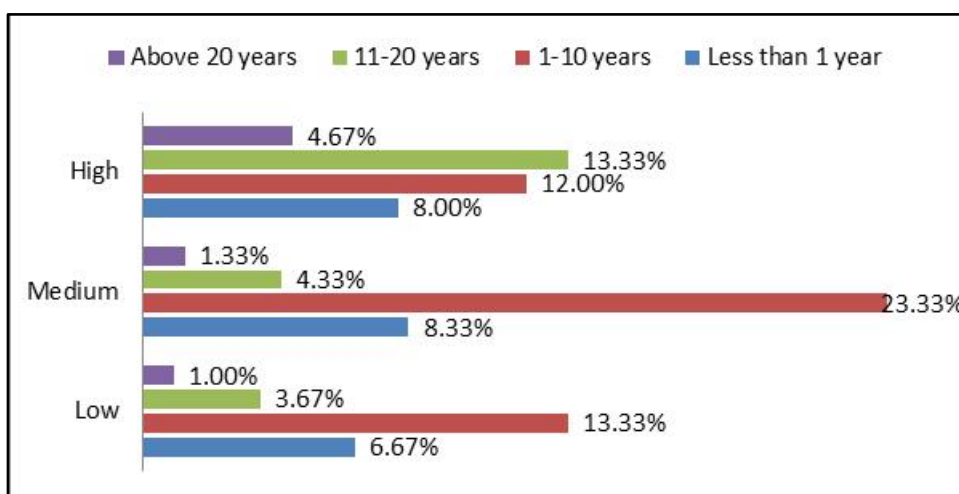


**Graph12: Distribution of experience on work life balance at work and personal environment**
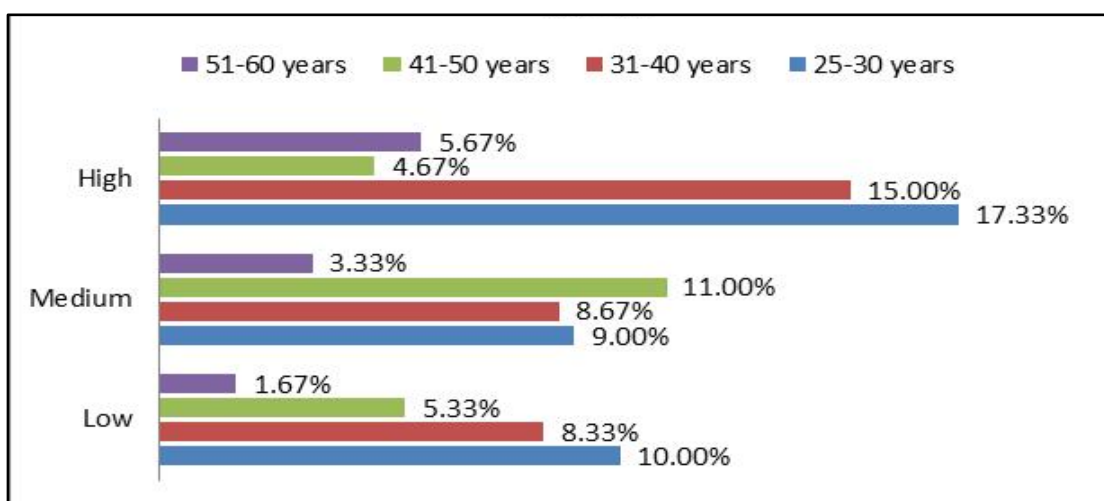
Table 4.17 depicts the details regarding the women employees' years of service and the work live balance at work and personal environment. Out of 69 women employees with year of service of less than 1 year, 8.33% of employees are having medium level balance in work life, 8% of employees are having high level balance in work life, and 6.67% of employees are having low level balance in work life. Out of 146 women employees with year of service of 1 – 10 years, 23.33% of employees are having medium level balance in work life, 13.33% of employees are having low level balance in work life, and 12% of employees are having high level balance in work life. Out of 64 women employees with years of service of 11– 20 years, 13.33% of employees are having high level balance in work life, 4.33% of employees are having medium level balance in work life, and 3.67% of employees are having low level balance in work life. Out of 21 women employees with years of service of above 20 years, 4.67% of employees are having high level balance in work life, 1.33% of employees are having medium level balance in work life, and 1% of employees are having low level balance in work life.

**Table 4.18: Distribution of experience on expectation towards present work life balance**

| Experience | Work life balance at work and Present work life | Total |
|---|---|---|

| | | | balance | | | |
|---|---|---|---|---|---|---|
| | | | Low | Medium | High | |
| **Years of Services** | Less than 1 year | N | 24 | 23 | 22 | 69 |
| | | % | 8.00% | 7.67% | 7.33% | 23.00% |
| | 1-10 years | N | 38 | 67 | 41 | 146 |
| | | % | 12.67% | 22.33% | 13.67% | 48.67% |
| | 11-20 years | N | 11 | 36 | 17 | 64 |
| | | % | 3.67% | 12.00% | 5.67% | 21.33% |
| | Above 20 years | N | 2 | 4 | 15 | 21 |
| | | % | 0.67% | 1.33% | 5.00% | 7.00% |

Source: primary data
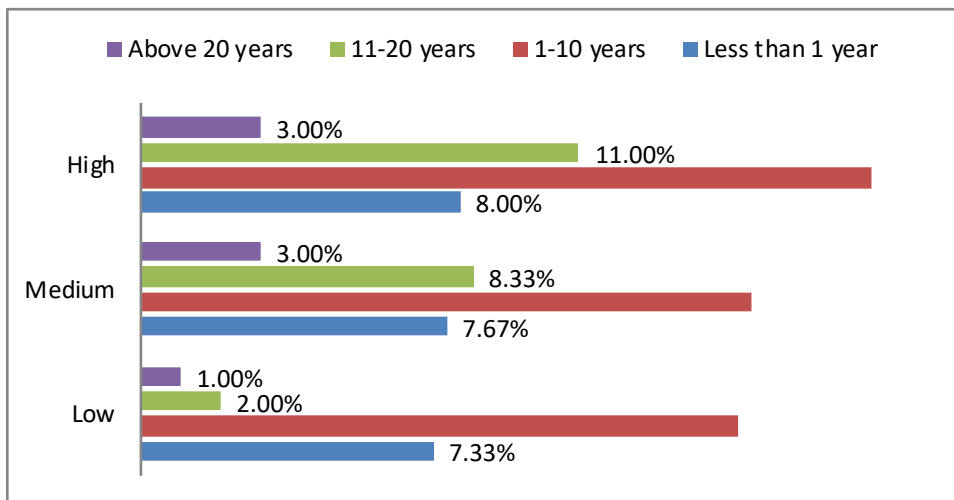


**Graph 13: Distribution on expectations towards present work life balance**

Table 4.18 depicts the details regarding the women employees' years of service and the expectation towards present work life balance. Out of 69 women employees with year of service of less than 1 year, 8% of employees are having low level expectation towards present work life balance, 7.67% of employees are having medium level expectation towards present work life balance, and 7.33% of employees are having high level expectation towards present work life balance. Out of 146 women

employees with year of service of 1 – 10 years, 22.33% of employees are having medium level expectation towards present work life balance, 13.67% of employees are having high level expectation towards present work life balance, and 12.67% of employees are having low level expectation towards present work life balance. Out of 64 women employees with years of service of 11 – 20 years, 12% of employees are having medium level expectation towards present work life balance, 5.67% of employees are having high level expectation towards present work life balance, and 3.67% of employees are having low level expectation towards present work life balance. Out of 21 women employees with years of service of above 20 years, 5% of employees are having high level expectation towards present work life balance, 1.33% of employees are having medium level expectation towards present work life balance, and 0.67% of employees are having low level expectation towards present work life balance.

**Table 4.19: Distribution of experience on personal life expectation**

| Experience | | | Work life balance at work and Personal life expectation | | | Total |
|---|---|---|---|---|---|---|
| | | | Low | Medium | High | |
| **Years of Services** | Less than 1 year | N | 22 | 23 | 24 | 69 |
| | | % | 7.33% | 7.67% | 8.00% | 23.00% |
| | 1-10 years | N | 45 | 46 | 55 | 146 |
| | | % | 15.00% | 15.33% | 18.33% | 48.67% |
| | 11-20 years | N | 6 | 25 | 33 | 64 |
| | | % | 2.00% | 8.33% | 11.00% | 21.33% |
| | Above 20 years | N | 3 | 9 | 9 | 21 |
| | | % | 1.00% | 3.00% | 3.00% | 7.00% |

Source: primary data
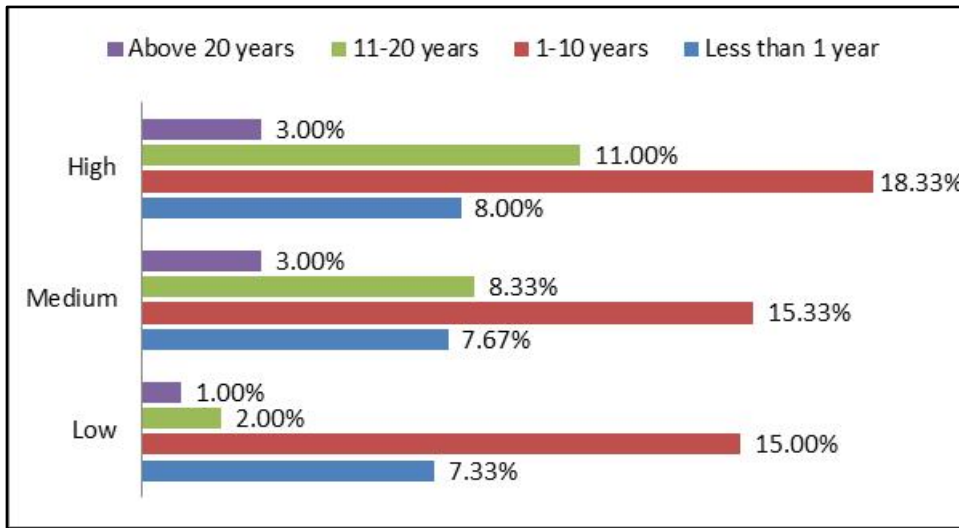
**Graph 14 : Distribution of Experience on personal life expectations**

Table 4.19 depicts the details regarding the women employees' years of service and the expectation towards personal life. Out of 69 women employees with year of service of less than 1 year, 8% of employees are having high level expectation in personal life, 7.67% of employees are having medium level expectation in personal life, and 7.33% of employees are having low level expectation in personal life. Out of 146 women employees with year of service of 1–10 years, 18.33% of employees are having high level expectation in personal life, 15.33% of employees are having medium level expectation in personal life, and 15% of employees are having low level expectation in personal life. Out of 64 women employees with years of service of 11 – 20 years, 11% of employees are having high level expectation in personal life, 8.33% of employees are having medium level expectation in personal life, and 2% of employees are having low level expectation in personal life. Out of 21 women employees with years of service of above 20 years, 3% of employees are having high level expectation in personal life, 3% of employees are having medium level expectation in personal life, and 1% of employees are having low level expectation in personal life.

**Table 4.20: Distribution of monthly salary on work life balance at work and personal environment**

| Income | | | Work life balance at work and Personal Environment | | | Total |
|---|---|---|---|---|---|---|
| | | | Low | Medium | High | |
| **Monthly Salary** | <Rs. 30000 | N | 19 | 23 | 26 | 68 |
| | | % | 6.33% | 7.67% | 8.67% | 22.67% |
| | Rs. 31000 to 40000 | N | 22 | 24 | 42 | 88 |
| | | % | 7.33% | 8.00% | 14.00% | 29.33% |
| | Rs. 41000 to 50000 | N | 15 | 32 | 45 | 92 |
| | | % | 5.00% | 10.67% | 15.00% | 30.67% |
| | Above Rs. 50000 | N | 12 | 14 | 26 | 52 |
| | | % | 4.00% | 4.67% | 8.67% | 17.33% |

Source: primary data
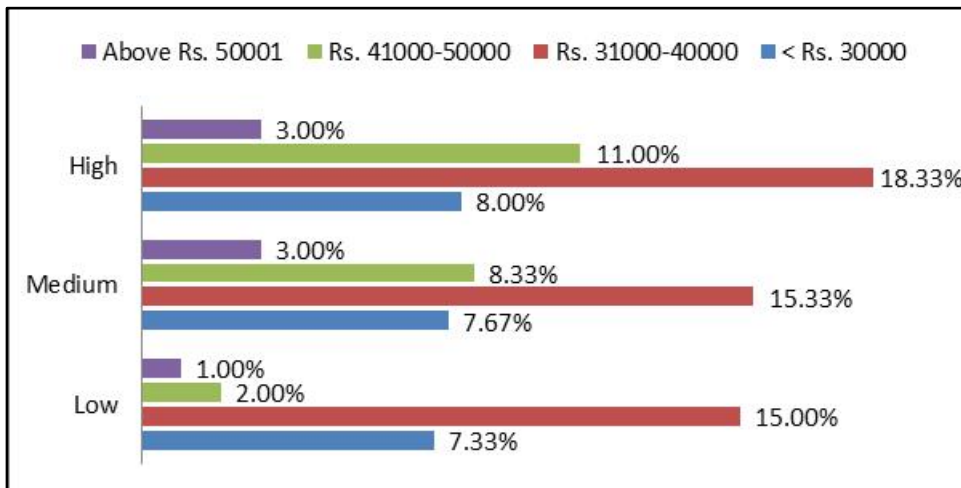


**Graph 15: Distribution of monthly salary on work life balance at work and personal environment**

Table 4.20 depicts the details regarding the women employees' monthly salary and the work life balance at work and personal environment. Out of 68 women employees with monthly salary of less than Rs. 30,000, 8.67% of employees are having high level work life balance, 7.67% of employees are having medium level work life balance, and 6.33% of employees are having low level work life balance. Out of 92 women employees with monthly salary of Rs. 30,001 – 40,000, 19.8% of employees are having high level work life balance, 10.9% of employees are having low level work life balance, and 9.8% of employees are having medium level work life balance. Out of 146 women employees with monthly salary of Rs. 30,001 – 40,000, 11.6% of employees are having high level work life balance, 8.2% of employees are having low level work life balance, and 8.2% of employees are having low level work life balance. Out of 75 women employees with monthly salary of above Rs. 40,000, 8.7% of employees are having high level work life balance, 3.1% of employees are having low level work life balance, and 1.8% of employees are having medium level work life balance.

**Table 4.21: Distribution of monthly salary on expectation towards present work life balance**

| Particulars | | | Expectation towards present work life balance | | | Total |
|---|---|---|---|---|---|---|
| | | | Low | Medium | High | |
| **Monthly Salary** | Less than Rs. 30,000 | N | 15 | 32 | 21 | 68 |
| | | % | 5.00% | 10.67% | 7.00% | 22.67% |
| | Rs.30,001-40,000 | N | 21 | 36 | 31 | 88 |
| | | % | 7.00% | 12.00% | 10.33% | 29.33% |
| | Rs. 40,001-50,000 | N | 31 | 32 | 29 | 92 |
| | | % | 10.33% | 10.67% | 9.67% | 30.67% |
| | Above Rs.50,001 | N | 17 | 21 | 14 | 52 |
| | | % | 5.67% | 7.00% | 4.67% | 17.33% |
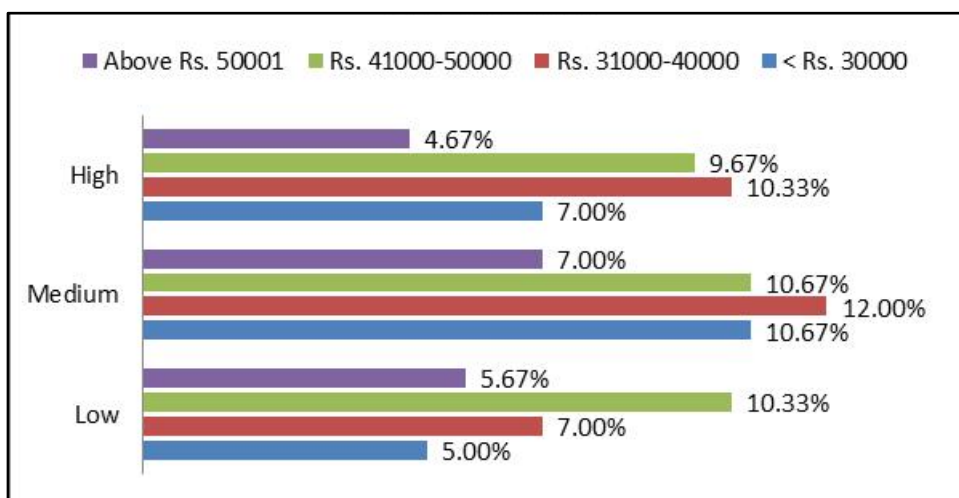
**Graph 16: Distribution of monthly salary on expectation towards present work life balance**

Table 4.21 depicts the details regarding the women employees' monthly salary and the expectation towards present work life balance. Out of 68 women employees with monthly salary of less than Rs. 30,000, 10.67% of employees are having medium level expectation towards present work life balance, 7% of employees are having high level expectation towards present work life balance, and 5% of employees are having low level expectation towards present work life balance. Out of 88 women employees with monthly salary of Rs. 30,001 – 40,000, 12% of employees are having medium level expectation towards present work life balance, 10.33% of employees are having high level expectation towards present work life balance, and 7.00% of employees are having low level expectation towards present work life balance. Out of 92 women employees with monthly salary of Rs. 40,001– 50,000, 10.67% of employees are having medium level expectation towards present work life balance, 10.33% of employees are having low level expectation towards present work life balance, and 9.67% of employees are having high level expectation towards present work life balance. Out of 52 women employees with monthly salary of above Rs. 50,001, 7.00% of employees are having medium level expectation towards present work life balance, 5.67% of employees are having low level expectation towards present work life balance, and 4.67% of employees are having low level expectation towards present work life balance.

**Table 4.22: Distribution of monthly salary on personal life expectation**

| Particulars | | | Personal life expectation | | | Total |
|---|---|---|---|---|---|---|
| | | | Low | Medium | High | |
| **Monthly Salary** | Less than Rs. 30,000 | N | 16 | 24 | 28 | 68 |
| | | % | 5.33% | 8.00% | 9.33% | 22.67% |
| | Rs.30,001-40,000 | N | 20 | 23 | 45 | 88 |
| | | % | 6.67% | 7.67% | 15.00% | 29.33% |
| | Rs. 40,001-50,000 | N | 27 | 29 | 36 | 92 |
| | | % | 9.00% | 9.67% | 12.00% | 30.67% |
| | Above Rs.50,001 | N | 14 | 17 | 21 | 52 |
| | | % | 4.67% | 5.67% | 7.00% | 17.33% |

Source: primary data
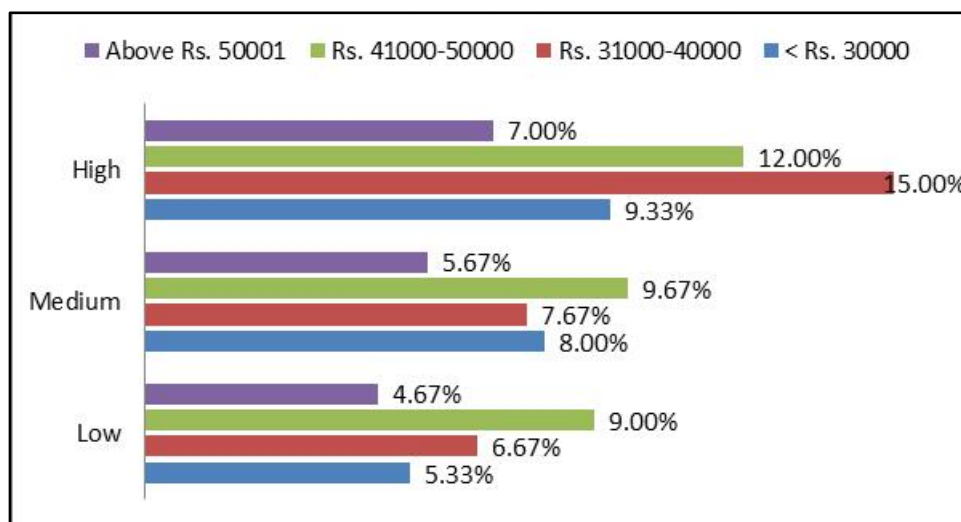


**Graph 17: Distribution of monthly salary on personal life expectations**

Table 4.22 depicts the details regarding the women employees' monthly salary and the expectation towards personal life. Out of 88 women employees with monthly salary of less than Rs. 30,000, 9.33% of employees are having high level expectation in personal life, 8.00% of employees are having medium level expectation in personal

life, and 5.33% of employees are having low level expectation in personal life. Out of 88 women employees with monthly salary of Rs. 30,001 – 40,000, 15.00% of employees are having high level expectation in personal life, 7.67% of employees are having medium level expectation in personal life, and 6.67% of employees are having low level expectation in personal life. Out of 92 women employees with monthly salary of Rs. 40,001 – 50,000, 12.00% of employees are having high level expectation in personal life, 9.67% of employees are having low level expectation in personal life, and 9.00% of employees are having low level expectation in personal life. Out of 52 women employees with monthly salary of above Rs. 50,001, 7.00% of employees are having high level expectation in personal life, and 5.67% of employees are having medium level expectation in personal life.

**Table 4.23**

**Distribution of marital status on work life balance at work and personal environment**

| Particulars | | | Work life balance at work and personal environment | | | Total |
|---|---|---|---|---|---|---|
| | | | Low | Medium | High | |
| **Marital Status** | Single | **N** | 18 | 22 | 45 | 85 |
| | | **%** | 6.00% | 7.33% | 15.00% | 28.33% |
| | Married | **N** | 45 | 52 | 118 | 215 |
| | | **%** | 15.00% | 17.33% | 39.33% | 71.67% |

Source: primary data

Table 4.23 depicts the details regarding the women employees' marital status and the work life balance at work and personal environment. Out of 85 women employees with marital status as single, 15.00% of employees are having high level balance in work life, 7.33% of employees are having medium level balance in work life, and 6.00% of employees are having low level balance in work life. Out of 215 women employees with marital status as married, 39.33% of employees are having high level

balance in work life, 17.33% of employees are having medium level balance in work life, and 15.00% of employees are having low level balance in work life.

**Table 4.24 Distribution of marital status on expectation towards present work life balance**

| Particulars | | | Expectation towards present work life balance | | | Total |
|---|---|---|---|---|---|---|
| | | | Low | Medium | High | |
| **Marital Status** | Single | **N** | 33 | 28 | 24 | 85 |
| | | **%** | 11.00% | 9.33% | 8.00% | 28.33% |
| | Married | **N** | 53 | 94 | 68 | 215 |
| | | **%** | 17.67% | 31.33% | 22.67% | 71.67% |

Source: primary data

Table 4.24 depicts the details regarding the women employees' marital status and the expectation towards present work life balance. Out of 85 women employees with marital status as single, 11.00% of employees are having low level expectation towards work life balance, 9.33% of employees are having medium level expectation towards work life balance, and 8.00% of employees are having high level expectation towards work life balance. Out of 215 women employees with marital status as married, 31.33% of employees are having medium level expectation towards work life balance, 22.67% of employees are having high level expectation towards work life balance, and 17.67% of employees are having low level expectation towards work life balance.

**Table 4.25: Distribution of marital status on personal life expectation**

| Particulars | | | Personal life expectation | | | Total |
|---|---|---|---|---|---|---|
| | | | Low | Medium | High | |
| **Marital Status** | Single | **N** | 24 | 27 | 34 | 85 |
| | | **%** | 8.00% | 9.00% | 11.33% | 28.33% |

| | Married | N | 31 | 74 | 110 | 215 |
|---|---|---|---|---|---|---|
| | | % | 10.33% | 24.67% | 36.67% | 71.67% |

Source: primary data

Table 4.25 depicts the details regarding the women employees' marital status and the expectation towards personal life. Out of 85 women employees with marital status as single, 11.33% of employees are having high level expectation in personal life, 9% of employees are having medium level expectation in personal life, and 8% of employees are having low level expectation in personal life. Out of 215 women employees with marital status as married expectation in personal life, 36.67% of employees are having high level expectation in personal life, 24.67% of employees are having medium level expectation in personal life, and 10.33% of employees are having low level expectation in personal life.

**Table 4.26 Distribution of number of children over work life balance at work and personal environment**

| Particulars | | | Work life balance at work and personal environment | | | Total |
|---|---|---|---|---|---|---|
| | | | Low | Medium | High | |
| **Number of Children** | Nil | **N** | 34 | 36 | 65 | 135 |
| | | **%** | 11.33% | 12.00% | 21.67% | 45.00% |
| | One | **N** | 41 | 36 | 48 | 125 |
| | | **%** | 13.67% | 12.00% | 16.00% | 41.67% |
| | Two | **N** | 9 | 10 | 16 | 35 |
| | | **%** | 3.00% | 3.33% | 5.33% | 11.67% |
| | Above | **N** | 2 | 1 | 2 | 5 |
| | | **%** | 0.67% | 0.33% | 0.67% | 1.67% |

Source: primary data

Table 4.26 depicts the details regarding the women employees having number of children and the work life balance at work and personal environment. Out of 135 women employees with who doesn't have issues, 21.67% of employees are having high level balance in work life, 12.00% of employees are having medium level balance in work life, and 11.33% of employees are having low level balance in work life. Out of 125 women employees who have one child, 16.00% of employees are having high level balance in work life, 13.67% of employees are having low level balance in work life, and 12.00% of employees are having medium level balance in work life. Out of 35 women employees who have two children, 5.33% of employees are having high level balance in work life, 3.33% of employees are having medium level balance in work life, and 3.00% of employees are having low level balance in work life. Out of 05 women employees with more than two children, 0.67% of employees are having high level balance in work life, 0.67% of employees are having low level balance in work life, and 0.33% of employees are having medium level balance in work life.

**Table 4.27 Distribution of number of children over expectation towards present work life balance**

| Particulars | | | **Expectation towards present work life balance** | | | Total |
|---|---|---|---|---|---|---|
| | | | **Low** | **Medium** | **High** | |
| **Number of Children** | Nil | **N** | 42 | 43 | 50 | 135 |
| | | **%** | 14.00% | 14.33% | 16.67% | 45.00% |
| | One | **N** | 36 | 40 | 49 | 125 |
| | | **%** | 12.00% | 13.33% | 16.33% | 41.67% |
| | Two | **N** | 8 | 15 | 12 | 35 |
| | | **%** | 2.67% | 5.00% | 4.00% | 11.67% |
| | Above | **N** | 1 | 1 | 3 | 5 |
| | | **%** | 0.33% | 0.33% | 1.00% | 1.67% |

Source: primary data

Table 4.27 depicts the details regarding the women employees having number of children and the expectations towards present work life balance. Out of 135 women employees with who doesn't have issues, 16.67% of employees are having low level expectation towards present work life balance, 14.33% of employees are having medium level present work life balance, 14.00% of employees are having high level present work life balance. Out of 125 women employees with one child, 16.33% of employees are having high level present work life balance, 13.33% of employees are having medium level present work life balance, 12.00% of employees are having low level present work life balance. Out of 35 women employees with two children, 5.00% of employees are having medium level present work life balance, 4.00% of employees are having high level present work life balance, 2.67% of employees are having low level present work life balance. Out of 5 women employees with more than two children, 3% of employees are having high level present work life balance, 1% of employees are having medium level present work life balance, and 1% of employees are having low level.

**Table 4.28 Distribution of number of children over personal life expectation**

| Particulars | | | Personal Life expectation | | | Total |
|---|---|---|---|---|---|---|
| | | | Low | Medium | High | |
| **Number of Children** | Nil | N | 27 | 53 | 55 | 135 |
| | | % | 9.00% | 17.67% | 18.33% | 45.00% |
| | One | N | 31 | 35 | 59 | 125 |
| | | % | 10.33% | 11.67% | 19.67% | 41.67% |
| | Two | N | 9 | 10 | 16 | 35 |
| | | % | 3.00% | 3.33% | 5.33% | 11.67% |
| | Above | N | 1 | 1 | 3 | 5 |
| | | % | 0.33% | 0.33% | 1.00% | 1.67% |

Source: primary data

Table 4.28 depicts the details regarding the women employees having number of children and the personal life balance. Out of 300, 135 women employees who don't have issues, 18.33% of employees are having high level expectation in personal life, 17.67% of employees are having medium level expectation in personal life, and 9.00% of employees are having low level expectation in personal life. Out of 125 women employees with one child, 19.67% of employees are having high level expectation in personal life, 11.67% of employees are having medium level expectation in personal life, and 10.33% of employees are having low level expectation in personal life. Out of 35 women employees with two children, 5.33% of employees are having high level expectation in personal life, 3.33% of employees are having medium level expectation in personal life, and 3.00% of employees are having low level expectation in personal life. Out of 05 women employees with more than two children, 1.00% of employees are having high level expectation in personal life, 0.33% of employees are having medium level expectation in personal life, and 0.33% of employees are having low level expectation in personal life.

**Table 4.29: Distribution of dependents over work life balance at work and personal environment**

| Particulars | | | Work life balance at work and personal environment | | | Total |
|---|---|---|---|---|---|---|
| | | | **Low** | **Medium** | **High** | |
| **Number of Dependent** | Nil | **N** | 39 | 41 | 45 | 125 |
| | | **%** | 13.00% | 13.67% | 15.00% | 41.67% |
| | One | **N** | 24 | 27 | 63 | 114 |
| | | **%** | 8.00% | 9.00% | 21.00% | 38.00% |
| | Two | **N** | 8 | 10 | 17 | 35 |
| | | **%** | 2.67% | 3.33% | 5.67% | 11.67% |
| | Above | **N** | 6 | 8 | 12 | 26 |

| | two | % | 2.00% | 2.67% | 4.00% | 8.67% |

Table 4.29 depicts the details regarding the women employees with number of dependents and the work life balance at personal environment. Out of 125 women employees who don't have dependents, 15.00% of employees are having high level towards balancing work life, 13.67% of employees are medium level towards balancing work life, and 13.00% of employees are having low level towards balancing work life. Out of 114 women employees having one dependent, 21.00% of employees are having high level towards balancing work life, 9.00% of employees are having medium level towards balancing work life, 8.00% of employees are having low level towards balancing work life. Out of 35 women employees having two dependents, 5.67% of employees are having high level towards balancing work life, 3.33% of employees are having medium level towards balancing work life, and 2.67% of employees are having low level towards balancing work life. Out of 26 women employees having more than 2 dependents, 4.00% of employees are having high level towards balancing work life, 2.67% of employees are having medium level towards balancing work life, and 2.00% of employees are having low level towards balancing work life.

**Table 4.30 Distribution of dependents over expectation towards present work life balance**

| Particulars | | | Present work Life balance | | | Total |
|---|---|---|---|---|---|---|
| | | | Low | Medium | High | |
| **Number of Dependent** | Nil | N | 34 | 55 | 36 | 125 |
| | | % | 11.33% | 18.33% | 12.00% | 41.67% |
| | One | N | 20 | 59 | 35 | 114 |
| | | % | 6.67% | 19.67% | 11.67% | 38.00% |
| | Two | N | 7 | 9 | 19 | 35 |
| | | % | 2.33% | 3.00% | 6.33% | 11.67% |
| | Above | N | 5 | 9 | 12 | 26 |

| | two | % | 1.67% | 3.00% | 4.00% | 8.67% |
|---|---|---|---|---|---|---|

Source: primary data

Table 4.30 depicts the details regarding the women employees with number of dependents and expectations towards present work life balance. Out of 125 women employees having no dependents, 18.33% of employees are having medium level expectation towards present work life balance, 12.00% of employees are high level expectation towards present work life balance, and 11.33% of employees are having low level expectation towards present work life balance. Out of 114 women employees who have one dependent, 19.67% of employees are having medium level expectation towards present work life balance, 11.67% of employees are having high level expectation towards present work life balance, and 6.67% of employees are having low level expectation towards present work life balance. Out of 35 women employees having two dependents, 6.33% of employees are having high level expectation towards present work life balance, 3.00% of employees are having medium level expectation towards present work life balance, and 2.33% of employees are having low level expectation towards present work life balance. Out of 26 women employees having more than 2 dependents, 4.00% of employees are having high level expectation towards present work life balance, 3.00% of employees are having medium level expectation towards present work life balance, and 1.67% of employees are having low level expectation towards present work life balance.

**Table 4.31 Distribution of dependents over personal life expectation**

| Particulars | | | **Personal Life expectation** | | | Total |
|---|---|---|---|---|---|---|
| | | | **Low** | **Medium** | **High** | |
| **Number of Dependent** | Nil | **N** | 33 | 35 | 57 | 125 |
| | | **%** | 11.00% | 11.67% | 19.00% | 41.67% |
| | One | **N** | 20 | 35 | 59 | 114 |
| | | **%** | 6.67% | 11.67% | 19.67% | 38.00% |
| | Two | **N** | 7 | 8 | 20 | 35 |
| | | **%** | 2.33% | 2.67% | 6.67% | 11.67% |

**185**

| | | | | | | |
|---|---|---|---|---|---|---|
| Above two | N | 4 | 11 | 11 | 26 | |
| | % | 1.33% | 3.67% | 3.67% | 8.67% | |

Table 4.31 depicts the details regarding the women employees with number of dependents and personal life expectations. Out of 125 women employees who don't have dependents, 19.00% of employees are having high level expectation in personal life, 11.67% of employees are medium level expectation in personal life, and 11.00% of employees are having low level expectation in personal life. Out of 114 women employees having one dependent, 19.67% of employees are having high level expectation in personal life, 11.67% of employees are having medium level expectation in personal life, 6.67% of employees are having low level expectation in personal life. Out of 35 women employees having two dependents, 6.67% of employees are having high level expectation in personal life, 2.67% of employees are having medium level expectation in personal life, and 2.33% of employees are having low level expectation in personal life. Out of 26 women employees having more than 2 dependents, 3.67% of employees are having high level expectation in personal life, 3.67% of employees are having medium level expectation in personal life, and 1.33% of employees are having low level expectation in personal life.

**Table 4.32 Distribution of shift work over work life balance at work and personal environment**

| Particulars | | | Work life balance at work and personal environment | | | Total |
|---|---|---|---|---|---|---|
| | | | Low | Medium | High | |
| **Shift work** | Day | N | 75 | 89 | 136 | 300 |
| | | % | 25.00% | 29.67% | 45.33% | 100.00% |
| | Night | N | 0 | 0 | 0 | 0 |
| | | % | 0.00% | 0.00% | 0.00% | 0.00% |

Source: primary data

Table 4.32 explores the details regarding the women employees working in day shift and work life balance at work and personal environment. Out of 300 women employees working in day shift, 45.33% of employees are having high level balance in work life, 29.67% of employees are having medium level balance in work life, and 25.00% of employees are having low level balance in work life. There is not a single employee who works in night shifts.

**Table 4.33: Distribution of shift work over expectation towards present work life balance**

| Particulars | | | Expectation towards present work life balance | | | Total |
| --- | --- | --- | --- | --- | --- | --- |
| | | | Low | Medium | High | |
| Shift work | Day | N | 70 | 148 | 82 | 300 |
| | | % | 23.33% | 49.33% | 27.33% | 100.00% |
| | Night | N | 0 | 0 | 0 | 0 |
| | | % | 0.00% | 0.00% | 0.00% | 0.00% |

Source: primary data

Table 4.33 depicts the details regarding the women employees working in shifts and expectations towards present work life balance. Out of 300 women employees working in day shift, 49.33% of employees are having medium level expectations towards present work life balance, 27.33% of employees are high level expectations towards present work life balance, and 23.33% of employees are having low level expectations towards present work life balance.

**Table 4.34 Distribution of shift work over personal life expectation**

| Particulars | | | Personal life expectation | | | Total |
| --- | --- | --- | --- | --- | --- | --- |
| | | | Low | Medium | High | |
| Shift work | Yes | N | 79 | 92 | 129 | 300 |
| | | % | 26.33% | 30.67% | 43.00% | 100.00% |

| | No | N | 0 | 0 | 0 | 0 |
| | | % | 0.00% | 0.00% | 0.00% | 0.00% |

Source: primary data

Table 4.34 depicts the details regarding the women employees working in shifts and personal life expectation. Out of 300 women employees working in day shift, 43.00% of employees are having high level expectation in personal life, 30.67% of employees are having medium level expectation in personal life, and 26.33% of employees are having low level expectation in personal life.

## 4.3 Influence of women employees' demographics on opinion towards work life balance in IT Sector

Testing the significant influence of women employees' demographics (age, years of service, monthly salary, marital status, number of children, number of dependents, and shift work) on opinion towards work life balance in IT sector. Independent samples t-test was applied to ascertain, if there is any significant influence of women employees' marital status and shift work on opinion towards work life balance in IT sector. One way ANOVA is applied to ascertain, if there is any significant influence of women employees' age, years of service, monthly salary, number of children and number of dependents on opinion towards work life balance in IT sector.
The following null hypotheses were framed:

**H02: There is no significant influence of women employees' (a) Age (b) Years of service (c) Monthly salary (d) Marital status (e) Number of children (f) Number of dependents on opinion towards work life balance in IT sector.**

Table 4.35 shows the results of influence of women employees' demographics on opinion towards work life balance in IT sector.

**Table 4.35 Influence of demographics on opinion towards work life balance in IT sector**

| Particulars | Classification | N | Mean | S D | t/ F values |
| --- | --- | --- | --- | --- | --- |

188

| | | | | | |
|---|---|---|---|---|---|
| **Age** | 25-30 years | 109 | 92.11 | 19.729 | **F=5.424**** |
| | 31-40 years | 96 | 87.29 | 20.282 | |
| | 41-50 years | 63 | | | |
| | Above 50 years | 32 | 96.05 | 18.317 | |
| **Years of Service** | Less than 1 year | 69 | 92.22 | 20.136 | **F=6.107**** **(p<.001)** |
| | Between 10 years | 146 | 88.41 | 20.063 | |
| | Between 20 years | 64 | 86.89 | 21.241 | |
| | Above 20 years | 21 | 100.06 | 14.721 | |
| **Salary** | < Rs. 30,000 | 68 | 92 | 19.718 | **F=2.550** **(p=.055)** |
| | Rs.30,001-40,000 | 88 | 89.05 | 20.395 | |
| | Rs. 40,001-50,000 | 92 | 86.95 | 20.597 | |
| | Above Rs. 50,001 | 52 | 93.98 | 19.651 | |
| **Marital Status** | Single | 85 | 92.33 | 19.327 | **t=1.687** **(p=.092)** |
| | Married | 215 | 88.91 | 20.561 | |
| **Number of Children** | Nil | 135 | 90.47 | 19.338 | **F=0.794** **(P=.092)** |
| | One | 125 | 89 | 20.393 | |
| | Two | 35 | 88.7 | 20.645 | |
| | More than two | 5 | 93.23 | 21.925 | |
| **Ages of Children** | Nil | 135 | 92.2 | 19.338 | **F=1.728** **(P=.002)** |
| | Less than 2 years | 35 | 89.5 | 20.393 | |

| | | | | | |
|---|---|---|---|---|---|
| | 3-8 years | 101 | 88.6 | 20.645 | |
| | 9-15 years | 29 | 92 | 21.925 | |
| **Number of Dependent** | Nil | 125 | 86.95 | 20.395 | |
| | One | 114 | 92.13 | 20.597 | |
| | Two | 35 | 89.54 | 19.651 | **F=0.794** |
| | Above two | 26 | 87.29 | 19.327 | **(P=.092)** |

**significant at 1% level

**Age**

The obtained 'F' value is 5.424 and it is significant at 1% level. The value indicates that there is significant influence of women employee's age towards work life balance in IT sector.

Further, the mean table 4.35 indicates that the women employees with age above 50 years have scored higher mean value of 96.05 and the lowest mean was scored by the women employees with 41 - 50 years of age (86.28). This shows that the women employees in IT sector with age above 50 years are more comfortable in balancing their work and life and the women employees in IT sector with age 41– 50 years are less comfortable in balancing their work and life.

Therefore, the formulated hypothesis H02(a) that "there is no significant influence of women employee's age towards work life balance in IT sector" is rejected.

**Year of service**

The obtained 'F' value is 6.107 and it is significant at 1% level. The value indicates that there is significant influence of women employee's years of service towards work life balance in IT sector. Further, the mean table 4.35 indicates that the women employees with experience above 20 years have scored higher mean value of 100.06 and the lowest mean was scored by the women employees with experience 11 - 20

years (86.89). This shows that the women employees in IT sector with experience more than 20 years are more comfortable in balancing their work and life and the women employees in IT sector with more than 20 years of experience are less comfortable in balancing their work and life.

Therefore, the formulated hypothesis H02 (b) that "there is no significant influence of women employees' years of service towards work life balance in IT sector" is rejected.

**Salary**

The obtained 'F' value is 2.550 and it is not significant at 5% level. The value indicated that there is no significant influence of women employee's salary towards work life balance in IT sector. Therefore, the formulated hypothesis H02(c) that "there is no significant influence of women employees' salary towards work life balance in IT sector" is accepted.

**Marital status**

The obtained 't' value is 1.687 and it is not significant at 5% level. The value indicates that there is no significant influence of women employee's marital status towards work life balance in IT sector. Therefore, the formulated hypothesis H02(d) that "there is no significant influence of women employees' marital status towards work life balance in IT sector" is accepted.

**Number of children**

The obtained 'F' value is 0.794 and it is not significant at 5% level. The value indicates that there is no significant influence of women employee's children towards work life balance in IT sector.
Therefore, the formulated hypothesis H02(e) that "there is no significant influence of women employees' having number of children towards work life balance in IT sector" is accepted.

**Number of dependents**

The obtained 'F' value is 1.728 and it is not significant at 5% level. The value indicates that there is no significant influence of women employee's dependents towards work life balance in IT sector. Therefore, the formulated hypothesis H02(f) that "there is no significant influence of women employees' having number of dependants towards work life balance in IT sector" is accepted.

## 4.4 Influence of women employees' demographics on opinion towards support from family in IT Sector

Tested the significant influence of women employees' demographics (age, years of service, monthly salary, marital status, number of children and number of dependents,) on support from family in IT sector. Independent samples t-test was applied to ascertain, if there is any significant influence of women employees' marital status and shift work on support from family in IT sector. One way ANOVA isapplied to ascertain if there is any significant influence of women employees' age, years of service, monthly salary, number of children and number of dependents on support from family in IT sector. The following null hypotheses were framed:

**H03: There is no significant influence of women employees' (a) Age (b) Years of service (c) Monthly salary (d) Marital status (e) Number of children (f) Number of dependents on support from family in IT sector.**

Table 4.36 shows the results of influence of women employees' demographics on support from family in IT sector.

### Table 4.36 Influence of demographics on support from family in IT sector

| Particulars | Classification | N | Mean | S D | t/ F values |
|---|---|---|---|---|---|
| Age | 25-30 years | 109 | 35 | 4.000 | F=38.972** (p<.020) |
| | 31-40 years | 96 | 41 | 4.000 | |
| | 41-50 years | 63 | 37 | 6.000 | |
| | Above 50 years | 32 | 40 | 6.000 | |
| Years of Service | Less than 1 year | 69 | 39 | 4.000 | F=26.687** (p<.021) |

| | Between 2-10 years | 146 | 31 | 4.000 | |
|---|---|---|---|---|---|
| | Between 11-20 years | 64 | 37 | 4.000 | |
| | Above 20 years | 21 | 50 | 6.000 | |
| **Salary** | < Rs. 30,000 | 68 | 34 | 6.000 | **F=23.250 (p=.065)** |
| | Rs.30,001-40,000 | 88 | 36 | 6.000 | |
| | Rs. 40,001-50,000 | 92 | 40 | 6.000 | |
| | Above Rs. 50,001 | 52 | 42 | 5.000 | |
| **Marital Status** | Single | 85 | 35 | 5.000 | **F=33.336 (p=.096)** |
| | Married | 215 | 48 | 6.000 | |

| Particulars | Classification | N | Mean | S D | t/ F values |
|---|---|---|---|---|---|
| **Number of Children** | Nil | 135 | 30 | 6.000 | **F=28.963 (P=.097)** |
| | One | 125 | 42 | 6.000 | |
| | Two | 35 | 39 | 6.000 | |
| | More than two | 5 | 36 | 4.000 | |
| **Ages of Children** | Nil | 135 | 37 | 4.000 | **24.154 (P=.086)** |
| | Less than 2 years | 35 | 37 | 6.000 | |
| | 3-8 years | 101 | 39 | 5.000 | |
| | 9-15 years | 29 | 38 | 4.000 | |
| **Number of Dependent** | Nil | 125 | 41 | 4.000 | **25.482 (P=.090)** |
| | One | 114 | 38 | 4.000 | |
| | Two | 35 | 39 | 5.000 | |
| | Above two | 26 | 37 | 5.000 | |

** significant at 1% level

**Age**

The obtained 'F' value is 38.972 and it is significant at 1% level. The value indicates that there is significant influence of women employee's age towards support from family in IT sector.

Further, the mean table 4.36 indicates that the women employees with age 31-40 years have scored higher mean value of 42 and the lowest mean was scored by the women employees with above 25-30 years of age (21.50). This shows that the women employees in IT sector with age above 31-40 and 50-60 years are getting more support from their family and the women employees with age below 25 years are getting less support from their family.

Therefore, the formulated hypothesis H03(a) that "there is no significant influence of women employee's age towards support from family in IT sector" is rejected.

**Year of service**

The obtained 'F' value is 22.250 and it is significant at 1% level. The value indicates that there is significant influence of women employee's years of service towards support from family in IT sector. Further, the mean table 4.36 indicates that the women employees with experience above 20 years have scored higher mean value of 50 and the lowest mean was scored by the women employees with experience less than 1 year (31). This shows that the women employees in IT sector with above 20 years of service were getting more support from family and the women employees in IT sector with less than 1 year of service were getting less support from family.

Therefore, the formulated hypothesis H03(b) that "there is no significant influence of women employees' years of service towards support from family in IT sector" is rejected.

**Salary**

The obtained 'F' value is 23.250 and it is significant at 5% level. The value indicates that there is significant influence of women employee's salary towards support from family in IT sector.

Further, the mean table 4.36 indicates that the women employees earning monthly salary of above Rs. 50,000 have scored higher mean value of 42 and the lowest mean was scored by the women employees earning salary of less than Rs.20,000 ( 32 ). This shows that the women employees in IT sector earning monthly salary of above Rs. 50,000 are getting more support from their family and the women employees in IT sector earning less than Rs. 20,000 as their monthly salary are getting less support from their family.

Therefore, the formulated hypothesis H03(c) that "there is no significant influence of women employees' salary towards support from family in IT sector" is rejected.

**Marital status**

The obtained 'F' value is 33.336 and it is significant at 5% level. The value indicates that there is significant influence of women employee's marital status towards support from family in IT sector.

Further, the mean table 4.36 indicates that the married women employees have scored higher mean value of 48 and the lowest mean was scored by the women employees living as single(35 ). This shows that the married women employees in IT sector are getting more support from their family and the women employees living as single are getting less support from their family. Therefore, the formulated hypothesis H03(d) that "there is no significant influence of women employees' marital status towards support from family in IT sector" is rejected.

**Number of Children**

The obtained 'F' value is 28.963 and it is significant at 5% level. The value indicates that there is significant influence of women employee's children towards support from family in IT sector.

Further, the mean table 4.36 indicates that the women employees with one child have scored higher mean value of 42 and the lowest mean was scored by the women employees without children (30). This shows that the women employees in IT sector

with one child is getting more support from their family and the women employees without children are getting less support from their family. Therefore, the formulated hypothesis H03(e) that "there is no significant influence of women employees' having number of children towards support from family in IT sector" is rejected.

**Number of dependents**

The obtained 'F' value is 25.482 and it is significant at 5% level. The value indicates that there is significant influence of women employee's dependents towards support from family in IT sector. Further, the mean table 4.36 indicates that the women employees with 2 dependents have scored higher mean value of 44.47 and the lowest mean was scored by the women employees without dependents (19.50). This shows that the women employees in IT sector having 2 dependants are getting more support from family and the women employees in IT sector without dependants are getting less support from family. Therefore, the formulated hypothesis H03(f) that "there is no significant influence of women employees' having number of dependants towards support from family in IT sector" is rejected.

**4.5 Influence of Women Employees' Demographics on Opinion Towards Child Care and Dependent Care in IT Sector**

Testing the significant influence of women employees' demographics (age, years of service, monthly salary, marital status, number of children, number of dependents, and shift work) on opinion towards child care and dependent care in IT sector. Independent samples t-test was applied to ascertain if there is any significant influence of women employees' marital status and shift work on opinion towards child care and dependent care in IT sector. One way ANOVA is applied to ascertain if there is any significant influence of women employees' age, years of service, monthly salary, number of children and number of dependents on opinion towards child care and dependent care in IT sector.

The following null hypotheses were framed:

**H04: There is no significant influence of women employees' (a) Age (b) Years of service (c) Monthly salary (d) Marital status (e) Number of children (f) Number of dependents on opinion towards child care and dependent care in IT sector.**

Table 4.37 shows the results of influence of women employees' demographics on opinion towards child care and dependent care in IT sector.

**Table 4.37: Influence of demographics on opinion towards child care and dependent care in IT sector**

| Particulars | Classification | N | Mean | S D | t/ F values |
|---|---|---|---|---|---|
| Age | 25-30 years | 109 | 15 | 11.000 | F=42.366** (p<.001) |
| | 31-40 years | 96 | 35 | 10.000 | |
| | 41-50 years | 63 | 38 | 10.000 | |
| | Above 50 years | 32 | 33 | 11.000 | |
| Years of Service | Less than 1 year | 69 | 16 | 10.000 | F=51.863** (p<.001) |
| | Between 2-10 years | 146 | 31 | 13.000 | |
| | Between 11-20 years | 64 | 37 | 9.000 | |
| | Above 20 years | 21 | 33 | 8.000 | |
| Salary | < Rs. 30,000 | 68 | 17 | 12.000 | F=53.250*** (p=.055) |
| | Rs.30,001-40,000 | 88 | 30 | 14.000 | |
| | Rs. 40,001-50,000 | 92 | 35 | 9.000 | |
| | Above Rs. 50,001 | 52 | 33 | 10.000 | |
| Marital Status | Single | 85 | 13 | 5.000 | t=30.260*** (p=.096) |
| | Married | 215 | 35 | 9.000 | |

| Particulars | Classification | N | Mean | S D | t/ F values |
|---|---|---|---|---|---|

| | | | | | |
|---|---|---|---|---|---|
| **Number of Children** | Nil | 135 | 14 | 8.000 | **F=27.652***<br>**(p<.001)** |
| | One | 125 | 35 | 9.000 | |
| | Two | 35 | 34 | 10.000 | |
| | More than two | 5 | 33 | 9.000 | |
| **Ages of Children** | Nil | 135 | 11 | 7.000 | **F=23.250**<br>**(P<.001)** |
| | Less than 2 years | 35 | 30 | 14.000 | |
| | 3-8 years | 101 | 33 | 10.000 | |
| | 9-15 years | 29 | 37 | 8.000 | |
| **Number of Dependent** | Nil | 125 | 12 | 8.000 | **F=38.900**<br>**(P<.001)** |
| | One | 114 | 28 | 10.000 | |
| | Two | 35 | 38 | 8.000 | |
| | Above two | 26 | 21 | 9.000 | |

**significant at 1% level

**Age**

The obtained 'F' value is 42.366 and it is significant at 1% level. The value indicates that there is significant influence of women employee's age towards child care and dependent care in IT sector.

Further, the mean table 4.37 indicates that the women employees with age 41 – 50 years have scored higher mean value of 38 and the lowest mean was scored by the women employees with below 25 years of age (15). This shows that the women employees working in IT sector with age 41 – 50 years are giving more importance to the child care and dependent care and the women employees working in IT sector with age below 25 years are giving less importance to the child care and dependent care. Therefore, the formulated hypothesis H04(a) that "there is no significant influence of women employee's age towards child care and dependent care in IT sector" is rejected.

**Year of service**

The obtained 'F' value is 51.863 and it is significant at 1% level. The value indicates that there is significant influence of women employee's years of service towards child care and dependent care in IT sector.

Further, the mean table 4.37 indicates that the women employees with experience 11 - 20 years have scored higher mean value of 37 and the lowest mean was scored by the women employees with experience less than 1 year ( 16). This shows that the women employees in IT sector with 11 – 20 years of service are giving more importance to the child care and dependent care in and the women employees in IT sector with less than 1 year of service are giving less importance to the child care and dependent care. Therefore, the formulated hypothesis H04(b) that "there is no significant influence of women employees' years of service towards child care and dependent care in IT sector" is rejected.

**Salary**

The obtained 'F' value is 53.250 and it is significant at 1% level. The value indicates that there is significant influence of women employee's salary towards child care and dependent care in IT sector. Further, the mean table 4.37 indicates that the women employee's earning Rs. 30,001 to 40,000 per month have scored higher mean value of 35 and the lowest mean was scored by the women employees earning monthly salary less than Rs. 30,000 ( 17 ). This shows that the women employees in IT sector earning monthly salary of Rs. 30,001 to Rs. 40,000 are giving more importance to the child care and dependent care and the women employees in IT sector earning less than Rs. 30,000 per month are giving less importance to the child care and dependent care. Therefore, the formulated hypothesis H04(c) that "there is no significant influence of women employees' salary towards child care and dependent care in IT sector" is rejected.

**Marital status**

The obtained 't' value is 30.260 and it is significant at 1% level. The value indicates that there is significant influence of women employee's marital status towards child care and dependent care in IT sector.

Further, the mean table 4.37 indicates that the married women employees have scored higher mean value of 35 and the lowest mean was scored by the women employees

living as single (13). This shows that the married women employees in IT sector are giving more importance to the child care and dependent care and the women employees in IT sector living as single are giving less importance with the child care and dependent care. Therefore, the formulated hypothesis H04(d) that "there is no significant influence of women employees' marital status towards child care and dependent care in IT sector" is rejected.

**Number of children**

The obtained 'F' value is 27.652 and it is significant at 1% level. The value indicates that there is significant influence of women employee's children towards child care and dependent care in IT sector.

Further, the mean table 4.37 indicates that the women employees with 2 children have scored higher mean value of 35 and the lowest mean was scored by the women employees with nil (13. This shows that the women employees in IT sector having 2 children are giving more importance to the child care and dependent care in IT sector and the women employees in IT sector who do not have children are giving less importance to the child care and dependent care in IT sector. Therefore, the formulated hypothesis H04(e) that "there is no significant influence of women employees' having number of children towards child care and dependent care in IT sector" is rejected.

**Number of dependents**

The obtained 'F' value is 38.900 and it is significant at 1% level. The value indicates that there is significant influence of women employee's dependents towards child care and dependent care in IT sector.

Further, the mean table 4.37 indicates that the women employees with more than 2 dependents have scored higher mean value of 38 and the lowest mean was scored by the women employees with no dependents (12). This shows that the women employees in IT sector having more than 2 dependants are giving more importance to the child care and dependent care in IT sector and the women employees in IT sector

having no dependants are giving less importance towards the child care and dependent care.

Therefore, the formulated hypothesis H04(f) that "there is no significant influence of women employees' having number of dependants towards child care and dependent care in IT sector" is rejected.

Therefore, the formulated hypothesis H04(g) that "there is no significant influence of women employees' shift work towards child care and dependent care in IT sector" is rejected.

## 4.6 Influence of women employees' demographics on expectation towards the present work life balance in IT Sector

Testing the significant influence of women employees' demographics (age, years of service, monthly salary, marital status, number of children, number of dependents, and shift work) on expectation towards the present work life balance in IT sector. Independent samples t-test was applied to ascertain if there is any significant influence of women employees' marital status and shift work on expectation towards the present work life balance in IT sector. One way ANOVA is applied to ascertain, if there is any significant influence of women employees' age, years of service, monthly salary, number of children and number of dependents on expectation towards the present work life balance in IT sector. The following null hypotheses were framed:

**H05: There is no significant influence of women employees' (a) Age (b) Years of service (c) Monthly salary (d) Marital status (e) Number of children (f) Number of dependents (g) Shift work on expectation towards the present work life balance in IT sector.**

Table 4.38 shows the results of influence of women employees' demographics on expectation towards the present work life balance in IT sector.

**Table 4.38 Influence of demographics on expectation towards the present work life balance in IT sector**

| Particulars | Classification | N | Mean | S D | t/ F values |
|---|---|---|---|---|---|
| Age | 25-30 years | 109 | 65 | 3.000 | F=0.897** (p=.381) |
| | 31-40 years | 96 | 64 | 1.000 | |
| | 41-50 years | 63 | 64 | 3.000 | |
| | Above 50 years | 32 | 65 | 3.000 | |
| Years of Service | Less than 1 year | 69 | 65 | 3.000 | F=1.287** (p=.231) |
| | Between 2-10 years | 146 | 65 | 3.000 | |
| | Between 11-20 years | 64 | 65 | 1.000 | |
| | Above 20 years | 21 | 65 | 3.000 | |
| Salary | < Rs. 30,000 | 68 | 64 | 1.000 | F=0.250 (p=.255) |
| | Rs.30,001-40,000 | 88 | 64 | 3.000 | |
| | Rs. 40,001-50,000 | 92 | 65 | 1.000 | |
| | Above Rs. 50,001 | 52 | 65 | 2.000 | |
| Marital Status | Single | 85 | 65 | 3.000 | t=1.336 (p=.196) |
| | Married | 215 | 64 | 1.000 | |
| Number of Children | Nil | 135 | 65 | 1.000 | F=1.996 (P=.087) |
| | One | 125 | 64 | 1.000 | |
| | Two | 35 | 64 | 2.000 | |
| | More than two | 5 | 65 | 2.000 | |
| Ages of Children | Nil | 135 | 65 | 1.000 | F=1.250 (P=.256) |
| | Less than 2 years | 35 | 65 | 2.000 | |
| | 3-8 years | 101 | 65 | 2.000 | |
| | 9-15 years | 29 | 64 | 1.000 | |
| Number of Dependent | Nil | 125 | 65 | 2.000 | t=0.508 (P=.336) |
| | One | 114 | 64 | 2.000 | |
| | Two | 35 | 65 | 1.000 | |
| | Above two | 26 | 64 | 2.000 | |

**Age**

The obtained 'F' value is 0.897 and it is not significant at 5% level. The value indicates that there is no significant influence of women employee's age on expectation towards the present work life balance in IT sector.

Therefore, the formulated hypothesis H05(a) that "there is no significant influence of women employee's age on expectation towards the present work life balance in IT sector" is accepted.

**Year of service**

The obtained 'F' value is 1.287 and it is not significant at 5% level. The value indicates that there is no significant influence of women employee's years of service on expectation towards the present work life balance in IT sector. Therefore, the formulated hypothesis H05(b) that "there is no significant influence of women employees' years of service on expectation towards the present work life balance in IT sector" is accepted.

**Salary**

The obtained 'F' value is 0.250 and it is not significant at 5% level. The value indicates that there is no significant influence of women employee's salary on expectation towards the present work life balance in IT sector. Therefore, the formulated hypothesis H05(c) that "there is no significant influence of women employees' salary on expectation towards the present work life balance in IT sector" is accepted.

**Marital status**

The obtained 't' value is 1.336 and it is not significant at 5% level. The value indicates that there is no significant influence of women employee's marital status on expectation towards the present work life balance in IT sector. Therefore, the formulated hypothesis H05(d) that "there is no significant influence of women

employees' on expectation marital status towards the present work life balance in IT sector" is accepted.

**Number of children**

The obtained 'F' value is 1.996 and it is not significant at 5% level. The value indicates that there is no significant influence of women employee's children on expectation towards the present work life balance in IT sector.

Therefore, the formulated hypothesis H05(e) that "there is no significant influence of women employees' having number of children on expectation towards the present work life balance in IT sector" is accepted.

**Number of dependents**

The obtained 'F' value is 0.508 and it is not significant at 5% level. The value indicates that there is no significant influence of women employee's dependents on expectation towards the present work life balance in IT sector. Therefore, the formulated hypothesis H05(f) that "there is no significant influence of women employees' having number of dependants on expectation towards the present work life balance in IT sector" is accepted.

**4.7 Influence of women employees' demographics on personal life expectations in IT Sector**

Testing the significant influence of women employees' demographics (age, years of service, monthly salary, marital status, number of children, number of dependents, and shift work) on personal life expectations in IT sector. Independent samples t-test was applied to ascertain if there is any significant influence of women employees' marital status and shift work on personal life expectations in IT sector. One way ANOVA is applied to ascertain, if there is any significant influence of women

employees' age, years of service, monthly salary, number of children and number of dependents on personal life expectations in IT sector.

The following null hypotheses were framed:

**H06: There is no significant influence of women employees' (a) Age (b) Years of service (c) Monthly salary (d) Marital status (e) Number of children (f) Number of dependents on personal life expectations in IT sector.**

Table 4.39 shows the results of influence of women employees' demographics on personal life expectations in IT sector.

**Table 4.39 Influence of demographics on personal life expectations in IT sector**

| Particulars | Classification | N | Mean | S D | t/ F values |
|---|---|---|---|---|---|
| Age | 25-30 years | 109 | 68 | 2.000 | **F=0.707\*** **(p=.562)** |
| | 31-40 years | 96 | 69 | 1.000 | |
| | 41-50 years | 63 | 68 | 1.000 | |
| | Above 50 years | 32 | 68 | 2.000 | |
| Years of Service | Less than 1 year | 69 | 68 | 2.000 | **F=1.777\*** **(p=.461)** |
| | Between 2-10 years | 146 | 68 | 1.000 | |
| | Between 11-20 years | 64 | 68 | 1.000 | |
| | Above 20 years | 21 | 68 | 1.000 | |
| Salary | < Rs. 30,000 | 68 | 68 | 2.000 | **F=0.280** **(p=.623)** |
| | Rs.30,001-40,000 | 88 | 69 | 1.000 | |
| | Rs. 40,001-50,000 | 92 | 68 | 2.000 | |

| | | 52 | 68 | 2.000 | |
|---|---|---|---|---|---|
| | Above Rs. 50,001 | | | | |
| **Marital Status** | Single | 85 | 68 | 2.000 | **t=1.259 (p=.186)** |
| | Married | 215 | 68 | 1.000 | |
| **Number of Children** | Nil | 135 | 67 | 1.000 | **F=1.880 (P=.026)** |
| | One | 125 | 69 | 1.000 | |
| | Two | 35 | 68 | 2.000 | |
| | More than two | 5 | 68 | 2.000 | |
| **Ages of Children** | Nil | 135 | 67 | 1.000 | **F=1.900 (P=.025)** |
| | Less than 2 years | 35 | 69 | 1.000 | |
| | 3-8 years | 101 | 68 | 1.000 | |
| | 9-15 years | 29 | 68 | 2.000 | |
| **Number of Dependent** | Nil | 125 | 68 | 2.000 | **t=0.588 (P=.032)** |
| | One | 114 | 70 | 1.000 | |
| | Two | 35 | 72 | 1.000 | |
| | Above two | 26 | 71 | 2.000 | |

*significant at 5% level

**Age**

The obtained 'F' value is 0.707 and it is not significant at 5% level. The value indicates that there is no significant influence of women employee's age towards personal life expectations in IT sector. Therefore, the formulated hypothesis H06(a) that "there is no significant influence of women employee's age towards personal life expectations in IT sector" is accepted.

**Years of service**

The obtained 'F' value is 1.777 and it is not significant at 5% level. The value indicates that there is no significant influence of women employee's years of service towards personal life expectations in IT sector. Therefore, the formulated hypothesis H06(b) that "there is no significant influence of women employees' years of service towards personal life expectations in IT sector" is accepted.

**Salary**

The obtained 'F' value is 0.280 and it is not significant at 5% level. The value indicates that there is no significant influence of women employee's salary towards personal life expectations in IT sector. Therefore, the formulated hypothesis H06(c) that "there is no significant influence of women employees' salary towards personal life expectations in IT sector" is accepted.

**Marital status**

The obtained 't' value is 1.259 and it is not significant at 5% level. The value indicates that there is no significant influence of women employee's marital status towards personal life expectations in IT sector. Therefore, the formulated hypothesis H06(d) that "there is no significant influence of women employees' marital status towards personal life expectations in IT sector" is accepted.

**Number of children**

The obtained 'F' value is 1.880 and it is significant at 5% level. The value indicates that there is significant influence of women employee's children towards personal life expectations in IT sector.

Further, the mean table 4.39 indicates that the women employees with 1 child have scored higher mean value of 69 and the lowest mean was scored by the women employees who don't have children (67). This shows that the women employees in IT sector with 1 child are having more expectations in personal life and the women employees in IT sector who have no children are having less expectation in personal life. Therefore, the formulated hypothesis H06(e) that "there is no significant influence of women employees' number of children towards personal life expectations in IT sector" is rejected.

**Number of dependents**

The obtained 'F' value is 0.588 and it is significant at 5% level. The value indicates that there is significant influence of women employee's dependents towards personal life expectations in IT sector.

Further, the mean table 4.39 indicates that the women employees with more than 2 dependents have scored higher mean value of 72 and the lowest mean was scored by the women employees with no dependents (68). This shows that the women employees in IT sector with more than 2 dependants are having more expectations towards their personal life and the women employees having no dependants are having less expectation towards their personal life.

Therefore, the formulated hypothesis H06(f) that "there is no significant influence of women employees' number of dependants towards personal life expectations in IT sector" is rejected.

## 4.8 Influence of women employees' demographics on satisfaction towards balancing work and family in IT Sector

Testing the significant influence of women employees' demographics (age, years of service, monthly salary, marital status, number of children, number of dependents, and shift work) on satisfaction towards balancing work and family in IT sector. Independent samples t-test was applied to ascertain if there is any significant influence of women employees' marital status and shift work on satisfaction towards balancing work and family in IT sector. One way ANOVA is

applied to ascertain, if there is any significant influence of women employees' age, years of service, monthly salary, number of children and number of dependents on satisfaction towards balancing work and family in IT sector. The following null hypotheses were framed:

**H07: There is no significant influence of women employees' (a) Age (b) Years of service (c) Monthly salary (d) Marital status (e) Number of children (f) Number of dependents on satisfaction towards balancing work and family in IT sector.**

Table 4.40 shows the results of influence of women employees'

Demographics on satisfaction towards balancing work and family in IT sector.

**Table 4.40: Influence of demographics on satisfaction towards balancing work and family in IT sector**

| Particulars | Classification | N | Mean | S D | t/ F values |
|---|---|---|---|---|---|
| **Age** | 25-30 years | 109 | 42 | 5.000 | **F=1.273\*** **(p=.362)** |
| | 31-40 years | 96 | 41 | 5.000 | |
| | 41-50 years | 63 | 42 | 5.000 | |
| | Above 50 years | 32 | 42 | 5.000 | |
| **Years of Service** | Less than 1 year | 69 | 41 | 6.000 | **F=2.399\*** **(p<.021)** |
| | Between 2-10 years | 146 | 43 | 7.000 | |
| | Between 11-20 years | 64 | 42 | 5.000 | |
| | Above 20 years | 21 | 42 | 6.000 | |
| **Salary** | < Rs. 30,000 | 68 | 43 | 5.000 | **F=0.489** **(p=.203)** |
| | Rs.30,001-40,000 | 88 | 41 | 5.000 | |
| | Rs. 40,001-50,000 | 92 | 43 | 5.000 | |
| | Above Rs. 50,001 | 52 | 42 | 6.000 | |
| **Marital Status** | Single | 85 | 43 | 6.000 | **t=1.259** **(p=.186)** |
| | Married | 215 | 41 | 7.000 | |
| **Number of Children** | Nil | 135 | 43 | 5.000 | **F=1.328** **(P=.296)** |
| | One | 125 | 42 | 7.000 | |
| | Two | 35 | 42 | 6.000 | |
| | More than two | 5 | 41 | 7.000 | |
| **Ages of Children** | Nil | 135 | 42 | 5.000 | **F=1.258** **(P=.743)** |
| | Less than 2 years | 35 | 41 | 6.000 | |
| | 3-8 years | 101 | 43 | 6.000 | |
| | 9-15 years | 29 | 41 | 6.000 | |
| **Number of** | Nil | 125 | 41 | 7.000 | **t=2.588** |

| Dependent | One | 114 | 42 | 5.000 | (P=.352) |
|---|---|---|---|---|---|
| | Two | 35 | 41 | 5.000 | |
| | Above two | 26 | 41 | 6.000 | |

*significant at 1% level * significant at 5% level

**Age**

The obtained 'F' value is 1.273 and it is not significant at 5% level. The value indicates that there is no significant influence of women employee's age towards balancing work and family in IT sector. Therefore, the formulated hypothesis H07(a) that "there is no significant influence of women employee's age towards balancing work and family in IT sector" is accepted.

**Year of service**

The obtained 'F' value is 2.399 and it is significant at 1% level. The value indicates that there is significant influence of women employee's years of service towards balancing work and family in IT sector. Further, the mean table 4.40 indicates that the women employees with experience 2-10 years have scored higher mean value of 43 and the lowest mean was scored by the women employees with experience less than one year (41). This shows that the women employees in IT sector with 2-10 years of experience are more satisfied towards balancing work and family and the women employees in IT sector with less than one year of service are less satisfied towards balancing work and family. Therefore, the formulated hypothesis H0 7(b) that "there is no significant influence of women employees' years of service towards balancing work and family in IT sector" is rejected.

**Salary**

The obtained 'F' value is 0.489 and it is not significant at 5% level. The value indicates that there is no significant influence of women employee's salary towards balancing work and family in IT sector.

Therefore, the formulated hypothesis H07(c) that "there is no significant influence of women employees' salary towards balancing work and family in IT sector" is accepted.

**Marital status**

The obtained 't' value is 1.259 and it is not significant at 5% level. The value indicates that there is no significant influence of women employee's marital status towards balancing work and family in IT sector.

Therefore, the formulated hypothesis H07(d) that "there is no significant influence of women employees' marital status towards balancing work and family in IT sector" is accepted.

**Number of Children**

The obtained 'F' value is 1.328 and it is not significant at 5% level. The value indicates that there is no significant influence of women employee's children towards balancing work and family in IT sector.

Therefore, the formulated hypothesis H07(e) that "there is no significant influence of women employees' having number of children towards balancing work and family in IT sector" is accepted.

**Number of dependents**

The obtained 'F' value is 2.588 and it is not significant at 5% level. The value indicates that there is no significant influence of women employee's dependents towards balancing work and family in IT sector.

Therefore, the formulated hypothesis H07(f) that "there is no significant influence of women employees' having number of dependants towards balancing work and family in IT sector" is accepted.

## 4.9 Correspondence analysis for work life balance in IT Sector

### 4.9.1 Association between support from family and balancing work life

To assess the relationship between support from family and balancing work life, Chi-square test was performed to identify the relationship between support from family and balancing work life. The results are shown in table 4.44.

**Null hypothesis H08(a): Support from family does not play significant role in balancing work life.**

**Table 4.41 Association between support from family and balancing work life**

| Particulars | | | Balancing work life | | Total | Chi-Square Value |
|---|---|---|---|---|---|---|
| | | | Yes | No | | |
| Support from family | Low | N | 16 | 5 | 21 | F=6.645* p=.007 |
| | | % | 5.33% | 1.67% | 7.00% | |
| | Medium | N | 69 | 21 | 90 | |
| | | % | 23.00% | 7.00% | 30.00% | |
| | High | N | 155 | 34 | 189 | |
| | | % | 37.30% | 12.40% | 49.60% | |
| | Total | N | 240 | 60 | 550 | |
| | | % | 80% | 20% | 100.00% | |

** significant at 1% level

From the table 4.41, it is observed that there is significant association between support from family and balancing work life. Chi-square value (6.645) shows that the null hypothesis is rejected at 1% level. It is found from the analysis that support from family play significant role in balancing the work life. From the table 4.41, it is evident that most of the women employees (49.6%) working in IT industry who receives high support from family are balancing their work life.

**4.9.2 Association between personal life satisfaction and balancing work life**

To assess the relationship between personal life satisfaction and balancing work life, Chi-square test was performed to identify the relationship between personal life satisfaction and balancing work life. The results are shown in table 4.42

**Null hypothesis H08(b): Balancing work life does not bring personal life satisfaction.**

**Table 4.42 Association between personal life satisfaction and balancing work life**

| Particulars | | | Balancing work life | | Total | Chi-Square Value |
|---|---|---|---|---|---|---|
| | | | Yes | No | | |
| Personal life satisfaction | Low | N | 30 | 6 | 36 | |
| | | % | 10.00% | 2.00% | 12.00% | |
| | Medium | N | 42 | 21 | 63 | F=8.865* p=.031 |
| | | % | 14.00% | 7.00% | 21.00% | |
| | High | N | 168 | 33 | 201 | |
| | | % | 37.30% | 12.40% | 49.60% | |
| | Total | N | 240 | 60 | 300 | |
| | | % | 80% | 20% | 100.00% | |

*significant at 5% level

From the table 4.42 it is observed that there is significant association between personal life satisfaction and balancing work life. Chi- square value (7.169) shows that the null hypothesis is rejected at 5% level. It is found from the analysis that balancing work life brings personal life satisfaction among women employees in IT industry. From the table 4.42 it is evident that most of the women employees (30.9%) who are able to balance their work life are having high satisfaction in personal life.

**4.9.3 Association between age and balancing work life**

To assess the relationship between age and balancing work life, Chi-squaretest was performed to identify the relationship between age and balancing work life. The results are shown in table 4.43.

**Null hypothesis H08(c): Age of women employees does not play significant role in balancing work life.**

Table 4.43 Association between age and balancing work life

| Particulars | | | Balancing work life | | Total | Chi-Square Value |
|---|---|---|---|---|---|---|
| | | | Yes | No | | |
| Age | 25-30 years | N | 82 | 27 | 109 | |
| | | % | 27.33% | 9.00% | 36.33% | |
| | 31-40 years | N | 76 | 20 | 96 | |
| | | % | 25.33% | 6.67% | 32.00% | |
| | 41-50 years | N | 54 | 9 | 63 | **F=9.268\* p<.023** |
| | | % | 18.00% | 3.00% | 21.00% | |
| | Above 50 years | N | 28 | 4 | 32 | |
| | | % | 9.33% | 1.33% | 10.67% | |
| | Total | N | 240 | 60 | 300 | |
| | | % | 80% | 20% | 100.00% | |

*significant at 5% level

From the table 4.43, it is observed that there is significant association between age and balancing work life. Chi- square value (9.268) shows that the null hypothesis is rejected at 5% level. It is found from the analysis that age plays a significant role in balancing work life. From the table 4.43, it is evident that most of the women employees with age below 25-30 years (27.33%) are able to balance their work life.

**4.9.4 Association between years of service and balancing work life**

To assess the relationship between years of service and balancing work life, Chi-square test was performed to identify the relationship between years of service and balancing work life. The results are shown in table 4.44

**Null hypothesis H08(d): Years of service does not play a significant role in balancing work life.**

Table 4.44 Association between years of service and balancing work life

| Particulars | | | Balancing work life | | Total | Chi-Square Value |
|---|---|---|---|---|---|---|
| | | | Yes | No | | |
| Age | Less than 1 year | N | 51 | 18 | 69 | |
| | | % | 17.00% | 6.00% | 23.00% | |
| | Between 2-10 years | N | 123 | 23 | 146 | |
| | | % | 41.00% | 7.67% | 48.67% | **F=13.259*** **p<.007** |
| | Between 11-20 years | N | 51 | 13 | 64 | |
| | | % | 17.00% | 4.33% | 21.33% | |
| | Above 20 years | N | 15 | 6 | 21 | |
| | | % | 5.00% | 2.00% | 7.00% | |
| | **Total** | N | 240 | 60 | 300 | |
| | | % | 80% | 20% | 100.00% | |

*significant at 5% level

From the table 4.44, it is observed that there is significant association between years of service and balancing work life. Chi-square value (13.259) shows that the null hypothesis is rejected at 5% level. It is found from the analysis that, 2-10 years of service plays a significant role in balancing work life. From the table 4.44, it is evident that most of the women employees (41%) working in IT industry are able to balance their work life.

**4.9.5 Association between salary and balancing work life**

To assess the relationship between salary and balancing work life, Chi- square test was performed to identify the relationship between salary and balancing work life. The results are shown in table 4.45

**Null hypothesis H08(e): Salary does not play a significant role in balancing work life.**

**Table 4.45 Association between salary and balancing work life**

| Particulars | | | Balancing work life | | Total | Chi-Square Value |
|---|---|---|---|---|---|---|
| | | | Yes | No | | |
| Salary | < Rs. | N | 49 | 19 | 68 | |

| | | | | | | |
|---|---|---|---|---|---|---|
| 30,000 | % | 16.33% | 6.33% | 22.67% | |
| Rs.30,001-40,000 | N | 78 | 10 | 88 | |
| | % | 26.00% | 3.33% | 29.33% | |
| Rs. 40,001-50,000 | N | 74 | 18 | 92 | **F=13.667** |
| | % | 24.67% | 6.00% | 30.67% | ***p=.008** |
| Above Rs. 50,001 | N | 39 | 13 | 52 | |
| | % | 13.00% | 4.33% | 17.33% | |
| Total | N | 240 | 60 | 300 | |
| | % | 80.00% | 20.00% | 100.00% | |

*significant at 5% level

From the table 4.45, it is observed that there is significant association between salary and balancing work life. Chi- square value (13.667) shows that the null hypothesis is rejected at 5% level. It is found from the analysis that salary plays a significant role in balancing work life. From the table 4.45, it is evident that most of the women employees (26%) earning Rs.30,001-40,000 as their monthly salary are able to balance their work life.

### 4.9.6 Association between marital status and balancing work life

To assess the relationship between marital status and balancing work life, Chi-square test was performed to identify the relationship between marital status and balancing work life. The results are shown in table 4.46

**Null hypothesis H08(f): Marital status does not play a significant role in balancing work life.**

**Table 4.46 Association between marital status and balancing work life**

| Particulars | | | Balancing work life | | Total | Chi-Square Value |
|---|---|---|---|---|---|---|
| | | | Yes | No | | |
| Marital Status | Single | N | 65 | 20 | 85 | |
| | | % | 21.67% | 6.67% | 28.33% | **F=10.684*** |
| | Married | N | 175 | 40 | 215 | **P=.009** |
| | | % | 58.33% | 13.33% | 71.67% | |
| | Total | N | 240 | 60 | 300 | |
| | | % | 80.00% | 20.00% | 100.00% | |

**significant at 5% level

From the table 4.46 it is observed that there is significant association between marital status and balancing work life. Chi-square value (10.684) shows that the null hypothesis is rejected at 5% level. It is found from the analysis that marital status plays significant role in balancing work life. From the table 4.46, it is evident that most of the women employees (58.33%) working in IT industry are able to balance their work life.

### 4.9.7 Association between number of children and balancing work life

To assess the relationship between number of children and balancing work life, Chi-square test was performed to identify the relationship between number of children and balancing work life. The results are shown in table 4.47.

**Null hypothesis H08(g): Number of children does not play significant role in balancing work life**

Table 4.47: Association between number of children and balancing work life

| Particulars | | | Balancing work life | | Total | Chi-Square Value |
|---|---|---|---|---|---|---|
| | | | Yes | No | | |
| Number of Children | Nil | N | 107 | 28 | 135 | |
| | | % | 35.67% | 9.33% | 45.00% | |
| | One | N | 101 | 24 | 125 | |
| | | % | 33.67% | 8.00% | 41.67% | |
| | Two | N | 27 | 8 | 35 | F=8.285* p<.057 |
| | | % | 9.00% | 2.67% | 11.67% | |
| | More than two | N | 5 | 0 | 5 | |
| | | % | 1.67% | 0.00% | 1.67% | |
| | Total | N | 240 | 60 | 300 | |
| | | % | 80.00% | 20.00% | 100.00% | |

* significant at 5%  level

From the table 4.47 it is observed that there is no significant association between number of children and balancing work life. Chi- square value (8.285) shows that the null hypothesis is accepted at 5% level. It is found from the analysis number of children does not play significant role in balancing work life among women employees working in IT industry.

**4.9.8 Association between number of dependents and balancing work life**

To assess the relationship between number of dependents and balancing work life, Chi-square test was performed to identify the relationship between number of dependents and balancing work life. The results are shown in table 4.48.

**Null hypothesis H08(h): Number of dependents does not play significant role in balancing work life.**

**Table 4.48: Association between number of dependents and balancing work life**

| Particulars | | | Balancing work life | | Total | Chi-Square Value |
|---|---|---|---|---|---|---|
| | | | Yes | No | | |
| Number of Dependents | Nil | N | 101 | 24 | 125 | |
| | | % | 33.67% | 8.00% | 41.67% | |
| | One | N | 95 | 19 | 114 | |
| | | % | 31.67% | 6.33% | 38.00% | |
| | Two | N | 25 | 10 | 35 | **F=8.992*** |
| | | % | 8.33% | 3.33% | 11.67% | **P=.024** |
| | Above | N | 19 | 7 | 26 | |
| | | % | 6.33% | 2.33% | 8.67% | |
| | Total | N | 240 | 60 | 300 | |
| | | % | 80.00% | 20.00% | 100.00% | |

* Significant at 5% level

From the table 4.48 it is observed that there is no significant association between number of dependents and balancing work life. Chi- square value (8.992) shows that the null hypothesis is accepted at 5% level. It is found from the analysis that number of dependents does not play significant role in balancing work life.

**Table 4.49: Initial Eigen values of factors of satisfaction in association of work life balance in IT industry**

| Factors | Initial Eigen values | | |
|---|---|---|---|
| | Eigen Value | Percentage of Variance | Cumulative Percentage |
| 1 | 5.69 | 48.97 | 48.97 |
| 2 | 2.35 | 9.25 | 58.22 |
| 3 | 1.90 | 5.68 | 63.90 |
| 4 | 1.24 | 4.89 | 68.79 |
| 5 | 1.21 | 4.32 | 73.11 |

Principal Component analysis with vari-max rotation is used to group the factors. Twenty nine variables were reduced into fewer factors by analyzing correlation between variables (opinions regarding the satisfaction in balancing work life). In this case twenty nine variables were reduced into five factors which explain the much of the original data. From the cumulative percentage column, the five factors extracted together accounts for 67.64 % of the total variance (information contained in twenty nine variables).

**Table 4.50**

**Factor scores of satisfaction in association of work life balance in IT industry**

| Factor | Statements | Factor Score |
|---|---|---|
| **Work place support** | Satisfied with my working hours | 0.859 |
| | Satisfied with the recognition I get for good performance of work | 0.837 |
| | Satisfied with break, lunch time and talk to my colleagues | 0.806 |
| | Satisfied with the challenging opportunities I get in the organisation | 0.792 |
| | Satisfactory with the training for new systems in the organisation | 0.759 |
| | Satisfied with fair treatment and respect from other employees | 0.728 |
| | Satisfied more with flexibility of targets | 0.719 |
| | Proper feedback about my work performance from my superior | 0.702 |
| | Satisfied with respect from co-workers and superior | 0.693 |
| | Satisfied with my relationship at work | 0.658 |

| | | |
|---|---|---|
| | Satisfied with my free/leisure hours | 0.802 |
| | I am happy to get nice sleep of minimum 8 hours at night | 0.756 |
| | I can take my breakfast in the morning without hurry | 0.721 |
| **Personal** | Satisfied about spending quality time for myself | 0.699 |
| | Satisfied with the exercise I undergo every day | 0.623 |
| | Satisfied with my travelling arrangements that I have | 0.603 |
| | I feel I am more cheerful | 0.533 |
| | Satisfied with the family trips during vacation | 0.765 |
| | Satisfaction for good co-operation from my family members | 0.733 |
| **Family Support** | Satisfied with my weekend shopping and outing with my family | 0.686 |
| | Satisfied with the time I am spending with my partner | 0.599 |
| | Satisfied with engagements in social activities and participation | 0.558 |
| | Regular contacts with relatives and family members | 0.523 |
| | Satisfied with paid special leave to care for dependents | 0.793 |
| **Procedure and policies** | Satisfied with paid maternity leave | 0.725 |
| | Satisfied with annual leave in small blocks | 0.663 |
| | Rules, policies and procedures in organisation is very good | 0.629 |
| **Child care** | Satisfied about sparing quality time with my children | 0.623 |
| | Enjoying and celebrate children birthday, shopping for festivals | 0.533 |

From the table 4.50, it is inferred that factor 1 is a combination of ten original variables such as Satisfied with my working hours, Satisfied with the recognition I get for good performance of work, Satisfied with break, lunch time and talk to my colleagues, Satisfied with the challenging opportunities I get in the organisation, Satisfactory with the training for new systems in the organisation, Satisfied with fair treatment and respect from other employees, Satisfied more with flexibility of targets, Proper feedback about my work performance from my superior, Satisfied with respect from co-workers and superior and Satisfied with my relationship at work which is named as **Work place support** factor.

Factor 2 is a combination of seven original variables such as Satisfied with my free/leisure hours, I am happy to get nice sleep of minimum 8 hours at night, I can take my breakfast in the morning without hurry, Satisfied about spending quality time for myself, Satisfied with the Exercise I undergo every day, Satisfied with my

travelling arrangements that I have and I feel I am more cheerful which is named as **Personal** factor.

Factor 3 is a combination of six variables such as: Satisfied with the family trips during vacation, Satisfaction for good co-operation from my family members for cooking and serving a balanced, healthy diet, Satisfied with my weekend shopping and outing with my family, Satisfied with the time I am spending with my partner, Satisfied with engagements in social activities and participation and Regular contacts with relatives and family members which is named as **Family support** factor.

Factor 4 is a combination of four variables such as: Satisfied with paid special leave to care for dependents, Satisfied with paid maternity leave, Satisfied with annual leave in small blocks and Rules, policies and procedures in organisation is very good which is named as **Procedure and policies** factor. Factor 5 is a combination of two variables such as Satisfied about sparing quality time with my children and Enjoying and celebrate children birthday, shopping for festivals which is named as **Child care** factor.

## 4.9.9 Relationship between factors of satisfaction in association of work life balance among women employees working in IT Industry

It is a known fact that the factors of satisfaction in association with work life balance are interrelated. Researcher has made a valid attempt to test the degree of interrelationship between the factors. Bi-Variate correlation was applied to test the significant relationship between factors of satisfaction in association with work life balance.

**Table 4.51 Inter relationship between factors of satisfaction in association of work life balance**

| Factors | Work place support | Personal | Family support | Procedure and Policies | Child care |
|---|---|---|---|---|---|
| **Work place support** | 1 | r = 0.564** | r =0.643** | r =.787** | r =.511** |

| | | p<.001 | p<.001 | p<.001 | p<.001 |
|---|---|---|---|---|---|
| **Personal** | | 1 | r = .722** | r = .473** | r =.453** |
| | | | p<.001 | p<.001 | p<.001 |
| **Family support** | | | 1 | r =.481** | r = 0.384** |
| | | | | p<.001 | p<.001 |
| **Procedure and policies** | | | | 1 | r =.486** |
| | | | | | p<.001 |
| **Child care** | | | | | 1 |
| | | | | | |

**Significant at 1% level

Positive significant correlation is observed between work place support and personal factors (r = 0.564), which shows that work place support brings satisfaction in personal factor. Significant correlation is observed between work place support and family support (r =0.643), which is positive and shows 64.3 % relationship. Positive significant correlation was observed between work place support and procedure and policies (r = 0.787), which shows good procedure and policies in organisations brings satisfaction in work place support. Significant correlation is observed between work place support and Child care (r = 0.511), which is positive.

Significant correlation was observed between personal factor and family support (r = 0.722), which shows that family support helps in satisfaction in personal factors. Positive significant correlation is observed between personal factor and procedure and policies (r = 0.473). Significant correlation was observed between personal factor and Child care (r = 0.453), which is positive.

Positive significant correlation was observed between family support and procedure and policies (r = 0.481). Significant correlation was observed between family support and Child care (r = 0.384), which is positive. Significant correlation is observed between procedure and policies and Child care (r = 0.486), which is positive.

**4.10 Predictor variables for balancing work life in IT Industry**

Multiple regression analysis was conducted by taking as dependent variable and Satisfaction with work place support, personal factor, family support, procedure and policies, child care and present health position, working environment were taken as independent variable(shown in the table 4.52.

**Table 4.52 Regression analysis for balancing work and life**

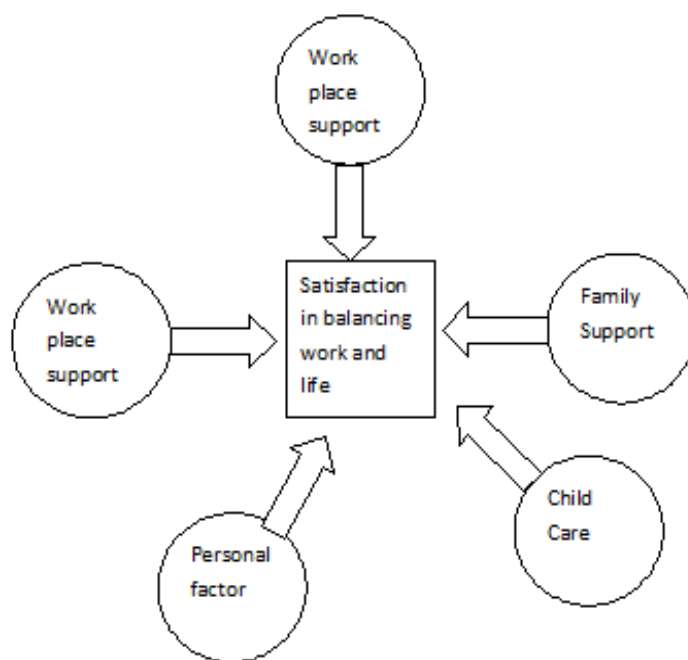| Factors | Work place support | Personal | Family support | Procedure and Policies | Child care |
|---|---|---|---|---|---|
| **Work place support** | 1 | r = 0.564** | r =0.643** | r =.787** | r =.511** |
| | | p<.001 | p<.001 | p<.001 | p<.001 |
| **Personal** | | 1 | r = .722** | r = .473** | r =.453** |
| | | | p<.001 | p<.001 | p<.001 |
| **Family support** | | | 1 | r =.481** | r = 0.384** |
| | | | | p<.001 | p<.001 |
| **Procedure and policies** | | | | 1 | r =.486** |
| | | | | | p<.001 |
| **Child care** | | | | | 1 |
| | | | | | |

**significant at 1% level* significant at 5% level

It is observed from the table 4.52, the regression model's F value is 19.212 and it is significant at 1% level. The regression model's coefficient of determination (R2) is 0.354 and its adjusted R2is 0.339, which is a healthy coefficient. Work place support serves as significant predictor variable for satisfaction in balancing work and life. One unit increase in work place support leads to 1.141 unit increase in satisfaction towards balancing work and life in IT industry. This shows that work place support is one of the important reasons for satisfaction in balancing work and life in IT industry. Personal factor serves as significant predictor variable for satisfaction in balancing work and life. One unit increase in personal factor increases 0.539 units towards satisfaction in balancing work and life. This shows that personal factor of IT employees' increases satisfaction in balancing work and life. Family support serves as

significant predictor for the satisfaction in balancing work and life in IT industry. One unit increase in family support increases 1.478 units of satisfaction in balancing work and life in IT industry. Procedure and policies in organisation and Child care serves as significant predictors for satisfaction in balancing work and life by increasing 0.768 units and 0.456 units. Present health position and present working environment are not serving as significant predictors for satisfaction in balancing work and life in IT industry.

The regression equation of satisfaction in balancing work and life in IT industry is:

**Satisfaction in balancing work and life = 5.342 + 1.141(Work place support) + 0.539 (Personal factor) + 1.478 (Family support) + 0.768 (Procedure and Policies) + 0.456 (Child care).**



Hence, Work place support, Personal factor, Family support, Procedure and policies factor and Child care serve as significant predictor variables of satisfaction in balancing work and life in IT industry.

## 4.11 Model for work life balance in IT Sector

Structural Equation Modelling (SEM) is a statistical technique for testing and estimating causal relations using a combination of statistical data and qualitative causal assumptions. This definition of SEM was articulated by the geneticist Sewall Wright (1921), the economist Trygve Haavelmo (1943) and the cognitive scientist Herbert Simon (1953), and formally defined by Judea Pearl (2000) using a calculus of counterfactuals.

SEM allows both confirmatory and exploratory modelling, meaning they are suited to both theory testing and theory development. Confirmatory modelling usually starts out with a hypothesis that gets represented in a causal model. The concepts used in the model must then be operationalized to allow testing of the relationships between the concepts in the model. The model is tested against the obtained measurement data to determine how well the model fits the data. The causal assumptions embedded in the model often have falsifiable implications which can be tested against the data.

With an initial theory SEM can be used inductively by specifying a corresponding model and using data to estimate the values of free parameters. Often the initial hypothesis requires adjustment in light of model evidence. When SEM is used purely for exploration, this is usually in the context of exploratory factor analysis as in psychometric design.

A model was developed by using analysis of moment structure (AMOS 16.1). A model is fit to ensure the work life balance of women employees in IT industry in Bangalore. In this model factors such as Work place support, Personal, Family support, Procedure and Policies and Child care are taken as observed variables (measured through variables and reduced as factors) and Work life balance in IT industry is taken as unobserved variable. e1, e2, e3, e4 and e5 are error terms (residuals) for Work place support, Personal, Family support, Procedure and Policies and Child care.

**Null Hypothesis H09: The model fitted for work life balance of women employees in IT industry in Bangalore is good.**

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**Model fit Summary**

The model fit Chi-square $\chi^2 = 4.902$ and the model's p-value is .087 which is insignificant at 5% level, which shows that the null hypothesis "The model fitted for work life balance of women employees in IT industry in Bangalore is good" is accepted. The goodness of fit index (GFI) is .973 of the model, shows reasonably good fit, and its adjusted goodness of fit (AGFI) is .948. The Root Mean Square Error of Approximation (RMSEA) is .084, a smaller value indicates better model, and Expected Cross Validation Index (ECVI) is .081, which are within the acceptable range indicating a better model fit.

The Linear regression analysis (stepwise method) is employed to predict the predicting power of independent variables with respect to dependent variable.
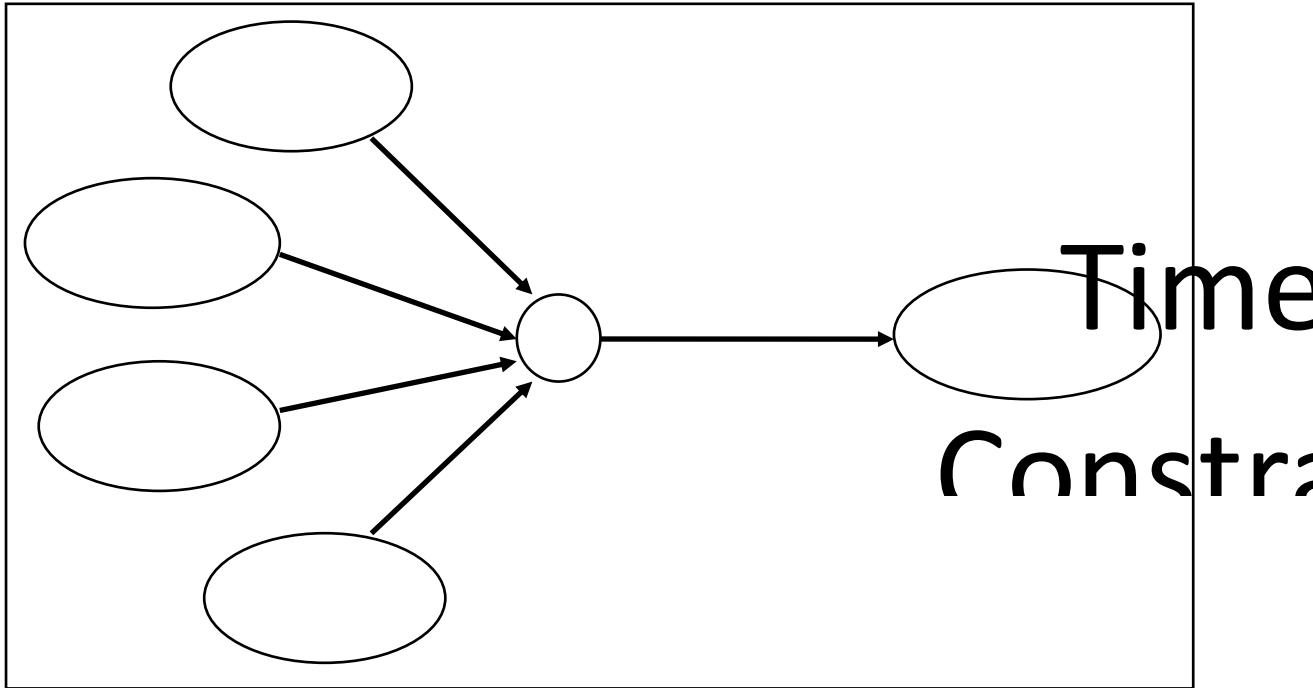
**Figure 4.13: Research Model**

Table below present the description of measurement instrument and their corresponding variable name used in SPSS. In order to increase reliability, applicability and ease of comparison with previous work, scale items are operationalised on each construct with local context.

**Table 4.53: Scale item for WLB**

| Dimension | Scale Item | Code |
|---|---|---|
| Work Life Balance (WLB) | My work often interferes with my family responsibilities | WLB1 |
| | I am not able to maintain an appropriate and healthy balance between my work and personal commitments | WLB2 |
| Time | I often bring work home to do on the evenings and weekends. | Time1 |
| | It's hard to get time off/leave to take care of family or personal matters | Time2 |
| | I have to miss family activities due to the amount of time I must spend on work responsibilities | Time3 |
| | My work takes up time that I would like to spend with family/friends | Time4 |

| | I feel guilty for spending too much time at work and not enough time with my family | Time5 |
|---|---|---|
| Strain | When I get home from work I am often feel physically exhausted to participate in family activities | Strain1 |
| | The stress from my job often makes me irritable when I get home | Strain2 |
| | Tension and anxiety from work often pinch into my family life | Strain3 |
| | I often feel emotionally drained when I get home from work that prevents me from contributing to my family | Strain4 |
| Role Ambiguity | I receive assignment without adequate resources | Role1 |
| | I often receive assignments out of my expertise and capability. | Role2 |
| Management Support | My supervisor is supportive in fulfilling my non-work responsibilities | MgmtSprt1 |
| | Management in my IT are only interested in profits and efficiency | MgmtSprt2 |
| | Welfare of employees is least important in my IT | Mgmtsprt3 |
| | It is the employer responsibility to help people to balance work and their life | Mgmtsprt4 |

**Chapter -5**

# CONCLUSIONS& SUGGESTIONS

## 5.1 Major Findings

## 5.2 Conclusion and Suggestions

## 5.3 Limitations and Future Work

## 5.1 Major Findings

Increasing workloads have pressurized employees to demonstrate their commitment to work in more obvious ways. Consequently, a larger part of them have tended to be present at their work place for longer periods of time, thereby reducing the time for which they are available at home. The internet and mobile phones have made it possible for the organisations to keep in constant touch with the employees both during the day and at night. This has further intensified the work demands on employees. Consequently, there are growing reports of stress and work imbalance. Simultaneously, family life is also becoming more complex. The extended family, even in India, is slowly disappearing. Small nuclear families have come to stay, where both the spouses go to work. In addition, there are an increasing number of single parent households due to increase in divorces. Participation by women in employment continues to grow since the past decade. In spite of more women going out to work, there has been little change in patterns of household responsibilities. Women continue to undertake the majority share of domestic chores, and child rearing. WLB research has greatly advanced in western countries (Ozbilgin, Beauregard, Tatli and Bell, 2011) however this cannot be said for developing economies like India where little is known about WLB practices, both in structural and cultural forms, and of course an obvious paucity of empirical studies in this area. These synchronous changes in working and family life result in a need for employees to continuously attempt a balancing act. Quite often the work intrudes on the family and social life, while at other times family pressures affect the work performance. Studies observed that organisational pressures, combined with lack of work centrality, result in work intruding into non-work areas of employees' lives. Such intrusions often manifest themselves differently depending on the type of work, extent of autonomy and organisational support.

Work-life balance means different things to different people and different things at different stages of life. However, any definition for anyone must include the problems of lack of time and exhaustion. Research indicates that failure to achieve the correct balance of effort and rest is linked to a feeling of lack of control over your workload, plus lack of energy to fulfill personal goals and commitments. If the balance is wrong, the result may include fatigue, poor performance and a poor quality of life. The IT

sector has undergone a change over the years, which has put new pressures and realities in front of the IT employees. IT sector has changed both in its texture and process significantly in the last few years. They are using the latest technology, which is computer oriented. The orientation has changed from being product-oriented to being customer oriented.

IT Officers have perhaps felt the maximum heat. While the external customers demands better and latest software development, the internal customers (employees) are burdened with the same working environment and technology to cope up with the competition. They are giving more targets to the employees for sale of their products. They are putting more pressures on employees towards to reach their goals as well as to meet the tough competition in the present world. Such challenges if not met convincingly, it can lead to frustration, dissatisfaction and improper balances of work life and personal life among the employees with their job. The need for the study is how the employees are balancing their work life and personal life because now a day's Jobs have become more complex and employees have been put under pressure to produce quality results in shorter time-frames and with fewer resources that has resulted in a redefinition of normal working hours.

The issue of 'Work-Life Balance' within IT services has drawn considerable attention over the past few years. The movement towards the better service has increased the development of the IT industry. Employees of the IT sector are providing lots of services in order to remain competitive in a rapidly changing market. On the other hand IT sector are rewarding those employees by providing many benefits. However, with increased working hours, stress and responsibilities many employees are unable to balance their personal and professional lives. And, it is resulting in delivering of poor service to the customers. The present thesis, focus on the work life balance of IT employees.

The current study attempts to ascertain gender differences, if any, on the work life balance issues and is directed at narrowing the existing research gap in IT sector context. Surprisingly, the literature review did not reveal any study of this nature in relation to Bangaluru. Results of the study may be useful to organisations designing gender specific measures to address work life imbalance, as expectations and coping

styles appear to be different across genders. This study brings out some of the issues related to work life balance in the Indian context specially with women. The study indicates that work life balance issues here are quite similar to those in the West. While most countries in the developed world have put in place family friendly work practices (Moen and Yu 2000; Dougherty and West 2000), the same is yet to be seen in good measure in India. With the increase in number of dual career couples, it is but natural that such practices must be adopted here too, as they would go a long way towards improving productivity and enhancing quality of work and family life. Flex time, home working, child care facilities and the option to work part time are facilities that need to be introduced. Building a supportive work environment is yet another important initiative to be addressed. Work-life balance also negatively affects burnout. It implies that if the organisation and individual make concerted efforts, burnout can be reduced. Theoretically it is also important to understand the antecedents of work-life balance and burnout.

**Major Findings**

This chapter deals with a the brief summary of findings, suggestions, scope for future research, implications of the study and conclusions of the study on quality of work life of women employees in IT sector with reference to Bangaluru city.

The major findings of the study are summarized below.

**Demographic profile of the respondents**

- The number of respondents selected for the study was in equal proportion from all IT companies.
- The age wise distribution of the respondents depicts that more than one – third of the respondents (36 per cent) were in the age group of 25 to 30 years.
- 49% of employees were between 10 years of service experience group.
- One third of the respondents (31 per cent) of the study have monthly earnings from Rs. 40,001 to Rs. 50,000.
- Majority of them were software developer.
- Among the total number of respondents of the study majority of them (72 per cent) were married.
- Out of the married respondents 56 per cent of them were having children.

- All employees were regular in job and they were working in day shift.

**Respondents opinions regarding QWL dimensions**

- Majority of the respondents have agreed with the statements of 'Nature of job' dimension.
- Majority of the respondents have agreed with the statements of 'Compensation of employees' dimension.
- Majority of the respondents have agreed with the statements of 'Safe and healthy working conditions' dimension.
- Majority of the respondents have agreed with the statements of 'Opportunity for growth and development' dimension.
- Majority of the respondents have agreed with the statements of 'Social integration in the work force' dimension.
- Majority of the respondents have agreed with the statements of 'Constitutionalism in the IT sector' dimension.
- Majority of the respondents have agreed with the statements of 'Occupational stress' dimension.
- Majority of the respondents have agreed with the statements of 'Participation in management' dimension.
- Majority of the respondents have agreed with the statements of 'Grievance handling' dimension.
- Majority of the respondents have agreed with the statements of 'Social relevance of work' dimension.

**Measuring quality of work life of women from I.T. sector**

- Women employees working in the IT industry expressed that they are able to balance their work life
- IT organisations in Bangalore thinks differently with their demographic analysis on following variables:
  - passion,
  - Work because of money,

- - Work gives satisfaction,
    - Work is my top priority,
    - Put personal on hold for work,
    - Neglect personal needs because of work,
    - Job makes personal life difficult,
    - Personal life gets impacted because of work,
    - Hard to work because of family/spouse,
    - Hard to work because of children,
    - Able to manage balanced time between work and personal life,
    - Better mood and status because of work,
    - Job gives me motivation to maintain personal life better,
    - Better mood at work because of personal life would help them for balancing work life.
- It is inferred that working from home, official laptops, support from colleagues at work and support from family members help to the women employees working in IT organisations.
- "Negative attitude of peers and colleagues at work place" and "Frequently traveling away from home" are the least factors that hinders the women employees in balancing work and family commitments.
- This shows that the women employees in IT sector with age above 50 years are getting more support from their family and the women employees with age below 25 years are getting less support from their family.
- Women employees in IT sector with above 20 years of service are getting more support from family and the women employees in IT sector with less than 1 year of service were getting less support from family.
- The Chi square analysis exhibits results that years of service plays a significant role in balancing work life
- It is found from the analysis that support from family play significant role in balancing the work life.
- Balancing work life brings personal life satisfaction among women employees in IT industry. it is evident that most of the women employees who are able to balance their work life are having high satisfaction in personal life.

- It is found from the analysis that age plays a significant role in balancing work life. It is evident that most of the women employees with age below 25 years are able to balance their work life.

- It is found from the analysis that salary plays a significant role in balancing work life. It is evident that most of the women employees earning more than Rs.40,000 as their monthly salary are able to balance their work life

- that most of the married women employees working in IT industry are able to balance their work life.

- It is found from the analysis number of children does not play significant role in balancing work life among women employees working in IT industry.

- It is found from the analysis that number of dependents does not play significant role in balancing work life

- it is evident that most of the women employees not working in shifts in IT industry are able to balance their working life.

- It is found from the analysis that frequency of taking leave due to family problems does not plays significant role in balancing work life.

- It is concluded with the help of Multiple regression analysis that among the list of QWL dimensions considered for this study, nature of job is of higher influence more than other dimensions. Hence it is suggested that the quality of work life can be justified based on the nature of job the women get to occupy, in the highly competitive sector of I.T..

**Studying the relationship between the various factors of QWL and Stress**

- Occupational stress has found significant difference among the age group of the respondents. It is noticed from the analysis that occupational stress has been found to be high upto 25 year age group and also for above 55 year age group of the respondents.

- It is ascertained that there is a significant variance between occupational stress and monthly salary of the respondents. It is also found that there is high occupational stress to the respondents whose monthly income is below Rs.30,000.

- It indicate that there is a significant difference among occupational stress and designation of the respondents. It is also found that occupational stress was high among the respondents in the Lead cadre.

- It is justified that there is a significant difference among occupational stress and length of service of the respondents and Stress level was found to be high among the respondents who have an experience of more than 20 years.

- It is evident that there is insignificant difference between occupational stress and marital status of the respondents.

**Investigating the factors affecting work**

- Average score indicates that I.T. sector respondents have agreed with the factors considered that affect the work life balance.

- It is concluded based on simple average score that the respondents above 55 years suffer more, when compared to the other category of respondents to balance their work and family.

- With average score analysis it is proved that the respondents who were getting monthly salary above Rs. 45,000 have comparatively agreed more than others with the factors affecting work life balance.

- Average score indicates that the software developer are comparatively agreed more with the factors affecting work life balance than the others.

- By analyzing the data through average score analysis it is found that that the respondents whose length of service ranges from 11 to 15 years have comparatively agreed more with the factors affecting work life than others.

- Based on simple average score it is concluded that widows have comparatively agreed more with the factors affecting work life balance than others.

- Chi square analysis reveals that hours of work has a significant influence with QWL dimensions of Work place support, Personal factor, Family support, Procedure and policies factor and Child care serve as significant predictor variables of satisfaction in balancing work and life in IT industry.

- With the help of chi square analysis it is proved that all the QWL dimensions except nature of job have an significant influence on work from home.

- It is concluded based on the result table of average rank analysis that 'More flexible working hours' was ranked as the highest factor to balance their work and family by the respondents based on their length of service.
- Average rank analysis reveals that 'Job sharing' is considered as the major factor to balance work and family by the respondents based on their marital status.

**Impact of quality of work life and attitude of women employees**

- Based on average score analysis it is concluded that female employees agreed upon impact of quality of work life in majority.
- It is concluded from study that respondents have high balance in the response towards work life balance.
- Women employees expressed their feeling that they having satisfaction towards the work.
- With the help of average score analysis it is concluded that the respondents whose monthly salary was in between Rs.40000-50000 per month agreed comparatively more than others regarding the impact of QWL.
- Based on simple average score it is concluded that the respondents of managerial cadre agreed comparatively more regarding the impact of QWL.
- It is evident from the result table of average score analysis that the respondents whose length of service ranges from 10 to 20 years agreed comparatively more regarding the impact of QWL.
- Average score analysis indicates that divorcee respondents comparatively agreed more than others with the impact of quality of work life.
- It is concluded from the analysis that the impact score was found to be significantly different among its level of nature of job.
- Analysis indicates that the impact score was found to be significantly different among its level of compensation.
- Based on analysis it is concluded that impact score was found to be of insignificant difference among employees based on safe and healthy working conditions.

- With the help of analysis it is concluded that impact score was found to be of insignificant difference among employees based on opportunity for growth and development.

- It is revealed through analysis that the impact score was found to be insignificantly different employees based on social integration in the work force.

- Based on analysis it is concluded that impact score was found to be of insignificant difference among employees based on occupational stress.

- With the help of analysis it is concluded that the impact score was found to be of insignificant difference among employees based on participation in management.

- **Working Hours:** There were no other significant differences between groups of employees (female) in terms of average working hours.

- **Overtime:** Out of the 160 respondents, almost all of them stated that their organisation have no provisions of paid overtime. According to the responses, the primary reason which comes out behind this is the nature of job take up. In most of the companies, the overtime work hours are never pre-planned and employees have to work based on the requirements abruptly. Any random overtime work generally goes unpaid.

- **Responsibility**: Majority of the professionals in IT sector companies are mostly young who are in the age range of 25-40. A very high number of professionals having nuclear families and dependent responsibilities of children are dual earners, this trend actually indicates the high cost of living in a cities which puts huge pressure on the earning member of the family and makes dual earning families a necessity. For the professionals having parental dependent responsibilities, this ratio of single and dual earners was almost equal.

- **Leave Arrangements:** Apart from that medical leaves are provided by majority of companies. Majority of companies have provisions for providing leaves to the employees in case of emergencies in family such as death of a family member. .

- **Factors of WLB:** Overall, the result indicate that the strain factors like feeling of physically exhausted, irritation; Time constraints like missing family

functions due to work responsibilities and Role Ambiguity factor like receiving assignments out of employee expertise and capability are statistically significant to predict the WLB in IT sector. Regression model for respondents found that factors like non-participation in family functions due to work pressure, amount of time spend in work and non supportive nature of superior is significant to predict the work life imbalance. But in case of female, the regression concludes that the model is able explain 77.2 percent of variance in WLB. The factors governing WLB in females include less time to spend with family and friends, non-participation in family function, doing assignments out of expertise, organisation ignorance towards employee welfare are found statistically significant.

- **Employer Efforts:** The data analysis reveals the fact that employees want more flexible work arrangements like flex timing. Majority of respondent percent of respondent desire to have better pay and overtime allowances to compensate the imbalance. Measures like stress management programmes and recruit more staff is least ranked by the employees.

Our findings suggest that women have a strong belief that flexible working hours will enhance the work life balance. This is consistent with the previous studies (Tausig and Fenwick, 2001). Home working was also another factor which was preferred women and it was believed that it would enhance work life balance. This observation supports the findings of Felstead et al. (2006). Women felt that child care facilities should be available in working places to ensure work life balance. This is consistent with the findings of Hogarth et al. (2000). The spillover of work into family life showed that women did not have enough time to spend with their families and moreover work pressures affected quality of family life. These findings are consistent with previous studies (Pocock and Clarke 2005; Greenhaus 2003). Employees opined that a supportive work environment is helpful in achieving work life balance, which is consistent with the previous findings (Laursen 2005).

## 5.2 Conclusion and Suggestions

- **Management Support:** These results are important for practical attempts to retain skilled and experienced employees. A flexible approach towards managing employees' work-life boundary, particularly if it is not at the expense of career progression, may be especially important for high-status workers who value their freedom and continuing employability in the field and who carry substantial power in shaping their terms and conditions in tight labour markets. Work-life balance aided by one's employer may represent an important dimension of perceived fair treatment, similar to perceived fairness with respect to pay or provision of training opportunities. This is consistent with arguments that employer flexibility in HR issues generally can play a role in the formation of the psychological contract between employers and high-status employees. Professionals should feel that if they support the executives and non executives wholeheartedly the achievement of the mission of the organisation be facilitated and compensation should be providing on the basis of team performance. Although the female respondents agreed with companies WLB policies but they disagreed with overall WLB. So the female employees should be given the facilities like flexi time; job sharing; crèche facilities, and necessary breaks so that they feel that the organisation is helping them in coordinating the family and professional life.

- **Awareness**: A further problem that was highlighted by the study's findings is people's low level of awareness of the current legislation regarding work–life balance issues. More specifically, few respondents stated that they had heard or been informed of work–life balance issues. Similarly, many of the respondents indicated that they had not been adequately informed about legislation concerning this issue. This point to the lack of sufficient efforts to raise awareness of matters of direct concern to workers. Staffs were generally unaware that a number of the policies and practices mentioned existed. Some came as a real surprise and this included career breaks, job-sharing, flexible working hours, study leave, unpaid leave, time off to attend interviews, time off for blood donation and time off while under notice of redundancy.

- **Communication:** There is a need to clearly communicate the commitment to work-life balance, to raise awareness and to improve knowledge and understanding of relevant policies by making information more accessible to all staff. It is therefore suggested that information on current and future policies be provided in a user-friendly version through the Intranet, within the context of the Equal Opportunity and Diversity.

- **Review Policies:** Undertake a review of relevant existing policies and extend their scope where appropriate. A review of existing relevant policies should be undertaken in order to clarify meanings and remove ambiguities where needed. It is also recommended, in the light of this audit's results, and in order to promote a more inclusive notion of work-life balance for all, to extend the scope of policies wherever appropriate.

- **Staff development:** Line mangers have a key role to play to ensure the success of a work-life balance approach. It is important that their views are sought with regard to work-life issues and that they are encouraged to take ownership of the process. This could be achieved by conducting a series of focus groups with them that could also serve as a forum for sharing ideas, concerns, information and good practice on work-life balance. In addition to this, aspects of work-life balance could be inserted in the existing management development programme as well as in the proposed core staff development programme on equal opportunities and diversity.

- **Sharing good practice:** A positive step to take would be to give more visibility to existing good practice with a view to sharing it and providing inspiration for future developments. For this purpose a good practice guide could be compiled using internal examples as well as examples from other financial institutions and local employers. The guide could be made available to all interested staff through the Intranet. It could be a resource for managers interested in the implementation details of work-life balance policies and

practices. It would also be useful to identify names of line managers willing to be contacted to give practical advice on how to arrange flexible working. This would encourage some positive networking among line managers.

- **Individual control:** It is primarily the responsibility of an individual to balance work and life and initiate steps to reduce stress and burnout. The organisation can indeed facilitate the process. The individual has to explore his values, aspirations, and goals to understand what does he expect from work and life and then develop the suitable ways of balancing work and life. He has to clarify his values and take ownership of his actions. He also has to negotiate his roles within the organisation and family. Similarly burnout occurs when an individual is unable to manage stress in the context of human service. It also occurs when there is high level of conflict between work and life. Hence he has to introspect on his job contents, ways of coping and relationship management.

- **Flexi Work:** The concept of Flexi work arrangements is closely related to the concept of the Balancing of work and family life. Both concern the satisfaction of material, biological, psychological, social, and cultural needs and demands of an individual, which are necessary for his satisfaction with work life. A series of case studies of a range of organisations that have implemented work-life balance initiatives to discover their positive and negative experiences. This would build on work previously undertaken through a case study model. It could perhaps follow organisations that participated in earlier studies in order to provide a longitudinal perspective on work-life balance. A review of guidelines and recommendations for enterprise in relation to implementing work-life balance policies through flexi work arrangement are mandatory. The different experiences of work-life balance policies in IT sector that have either a formal or informal policy on the provision of flexible working arrangements.

Women in the survey reflected a desire for access to flexible and remote working, indicating there is a larger cultural problem in IT companies around

working practices. Survey identified a cultural resistance to flexible and remote working in IT sector. However, in a technically enabled industry where working hours, stress and work life balance are already a major challenge, embracing remote and flexible working can improve both work/life balance and output for both men and women.

The need to balance work and family commitments is often identified as a barrier to career progression for women. The research findings suggest this is equally true for women working in IT sector. As well as the effective implementation of flexible working practices to address these issues, IT companies also needs to address the management challenge posed by maternity leave and employees returning to work after career breaks. Managers should be encouraged to deal with maternity leave more competently, including 'keep in touch' days, access to emails if requested, and a positively handled return to work process. However, improved flexible working opportunities should benefit both men and women. Promoting flexible working for all employees will increase work/ life balance across the board, reduce the stigma attached to working flexibly and enable IT sector to take advantage of a currently under-utilized pool of talent. Companies have a real opportunity to improve gender balance in their senior ranks by taking action in the areas highlighted by the research. The challenge for the industry will be to make significant shifts in attitudes and culture to ensure sustainable progress.

- **Under Representation:** Addressing the under-representation of women in senior positions is a complex and long-term challenge to which there are no quick fixes or easy solutions. The research reveals a causal chain of events impeding women progressing to the highest positions in companies. The biggest challenge to women's career advancement in IT company is not about organisational processes, but about awareness, attitudes and behaviour of senior managers, and the culture of the organisation.

IT companies wishing to increase the flow of female talent into senior positions can set firm targets for key areas, such as the recruitment, training

and promotion of women. This information may include, for example, detailed tracking and reporting on the number of women employed at different levels, how much they are paid in comparison to men, how long they remain with the organisation, and the support and development they receive in comparison to men. It should also include tracking of retention rates of women returning from career breaks and maternity leave, a key point of attrition for current female managers making the choice between career progression and family life. The information obtained can then be incorporated into the organisation's balanced scorecard and KPIs. While the current focus on female representation at Board level is a step forward, there needs to be a similar focus at every level of management to address the issue at the heart of the problem – the lack of an effective pipeline for female talent.

- **Transparent performance management:** To operate successfully in a talent-driven economy, they need to develop more effective systems of performance management. Employees are concerned that the sector is not a meritocracy, so creating and implementing clear and output-focused performance management processes sends a message that encourages promotion on merit. The process is used to assess capability, talent and potential, and the way they determine selection and progression, would benefit from being more objective, open and outcome focused. The IT industry should aim for more transparent performance management, with employees having confidence that they are being graded against openly stated criteria and targets, and a clear focus on outputs and results to ensure a fair assessment of performance.

## 5.3 Limitations and Future Work

The study relies on the responses of the sample employees. The results of the study are affected by these responses and are subject to varying in a bigger or different sample. These limitations need to be addressed in future studies. Future research must focus on a wider sample in order to get more generalized results. Moreover, it must be directed at understanding individual differences so that employee specific initiatives to improve work life balance could be initiated by organisations.

The present study provided a number of insights into the relation between work–family balance and quality of life. Nevertheless, the research had several limitations that should be addressed in future research. First, although the objective assessment of balance (equality of time, involvement, and satisfaction) was a significant strength of this research, it would be useful to measure balance both objectively and subjectively in the same study. This would enable researchers to understand the process by which individuals view their lives as balanced. For example, employees may subjectively experience a high degree of balance even if their work involvement and their family involvement are not equal, as long as the difference does not reach a threshold level.

Second, our assessment of the time devoted to the family role was deficient because it did not include time spent with a spouse or partner. Therefore, our measure of family time was probably skewed toward tasks (home chores and child care) that some might consider burdensome. Although this skewness represents a limitation of our measure, it is all the more remarkable that individuals who spent more time on these aspects of family life than on work experienced the highest quality of life. Nevertheless, future research should incorporate time spent with spouse, sibling, and other relatives into its assessment of family time. Third, the present study focused exclusively on balance between work and family roles. An examination of the broader concept of work-life balance would require assessments of time, involvement, and satisfaction on a more diverse set of roles, such as leisure, self-development, and community membership. It would be useful to study the balance between work and the aggregate of other life roles as well as the balance between pairs of specific roles.

The future research can extend the present work by focusing on the antecedents of work-life balance and burnout. In addition, the relationship between work life balance and burnout needs to be explored in greater depth and in different contexts. Work-life balance and burnout have multiple consequences, especially organisational consequences. Such consequences need further investigation. The present study was conducted the context of IT industries. However, it is not clear that how the relationships among work-life balance, burnout and job satisfaction will function in a traditional manufacturing organisation. This is one area that requires future research.

Moreover, research that examines the consequences of balance on personal and work outcomes should ideally use longitudinal designs. The cross-sectional nature of the present study does not permit us to draw firm causal inferences regarding the relations among balance, the mediator variables, and quality of life. Longitudinal research is especially important in the study of work–family balance because individuals may alternate their emphases on work and family activities in the short run to achieve balance in the long term.

**Appendix-1**

**Questionnaire**

Respected Sir/Madam

I am a research scholar of Department of Commerce and Management, University of Kota, Kota. As a part of my PhD. work I am collecting information and data related to quality of work life balance of female and male employees, experiences of work life balance in terms of work related variables, family related variables (spouse support, parental demands and household responsibility), individual related variables (work centrality and emotional intelligence).

This study will helpful to IT industry to enhance the productivity by correctly identifying and evaluating human behavior with various trait of societal and work culture.

You are requested to read the questions carefully and give your response accordingly.

The information collected through this questionnaire will be used only for research purpose and kept strictly confidential.

I thank you for the co-operation extended in this regard.

Yours Sincerely

(Ms. Kavita Panjabi)

Research Scholar

**An Evaluation of the Quality of Work Life Balance (QWL) of Female Employees Working in the I.T. Sector**

**Questionnaire**

**Personnel Detail:**

1. Name :_____,
2.Designation:_____

3. Name of the
organisation:_____

4. Gender: Male/Female,

5. Age :  >25 years , 26-35 years, 36-45 years, <46 years (please tick)

6. Marital Status: Married / Unmarried (please tick)

If married, please reply following

- How much does your spouse help with the housework?
  (Very little/ Sometime/Good/ Very much)
- How much emotional help does your spouse give you in regard to your work?
  (Very little/ Sometime/Good/ Very much)
-  If you have children, how much does your spouse help with their care?
   (Very little/ Sometime/Good/ Very much)

7. Number of Children :

_____

8. Your spouse helps you in : (You may select n number of choices)

- o Cooking
- o Shopping
- o Cleaning
- o Washing cloths
- o Ironing
- o Repairing
- o Pickup and Drop
- o Children's home work

**Work related information:**

9. Working experience: >5 years, 6-10 years, 11-15 years, <15 years

10. Working with same firm: _____ years

11. Shift: Day / Night

12. Job : Regular/ Part time, On role / Off role

| S.NO. | STATEMENTS | NOT AT ALL | LEAST OF THE TIME | RARELY | SOME TIMES | FREQUENTLY | MOST OF THE | ALL THE |
|---|---|---|---|---|---|---|---|---|
| 1. | Work because of passion | | | | | | | |
| 2. | Work because of money | | | | | | | |
| 3. | Work gives satisfaction | | | | | | | |
| 4. | Work is my top priority | | | | | | | |
| 5. | Put personal on hold for work | | | | | | | |
| 6. | Neglect personal needs because of work | | | | | | | |
| 7. | Job makes personal life difficult | | | | | | | |
| 8. | Personal life gets impacted because of work | | | | | | | |
| 9. | Hard to work because of family/spouse | | | | | | | |
| 10. | Hard to work because of children | | | | | | | |
| 11. | Able to manage balanced time between work and personal life | | | | | | | |
| 12. | Better mood and status because of work | | | | | | | |
| 13. | Job gives me motivation to maintain personal life better | | | | | | | |
| 14. | Better mood at work because of personal life | | | | | | | |

**A. Work life balance**


**B. Nature of work and efficiency**

| S.NO. | STATEMENTS | Always | Often | RARELY | SOMETIMES | MOST OF THE TIME | ALL THE TIME |
|---|---|---|---|---|---|---|---|
| 1. | Work is monotonous and bored | | | | | | |
| 2. | Require creativity | | | | | | |
| 3. | Your superior satisfied with your work | | | | | | |
| 4. | Your work is appreciated by all | | | | | | |
| 5. | You are offered new and challenging work | | | | | | |
| 6. | You have freedom of work | | | | | | |
| 7. | Management involve you for important decision and policy making | | | | | | |
| 8. | You complete your work on time | | | | | | |
| 9. | You are asked to resolve the problems in your vicinity | | | | | | |
| 10. | You plan your work and execute the same on time | | | | | | |
| 11. | You are happy with your present job | | | | | | |

## C. My responsibility to my family that you only do:

| 1 | To care of child during sickness | | | | | | |
|---|---|---|---|---|---|---|---|
| 2. | To attend parent teacher meeting at school | | | | | | |
| 3. | To drop and pick the child from school | | | | | | |
| 4. | To assist child with his homework | | | | | | |
| 5. | To take child for outings | | | | | | |
| 6. | To drop and pick the child from tuitions or extracurricular activities | | | | | | |

## D. Personal traits and behavioral aspects

| S. No. | STATEMENTS | STRONGLY AGREE | AGREE | UNCERTAIN | DISAGREF | STRONGLY DISAGREE |
|---|---|---|---|---|---|---|
| 01. | I encourage others to work even when things are not favorable | | | | | |
| 02. | People tell me that I am an inspiration for them | | | | | |
| 03. | I am able to encourage people to take initiative | | | | | |
| 04. | I am to make intelligent decisions using healthy balance of emotions and reasons | | | | | |
| 05. | I do not depend on others encouragements to do my work well | | | | | |
| 06. | I can continue to do what I believe in, even under severe criticism | | | | | |
| 07. | I am to assess the situation and then behave | | | | | |
| 08. | I can concentrate on the task at hand in spite of disturbances | | | | | |
| 09. | I pay attention to worries and concerns of others | | | | | |
| 10. | I can listen to someone without the urge to say something | | | | | |
| 11. | I am perceived as friendly and outgoing | | | | | |
| 12. | I have my priorities clear | | | | | |
| 13. | I can handle conflicts around me | | | | | |
| 14. | I do not mix unnecessary emotions with the issues at hand | | | | | |
| 15. | I try to see other persons point of view | | | | | |
| 16. | I can stand for my beliefs | | | | | |
| 17. | I can see the brighter side of my future | | | | | |
| 18. | I believe in myself | | | | | |
| 19. | I am able to stay composed in both good and bad situations | | | | | |

| 20. | I am able to stay focused even under pressure | | | | | |
|-----|-----------------------------------------------|--|--|--|--|--|
| 21. | I am able to maintain the standards of honesty and integrity | | | | | |
| 22. | I am able to confront unethical actions of others | | | | | |
| 23. | I am able to meet commitments and promises | | | | | |
| 24. | I am organized and careful in my work | | | | | |
| 25. | I am able to multiple demands | | | | | |
| 26. | I am comfortable and open to novel ideas and new information | | | | | |
| 27. | I pursue goals beyond what is required | | | | | |

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# Empowering & Encouraging Women for their Active Participation in the IT Sector

*Mrs. Kavita Panjabi
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## ABSTRACT

The women participation in the economic development is a much essential for the nation's growth. The Indian Women has proved that they have great potential to make our India proud. Almost all the prominent organization has realized the urge of the women in our country for rapid development. The prominent organizations of IT Sector like Infosys, Microsoft, Tata Consultancy Services, MuSigma and Citrix are facilitating. This spirit need to be maintained for forever to bring forward the talent in Indian women. They are providing the great opportunities to their women employees and they are focused on their all round development. The one area where India is way far ahead from various developing and developed countries is in the empowerment of women in the information technology services arena.

Various factors influencing the career choices of women in the IT workforce also being discussed and The status of women in India has been subject to many great changes over the past few millennia. In the ancient times the women were deprived of the equal status and were not getting the same respect as man does. The women were not allowed to show their talent publically and were restricted to move outside home. In modern India, women are getting good opportunities and they are adorned high office in India that includes the President, Prime Minister, Lok Sabha speaker and many electoral positions are available for man and women equally.

Therefore looking the changing status of women in the Modern Indian society all the organization are much focused on hiring women and having a good man & women gender in India. This article presents an analysis of empowering & encouraging women for their active participation in the IT sector in India.

**Keywords:** IT sector, Empowerment, Encouragement, Gender Ratio, Quality of Work,

## INTRODUCTION

Empowering women to participate fully in economic life across all sectors is essential to build stronger economies, achieve internationally agreed goals for development and sustainability, and improve the quality of life for women, men, families and communities.

### Empowering Women to Succeed

Training, education and networking opportunities for women empowering the IT organizations to maximize their full potential. That's what it takes to be a global leader and change the world.

### Rise of Women In IT Sector

The status of women in India has been subject to many changes over the past few decades. Now in India, women have adorned high offices in India in political, economic and IT sector. Women in India now participate in all activities such as education, politics, media, service sectors, art and culture, science and technology, etc

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**In the past century,** women have fought for such basics as the right to vote, own land, and establish credit.

For raising the women social standard the equal learn and work opportunities are being provided by both government and private sector organizations .The IT companies are not staying back in the perspective to give suitable and fair opportunities to the women. The IT sector companies have special policies for women and they are committed to give significant opportunities to them and the women have proved that the are worthy to work at top positions in the organizations and no where less that a man in their performance and intelligence. The women in IT sector are holding various senior. positions and all the prominent companies do not have a gender based norms to get the best talent out of one  The women are getting full working opportunity and also acquiring the leadership position in the business world.

It is clear, however, that women will be instrumental in leading corporations to new resolutions. Today we are going to present a rangeof perspectives on gender and information technology (IT). The Microsoft GirlSpark Camp organized in mid-January, 2015 has been launched to encourage talented female employees and students from the different streams to join the IT industry. The provided 30 internship and working opportunities with 21 top leader of the industry.



Group photo of GirlSpark 2015 participants.

Leadership forums, training, mentorship, and hands-on project experience were held in partnership with The Women's Foundation, the leading NGO dedicated to the advancement of women and girls in Hong Kong, and the Ivey Business School, renowned for its extensive and expert use of case method teaching and learning, which immerses participants in problems and challenges faced by real companies. This year also saw new partnerships established with key Microsoft partners and the expansion of the program to include newly-introduced internship and job placement opportunities at Microsoft Hong Kong and other well-known IT/technology companies, matching the needs of the participants at various stages of career development

Another technology heavyweight, Microsoft, has launched its 'Women in Tech' initiative with a view to attract and retain women talent in the industry. Along with partners, Microsoft will train and mentor one million girls and women in the next 12 months. These will include girl school students, young women students in STEM (Science, Technology, Engineering and Maths) colleges, women IT professionals and women entrepreneurs.

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In the tech industry the initiative of the organizations aims to increase participation of women in the Tech development of India and develop a well conducive working environment for women.

The Microsoft is also one of the major tech giant which supports and adopted the women development in their organization and create a supportive environment for the women as well as they are focused in the overall development of the women employees through various training and development programs with the view to provide career advancement opportunities to the women employees.

### Challenges for women in IT

- No ideal working conditions and long working hours and poor career progression
- Work-life balance is yet a biggest challenge for the working women because they do not get enough time for their family.
- Some women do face problems due to company environment.

### Basic Solutions to overcome the above challenges

- Mentoring programs and social groups in the organization can help the employees to get motivation and encouragement from the others in the industry.
- Provide flexible working hours and work from home system
- Providing career advancement opportunities

### Recent Statistics

Nasscom at its 10th edition of Nasscom Diversity & Inclusion Summit 2017 , launched a report in partnership with The Open University (UK) titled "Women and IT Scorecard – India." The report aims to determine and understand the differences in participation rates between women and men in the IT-BPM workforce in India, and also benchmarks these within an international context.

In 2017, it is estimated that the number of firms that have more than 20% women at senior level will increase to nearly 60%, and nearly 51% of firms will have more than 20% of women at C-suite level.

Notably, the report highlighted that company boards with 10% women, have 2.5%-5% higher returns on equity. Also, the tech sector is the second largest sector with women employees after agricultureut.

In India IT-BPM industry employees about 3.9 million people, out of which more that 34% are women. The purpose of this report is to put o the forefront, solutions and policies supporting women's progression in at the workplace and the need for the entire industry to come together provide opportunities and support required for their successful career advancement within the sector.

### Infosys

NR Narayan Murthy founder chairman of Infosys advise the companies to providing work from home to the working women who aspire to rise in their career.

### Citrix

**Citrix chairman says that** "We invest in women at Citrix with generous benefits and rewards. No matter if you work at home or in a lab, your career at Citrix is one that works for you.

### Mu Sigma

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Ambiga Dhiraj, has recently taken over as the CEO of Mu Sigma, a data analytics firm that is valued at over a $1 billion. This shows that the Mu Sigma has no gender biased norms and regulations and they are providing great opportunities for women employees as well. Then value the talent and focused on the potential of the candidates and to provide them a good career advancement in their own company.

## CONCLUSION

In modern India, women have adorned high offices in IT sector and IT sector is providing its full support and facilitating Women in all possible manner to get the best out of them and bring them forward in human race.

The study and trends signifies that the organizations are trying to balance their organization by employees more women employees and they realize that the women have quite more challenging due to natural build-up and because of family/social responsibilities. Therefore they need comfortable working schedule and to present their best to the world by their hard work and intelligence.

Women in India now participate in all activities such as education, politics, media, art and culture, service sectors, science and technology, etc. The Indian rising working women number shows that Indian industries are providing them good opportunities with a safe working environment. At IT companies takes the measures regarding health, safety and welfare for women, social security measures for women and wage protection for women.

Quality of work life of women is drastically improved in the last few years as the law and order for woman care and empowerment has become more stringent then ever. The IT companies has taken various initiatives to make comfortable working environment and at the same time IT companies formulated internal committees such as women harassment committee and they are having better policies for the women to come forward & participate in the Indian economical development.

Now it is believed by most of the organization and their leader that both man and women are equally instrumental in the growth of the economy and social development of the nation. From last so many decades women talent was highly suppressed and they didn't get the equal opportunity and Now the things are being made better for women in industries by the overall support and measures taken by our Government and Private organizations.

Earlier Working women faced lot of criticism by our society but now things are highly improved and quality of work life for women are properly looked after by the organizations & they try to empower and encourage the working women. They seriously look after women grievance and try to redress it as soon as possible. The organizations prefer women because they believe that women talent should not be wasted anymore in our society and it should get equal chance to work in their organization.

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**Empowering & Encouraging Women for their active participation in the IT Sector**
*Mrs. Kavita Panjabi and Prof. (Dr.) Rajeev Jain*

67.5

# QUALITY OF WORK LIFE OF FEMALE EMPLOYEES
## WORKING IN THE IT SECTOR

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Prof. (Dr.) Rajeev Jain**

## ABSTRACT

In today's world as employees are becoming more and more unionized, skilled and affluent, the dysfunctional consequences of work like employee turnover and absenteeism which proves very costly affair. There is an all round demand for developing enriched jobs to sustain the human resources specially women in the Job. This leads to the concept of Quality of work life for women which are very close to Human Resource Development. An effective quality of work life is a major issue for women employees, and how organizations deal with the issue is of great significance for encouraging women to step forward and excel in the world outside home. Therefore looking the changing status of women in the Modern Indian society all the organization are much focused on hiring women and having a good man & women gender in India. This article presents an analysis of quality of work life of women working in Information technology sector.

**KEYWORDS:** QWL, Information Technology, Women Employment, Labour Laws.

## Introduction

According to Rose, Beh, Uli and Idris (2006) Quality of work life (QWL) is a philosophy or a set of principles, which holds that people are trustworthy, responsible and capable of making a valuable contribution to the organization. It also involves treating people with respect. The elements that are relevant to an individual's QWL include the task, the physical work environment, the social environment within the organization, administrative system and a relationship between life on and off the job. Dolan, Garcia, Cabezas and Tzafrir (2008) state that the concern for QWL has preoccupied social scientists for the past several decades. Therefore, it is no wonder that thousands of studies have revolved around the concept of job satisfaction, stress & Quality of work life. QWL and its relationship with employee health and performance has become an explicit objective for many of the human resource policies in modern organizations (Dolan, Saba, Jackson & Schuler, 2007). The International Labour office lists the following areas as concern of QWL. -Hours of work and arrangement s of working time-Redesigning of jobs-Work related welfare services -Shop floor participation in the improvement of working conditions -Working conditions of women, young and older workers and other special categories. The following shows the various factors of Quality of Work factors for women's:

- **Leisure Activities :** Resort Facilities, Informal Groups
- **Childbirth & Maternity Protection:** Lounge/Nursing room, Childcare facilities, Maternity Leave.
- **Hoursing & Stable Living:** Housing Loans, Domestic Moving Costs, Congratulatory/Condolence Money.
- **Medical/Health:** Medical expenses, Regular Group Insurance, Paid sick leave/Counseling Center.
- **Education :** Scholarship, Educational programs, Special lectures (Healthcare/ Financial)
- **Legality Required Benefits:** National Pension, Health Insurance, Employment Insurance, Industrial Accident Compensation Insurance, Retirement Pension System.

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- **Selective Benefits:** Health Promotion, Personal Development, Leisure/Vacation, Gift Purchasing.

The well learned, talented, well trained and experienced employees are valuable asset as well as great strength for the company. Every company would like to retain them for forever. So to reduce the employee turnover, in the employees retention policy the companies are more focused to look at the quality of the work for man and women both. The organizations also realized that no economic and social development is possible without the women contribution to it. Earlier the Indian families because of the conservative thoughts and looking at the women safety used to be very much reluctant to send their learned girl child to work in the organizations. Now the thoughts are changing as the companies are focused and have a great concern on women related issues and they take the responsibility and ensure that no abuse will be there with any employees especially with women. With this they are facilitating the women and trying to make more convenient work timings for them. In IT the work at home facilities are provided to make more comfortable working for the employees. Today IT organization are providing neat & clean and a very hygienic working place. The air conditioners are implanted, vending machines and canteen facilities and recreational rooms, even the crèches are there, health checks ups and free medical care is provided to the employees. When we talk about 'Women in IT' we have with the IT sector, alone, employing 21 per cent of the six per cent of the working women population of India. In year 2015. In the conference organized by Infosys, under the banner of Infosys Women's Inclusivity Network Infosys founder chairman NR Narayan Murthy says that "On days when they have pressing demands at home they can work from here. Take a three year break from work to take care of growing children and during the period they can upgrade their knowledge sitting at home and then come back to work later."

## The IT Industry & Quality of Work Life for Women

IT is a multi-billion dollar industry which is, according to the American Heritage Dictionary (2005) "the development, installation, and implementation of computer systems and applications. The U.S. Department of Commerce identifies the information technology workforce more broadly. In a report on information technology, the Department defines workers in information technology occupations as those who design, manufacture, operate, maintain, and repair information technology products and provide related services across all industries. The men and women in the IT industry have careers such as Computer engineer, computer programmer, computer scientist, computer user, database administrator, database specialist, interface designer, network specialist, software engineer, statistician, systems analyst.

## Comfortability

There is a great need to facilitate the women to create a balance between their office working and meeting out the house responsibilities. Women have various rolls to play, this is being understood by the Indian IT companies and they are now facilitating the women to make their working comfortable at the working place.

## Opportunities

The IT industry has been responsible for large-scale employment; there is a higher rate of women taking up education and careers in engineering, especially computer engineering. Computer engineering is a relatively clean field in the sense that it does not involve careers in factories. Most careers are in programming, which can be easily done from home too. Computer science graduates from prestigious universities are also highly respected. Parents also significantly affect choices as they overwhelmingly promote a career in computer engineering. As per various reports and studies conducted it has been seen that in India female employees working is far more improved and the top companies are have all the consideration which make the female feel comfortable and safe at workplace. A proper women commission is as a brief foray into the reality of female economics empowerment in India. The aim of this article is to gain a better understanding of the state of female employment, gender equality and the qualitative experience of being a working woman is one of the most important and rapidly growing economic sectors in the country. Indian women's right and labour statutes are very much focused on the overall quality of work life of female employees working in industries in India. The labour laws apply to that workplace where workers are working under a contract of employment, as the workers are being subject.

## Work from Home

The Indian IT companies is promoting work from home concept so that women can work from home instead of rushing to office for the software work which can be done being at home also. With the IT sector, alone, employing 21 per cent of the six per cent of the working women population of India, issues like gender equality, greater participation, commitment to stretching jobs were the focus areas of the recent one-day annual conference on 'Women in IT'. The meet was organized by Infosys, under the banner of Infosys Women's Inclusivity Network. The conference was attended by 96 delegates from companies like

TCS, Wipro, Lucent Technologies and Sun and in that Infosys mentor and founder chairman NR Narayana Murthy has given an advice to companies are giving working women the option of working from home who aspires to reach at top in their career. He said "On days when they have pressing demands at home they can work from here. Take a three year break from work to take care of growing children and during the period they can upgrade their knowledge sitting at home and then come back to work later." "Companies should make policies such that it is a win-win situation, both for the employer and its employees," he said, while addressing women delegates representing IT sector in this recently held conference.

## Indian Prominent IT Companies

- ### Infosys:

Infosys global employee count stands at 1,94,044 as on March 31, 2016, and covers over 129 nationalities. The percentage of women employees is 35.6%. Being an equal opportunity employer, infosys do not mandate the disclosure of disability at the time of recruitment. The number of employees who have voluntarily disclosed their disability status and the nature of disability stands at 161. Infosys is committed to providing a work environment that is free from discrimination and harassment for all our employees. The Company is an equal opportunity employer and makes employment decisions based on merit and business needs. The Company policy prohibits harassment of any kind, including harassment based on pregnancy, childbirth or related medical conditions, race, religious creed, color, sex, gender identity, national origin or ancestry, physical or mental disability, medical condition, marital status, age, sexual orientation, or any other basis protected by law.

- ### Diversity and Inclusion:

A Global Diversity Council represented by senior employees from across the world working in delivery, human resources, sales and business functions supports and cascades the programs of the diversity office. The council determines the focus areas specific to the geography, sets goals and works to improve diversity along with periodic performance reviews. It also ensures the consistent implementation of policies and programs to equip women employees to reach leadership positions.

## Creating a fair and Equitable Environment

Infosys anti-discrimination and anti-harassment policies apply to everyone involved in the operations of the Company, as well as vendors and clients. The forums to deal with issues and concerns raised by our employees are as follows:

- Hearing Employees and Resolving (HEAR)
- Anti-Sexual Harassment Initiative (ASHI)
- Whistleblower Policy

## Enabling a Flexible Work Culture

Infosys believe that providing a flexible work culture helps us retain talent and keeps their employees motivated and engaged. Some of the flexible work options that are provided to their employees are:

- Nine days of work-from-home option every month for family care
- Paid maternity leave
- Sabbatical for personal reasons
- Paternity leave
- Adoption leave
- Part-time, flexi-hours and selective telecommuting
- Sabbatical for community service
- Sabbatical for higher education
- Work options from satellite offices

## Tata Consultancy Services

TCS now has a strength of more than 100,000 women employees, making it one of the highest employers of women in the world. About 11% of the women hold leadership positions, paving the way for many more to take up the mantle and make this company stronger and more gender diverse. And on such a special occasion, TCS is proud to celebrate its wonderful women.

## Wipro-Gender Diversity:

The Gender Diversity journey has now evolved and matured over the past few years. Focus on gender diversity in Wipro in 2016-17 has been around developing and nurturing the talented women in the organization through various initiatives. Their programs have been well received on the ground. Recognizing that at different life stages, the needs & expectations of women employees are different,

Wipro adopted a life-stage based approach to its gender equity initiative program called 'Women of Wipro' (WoW). In FY'17 we have over 15 percent women in managerial position.

**Musigma**

Musigma provides equal opportunities to both men and women. They facilitative the working women in their organization to uplift in their career at Musigma.

**Citrix**

Citrix have policies focused on training & development and career growth of all the women employees. At citrix the working women highly encouraged by providing they better career growth opportunities and supporting them in their tough times.

**Conclusion**

Efforts to improve women Quality of work life is a matter of grave concern in IT industry. Current initiatives such as Skill India, Make in India, and new gender-based quotas. The statistics shows that Indian IT organization is much focused on the quality of work life for women in their organization. They are facilitating the women in providing them a highly conducive working environment. The recent initiatives and highly promising efforts are being made by Indian IT organization for the career development of women showing that the quality of work life for women's is one of the most focused area in making India proud and eliminating the gender based disparities in the organizations. They are working on all the areas of quality of work improvement for women such as career development, job enrichment and job enlargement, crèche facility, work from home facility, providing proper medical care, medical and maternity leave and quick grievance women redressal facility. Thus IT organization is putting its great efforts but lot is to be done in this regard on continuous basis to uplift and providing them a suitable working place.

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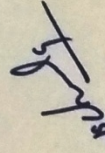## MAPPING GLOBAL CHANGES IN BUSINESS, ECONOMY, SOCIETY AND CULTURE
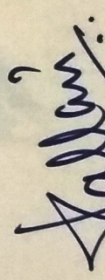
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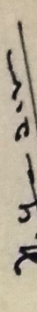of **Septt. of Commerce & Management University of Kota**

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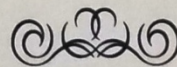## FOR RESEARCH ANALYSIS

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