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A study on the worklife balance among
women employees in IT and ITES sector in India.

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Shri Dharmasthala Manjunatheshwara
Institute for Management Development



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Preface

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Executive Summary

Work-life balance, as a concept, stresses on the efforts taken by the employees take to divide their time and energy between work and the other important aspects of their lives. It also signifies the efforts taken by people to share time with their families, friends, community and giving importance to various aspects of their lives, such as, spirituality, personal growth, self-care, and other personal activities, over and above their efforts in meeting the demands of the workplace. The review of literature clearly indicates the significance of work life balance in an employee’s life. Existing literature proves that, family needs and career requirements need to get integrated and balanced. In India, where the traditional roles of women as homemakers and caretakers are deeply entrenched, achieving work–

family balance becomes a challenge for women and their employers. In the light of the increasing number of women in the IT industry, there is a need to examine the phenomenon of the work–life balance of Indian women in the IT profession in greater depth. In the present study, authors have made an attempt to develop a questionnaire to identify the factors, which are responsible for work-life balance among Indian women, working in IT and ITES sector. Efforts have also been made to identify the issues and concerns women face in their lives, as multiple demands are made on them to balance between work life and personal life. Data revealed that, organizational, personal, and family related factors, were responsible for maintaining the work-life balance of women, working in the above-mentioned sector.

Introduction

Work-life balance as a concept stresses on the efforts employees take to divide their time and energy between work and the other important aspects of their lives. It also signifies the efforts taken by people to share time with their families, friends, community and giving importance to various aspects of their lives, such as, spirituality, personal growth, self-care, and other personal activities, over and above their efforts in meeting the demands of the workplace. Work-life balance is aided and assisted by employers who create institutional policies, procedures, actions, and expectations that facilitate employees to pursue more balanced lives with relatively greater ease. The aim of creating an atmosphere for work-life balance is in reducing the stress experience. The whole concept is to create a well-balanced time-frame based life of employees, so that they can create sufficient space for both work-related activities, and the other important components of their lives, without feeling stressed, tensed, or unhappy.

Conceptually speaking, work-family balance emphasizes on an individual's orientation across different life roles, and inter-role phenomenon (Marks & MacDermid, 1996), enabling 'satisfaction and good functioning at work and at home with a minimum of role conflict' (Campbell-Clark, 2000, p 349), and ensuring 'a satisfying, healthy and productive life that includes work, play and love, that integrates a range of life activities with attention to self and to personal and spiritual development, and that expresses a person's unique wishes, interests, and values' (Kofodimos, 1984, p.xiii; Shaffer, Francesco, Joplin & Lau, 2003). In most conventional researches conducted on the work-family interface, has been underlined by a conflict perspective emphasizing the negative effects, such as stress (Greenhaus and Parasuraman, 1999 and Haas, 1999).

Work-life balance is meant to provide a feeling to the employees as though they are paying attention to all the important aspects of their lives. Since numerous employees experience a personal, professional, and monetary need to achieve, work-life balance becomes a challenging issue for them. In this endeavor, employers can aid employees in experiencing work-life balance by taking a number of initiatives, such as, flexible work schedules, paid time off (PTO) policies, responsible time and communication expectations, and company-sponsored family events and activities. Managers can also play an important part in this

endeavor by demonstrating, practising and enabling employees through appropriate behavior in their pursuit of work-life balance. They can create a work environment in which work-life balance is expected, enabled, and supported. (Heathfield, 2016).

Pocock (2003) has, therefore, proposed in his work/life collision theory that, the ever-increasing working hours leave the individuals with less time for themselves, and to pursue their hobbies or leisure activities. This obstructs the growth of an individual in terms of the personal and spiritual growth.

Byron (2005) has focussed on the issue of family-interfering-with-work (FIW) i.e. -family issues impacting upon the work domain and work-interfering-with-family (WIF)-work issues impacting upon the family domain) having different antecedents, thereby suggesting that studies on this subject must necessarily focus on both types of conflict/interference.

India is the world's largest sourcing destination for the information technology (IT) industry, with approximately 10 million employees. India's cost competitiveness in providing IT services, which is approximately three to four times cheaper than the US, continues to be the mainstay of its Unique Selling Proposition (USP) in the global sourcing market. However, India is also gaining prominence in terms of intellectual capital with several global IT firms setting up their innovation centres in India. The IT industry has also created significant demand in the Indian education sector, especially for engineering and computer science streams. The Indian IT and ITes industry is divided into four major segments – IT services, Business Process Management (BPM), software products and engineering services, and hardware. The Indian IT sector is expected to grow at a rate of 12-14 per cent for FY 2016-17 in constant currency terms. The sector is also expected to triple its current annual revenue to reach US\$ 350 billion by FY 2025. (<http://www.ibef.org/industry/information-technology-india.aspx>).

IT and ITES sector is unique in many ways. In this sector, employees, on the one hand, receive encouraging pay and perks, but, on the other, the work life is highly complicated and highly demanding. Work commitments and deadlines, which need to be achieved in this sector, often pose a challenge with fluctuating demand graphs. Employees may have to work for long hours and in different shifts to meet those deadlines. All these things make work a hectic

activity and a strenuous one, creating enormous stress due to work-life conflict there by hampering performance, which is causing decline in productivity levels and also forcing them to leave organizations due to work-life problems (Deivasigamani & Shankar, 2014).

The above is perhaps more true for the women employees, especially with the dwindling culture of extended family systems in India, where balancing the professional lives and family lives have become more challenging. Apart from that, emerging socio- economic trends, such as increasing percentage of dual career couples, single parenthood, number of divorces, etc, also play a vital role in adding to the challenges, where the women employees may find it difficult to maintain the work-life balance.

Keeping in view this background, the present study has made an attempt to investigate the factors, which influence the work-life balance of women employees working in the IT and ITES sector in India.

Review of literature

Work-life balance is essential since it influences the well-being of individuals, families, and communities. People are required to get time and have the energy to participate in family life, and their community activities. Beyond work, they need time outside their work life for rejuvenation, and to develop and nurture friendships and keep their “non-work selves” active.

The variables responsible for work-life balance may be classified as follows:

- A. Personal variables
- B. Family-related variables
- C. Organizational variables

A. Personal variables

A number of individual variables, viz. gender, age, marital status, related to work life balance/work family conflict have been investigated by different scholars. They have been categorized in the following sub-sections:

a. Gender

Studies by Gutek et al. (1991), Williams and Alliger (1994), Higgins et al. (1994), Loscocco (1997), Aryee

et al. (1999b), Grzywacz et al. (2007), Rajadhyaksha and Velgach (2009) have reported the following gender differences with regard to work family conflict.

Gutek et al. (1991) indicated that women reported more work interference in family, in comparison to men, despite having to spend almost the same number of hours in paid work as men. The extent to which family interfered with work on a given day was found to be positively related to distress in family roles during the day, family intrusion into work during the day and self -reported family involvement for that particular day.

Higgins et al. (1994) studied the impact of gender and life cycle stage on three components of work family conflict (i.e. role overload, interference from work to family and interference from family to work). The results of their study showed significant differences for gender and life cycle. Women were found reporting as experiencing significantly greater role overload than men. Again women were seen as experiencing greater work to family interference in comparison to men. Interference was found to be highest when the children were young, and lowest in families having older children. This finding is also seen having support from the findings of studies by Loscocco (1997) and Aryee et al. (1999b).

In other studies, Frone et al. (1992a), Eagle et al. (1997), Milkie and Peltola (1999), Hill et al. (2001), and Wesley and Muthuswamy (2005) however, did not find any gender differences. Frone et al. (1992a) found no evidence of gender differences in the pattern of asymmetry, showing that the dynamics of work and family boundaries may be operating similarly for both men and women. Gender as a factor was also not found to be significant by Eagle et al. (1997) in their study, as males and females reported similar levels of family to work and work to family conflict. The plausible explanation for the lack of gender differences may be due to greater mutual empathy that couple shares, which might be created from a decrease in time as a resource for each spouse to spend in their respective, traditionally occupied domains in the interest of gaining monetary resources. Milkie and Peltola (1999) were also found reporting women and men showing similar levels of success in balancing their work and family issues.

b. Culture

Grzywacz et al. (2007) conducted yet another study to see how culture contributes to the occurrence and

consequences of work to family conflict. Immigrant Latinos were found reporting infrequent work and family conflict. This finding seems to support earlier research findings that individuals from more collectivist cultures, experience fewer conflicts between work and family, since in these cultures, work and family are viewed as a more integrated activity. Results also showed that the level of work to family conflict differed with gender.

c. Personality

Parasuraman and Greenhaus (2002) suggested that, the consequences of work-family conflict have been investigated widely, finding high levels of conflict producing dissatisfaction and distress within both the work and family domains. However, the mutually enriching effects that work and family can have upon each other, have been not been frequently considered. They also suggested that studies have over-emphasised, on the impact of environmental and situational factors on WLB, and as such, investigation of individual differences, such as personality constructs have been relatively given less prominence.

Metcalf and Afanassieva (2005) in their studies also found that women managers did not want to compromise on their family roles. The unavoidable difficulties that they faced in trying to achieve this balance were seen to be interpreted as personal failures, and, therefore, it is little wonder that frustration, stress and guilt feelings were often recalled in their narrations.

B. Family-related variables

Family related variables such as spouse support, spouse work hours, couple's employment status, number of children, parental responsibilities, and home responsibilities have been investigated in relation to work life balance/conflict. They have been categorized in the following sub-sections:

a. Spouse / partner support and attitude

Suchet and Barling (1986) in a study of inter-role, conflict, spouse support and marital functioning, found that support from one's husband may assist employed mothers cope with their own inter-role conflict. The supportive behaviour and attitude of husbands might help in reducing the opposing role demands and unrealistic role expectations on employed mothers.

In a study conducted by Kapoor, Bhardwaj, and Pestonjee (1999), married women employees reported facing difficulties in maintaining a balance between work and family and their careers suffering consequently as a result of taking care of increased family responsibilities. This was often aggravated perhaps due to lack of help from their husbands.

A survey carried out by Rajadhyaksha and Smita (2004) showed that, only 34% of husbands extended help willingly to their wives. 24% of husbands occasionally helped their wives, but a large proportion still seem to subscribe to the traditional role and rarely extended help to their wives.

Parikh (1998) found that motherhood made balancing difficult, since women have to manage the external interfaces of work and career, along with management of home and children. A survey on parenthood among 2700 Indian couples found that the ideal scenario, according to 60% of working mothers polled, is a part-time job option. Only 19% of them felt full-time motherhood is a viable option. The men, not surprisingly, felt that an at-home mother is the best possible solution (Banerjee & Dutta- Sachdeva, 2008).

Kandel et al. (1985) studied the nature of specific strains and stresses and their impact on married women in their marital, occupational and house work roles. It was found that strains and stresses are lower in family roles than in occupational and household roles among the married women. The psychological consequences of these on women have been found to be more severe than occupational strains and stresses, as far as the well-being of the women are concerned. Strains led to development of distress through role-specific stress.

Schwartz (1989) found that women make career decisions, work extra hours, make sacrifices in their personal lives and utilize every opportunity for the sake of professional development. To be professionally successful, women are required to remain single or childless; and in case they do have children, they need to be happy for others to satisfy them.

b. Family support and environment

Loerch et al. (1989) examined the relationships among the variables related to family domain for both men and women. The results showed that the presence of conflict within the family had a positive relationship with work family conflict.

Burke (2002) concluded that, for women, both work and family are equally important, as both serve as the sources of their satisfaction. The former seems to be more important. It was also seen that when work does not permit women to take care of their families, they feel unhappy, disappointed and frustrated. They are seen to draw clear boundaries between work and family and they do not like one interfering with the other.

Wentling, R.M. (2003) has shown that the twin roles of women cause tension and conflict due to social structure. In this study on working women in Delhi, it is shown that traditional authoritarian set up of Hindu social structure continues to be the same, and hence, women face problems of role-conflict, and thus, it is suggested that change in attitudes of men and women according to the situation can help to overcome their problems.

Samia Kargwell (2008) showed in the study on women managers that, they give first priority to their families and secondary importance to their job. Married women managers, who have children sought the assistance of others, (their extended families, servants, nannies and cooks). This priority given by married women managers to their families play a negative role in their career progression and has largely contributed to their under-representation at top management levels in organizations. Female managers in senior posts have struggled to maintain their two roles. As a consequence, they lost some of their training and promotional opportunities, leading to their dissatisfaction, or neglect of their biological role, or problems with their husbands.

Kreiner et al (2009) found that the women employed a range of specific tactics to manage challenges associated with elder care and business ownership. These tactics helped women to exert control, reduce uncertainty and unpredictability, and even wherever needed, restore a sense of orderliness to the work- family interface.

Lhu Frw (2009) showed that woman needed support from their families, help from their partners and organizations to achieve a satisfactory work-life balance. This study also, like many other studies, showed that women were required to invest considerable personal resources, such as time and energy in order to achieve a satisfactory work life balance in their career life cycle.

c. Parental demand

Frye and Breough (2004) found that having child care responsibility was strongly related to family- work conflict and showed a positive relation to such conflict.

DR. V. V. S. K. Prasad (2012) has opined that striking a healthy work-life balance is not a one-time phenomenon. The creation of work-life balance is an on-going process based on the individual's family, interests and work-life change. By periodically examining the priorities and making changes wherever necessary, work-life balance can be achieved.

Indeed, personal social support is also an important ingredient of maintaining work-life balance. Personal support can be further categorized into two types- emotional and instrumental support (Wayne et al, 2006). Instrumental support refers to behaviors and attitudes of family members aimed at supporting in day-to-day household activities, such as relieving the employee of household tasks or otherwise accommodating the employee's work requirements (King, 1997). This facilitates the family member to focus his/her time and preserve energy towards work suggesting that it positively influences the individual's functioning at work. Emotional support refers to the expression of feelings to enhance others' affect or behavior (Erickson, 1993). Emotional support contributes to positive affect that helps the individual in the work domain (Wayne et al., 2006).

Pleck et al. (1980), in a survey of workers, found that substantial minority of workers living in families experienced conflict between work and family life. Parents reported greater conflict than other couples. Specific working conditions, such as excessive hours at work, scheduling and physically or psychologically demanding were related with experiencing work family conflict, thereby leading to diminished job satisfaction and contentment with life in general.

Luk and Shaffer (2005) found parental demand to be a positive predictor of both WIF and FIW. No significant effects were found for family time commitment on WIF or FIW, and for family role expectation on FIW. The direct effects of work domain support, such as family-friendly policies and supervisor support, and family domain support, such as domestic helper support, on WIF and FIW were not substantiated in this study. However, family-friendly policies were found to be a positive predictor of FIW.

Imada and Ikeda (2006) showed in their study that the majority of younger women left their jobs during the time of pregnancy. Hence, supporting job continuity during pregnancy is a crucial factor. In addition, only the childcare -leave system had no effects on female employee retention. Help from family and relatives and childcare center are necessary elements in aiding women to not only to return to work and continue their work, but in achieving the necessary work-life balance.

Waumsley et.al (2010) analyzed whether existing work-family and family-work conflict measures might be adopted to measure work-life conflict and life-work conflict for full-time female workers with and without children. Results showed that a work-family conflict scale may not be capable adequately to measure the conflicts experienced by people, who do not live within a family structure that involves children.

C. Organizational variables

Relationship between work-related variables, viz. task variety, task autonomy, task complexity, role conflict, work schedule flexibility, number of hours worked and work-life balance/work-family conflict have been investigated. They have been categorized in the following sub-sections:

a. Role

De Villiers and Kotze (2003) found that work -life balance is a personal issue that varies across time and situations, and, the underlying conflict experienced can be related to role overload and role interference. The most telling work-life conflict arises from complex workplace issues, including managing change, supervisory and technical competences, leadership, roles and accountabilities, and culture. The results of the studies show that leadership, supervisor/manager recognition and support for individuals and their needs, influence work-life balance and work life balance can be substantially improved by nurturing individual balance -enabling skills along with development of organizational balance-supportive capabilities.

Voydanoff (2004) examined the effects of work demands and resources on work to family conflict and facilitation. The data was obtained from the 1997 National Study of Changing Workforce (NSCW) and consisted of 1,938 employed adults, living with a family member. The model includes within domain

work demands and resources, and boundary spanning resources as sources of work to family conflict and facilitation. Results point out that time-based demands (work hours and extra work without notice) and strain-based demands (job insecurity and time pressure) are positively related to work to family conflict. It was seen that enabling resources (autonomy and learning opportunities) and psychological rewards (respect and meaningful work) were positively related to work to family facilitation. These resources (except learning opportunities) showed negative relation with work to family conflict. Time-based family support policies (parental leave and time off for family) and work, family, organizational support (supportive work-family culture and supervisor work family support) indicated a negative association with conflict, and positive relationship to work to family facilitation.

b. Organizational policies

Masood & Mahlawat (2012) found that the organizations, neglecting the recent trends & changes with respect to demographic variables connected to employee work-life balance, will experience lower employee productivity. The suggestions include Workplace flexibility, Reduction of working time, Leave and benefits, dependent care initiatives & Work-life stress management, highlighting the necessity for nurturing a supportive culture with respect to including and embracing Work-Life Balance concepts in within their organizations.

Agarwal (2012) in a study in Gujarat Refinery showed that overall a effectiveness of the Work-Life Balance policies provided in the company looked satisfactory. Employees irrespective of age & category had a strong perception that WLB in organization have been beneficial to their personal lives and that whenever any requests for change in work patterns are made, they are received positively in the company. The study concludes that to improve the organizational performance, WLB should be properly communicated to the employees & awareness with respect to such policies should be generated among the employees.

Purohit (2013) examined the organizational policies and provisions regarding work-life balance of the employees, which was conducted among a cross-section of leading corporate entities in Pune city, representing equally the four industrial sectors, namely, manufacturing, Information technology, Educational and Banking sector. The results show the commonalities and differences, with regard to the

provisions made across the four sectors in relation to work-life balance. There is inequality in the distribution of opportunities for work-life balance both within and across workplace.

c. Task characteristics

Greenhaus et al. (1989) studied the different types of work domain pressures, as sources of work-family conflict among dual career couples. The results indicated that work-role stressors (role conflict and role ambiguity) were responsible for a significant portion of the variance in time-based and strain-based conflict for both genders. The task characteristics (autonomy and complexity) were seen to be associated with work-family conflict, and were found to be somewhat stronger for women than for men.

d. Time / work scheduling & location

Patwa (2011) pointed out through her research that the parameters for measuring the work-life balance are the number of working days in a week, daily working hours, travelling time to workplace, time spent with the family daily, botheration for work, bringing work home, feeling about work, measures taken for relieving stress resulting from work, etc.

Work schedule flexibility was found to be negatively associated /related with work-life balance / work-family conflict. Higher the flexibility lower is the work-family conflict. Thus, higher the flexibility in work schedules, higher is the work-life balance.

Loscocco (1997) investigated the way in which individuals with considerable control over their work lives, construct and experience work family connections. The data was gathered through in-depth interviews of 30 self-employed people. Results point out that that self-employed people had considerable control over their work lives which in turn helped them to control the influence of work flowing into their family lives. However, women were found to be emphasizing the importance of flexibility more than men.

Hammer et al. (1997) reported that higher levels of perceived work schedule flexibility were related to lower levels of work family conflict. Hill et al. (2001) examined the perceived influence of job flexibility in the timing (flexi-time) and location of work (flexi-place) on work family balance. The results showed that whereas paid work hours was strongly and negatively correlated, perceived flexibility was strongly and positively correlated with work-family

balance. The study also showed that employees with perceived flexibility in timing and location of work, tended to work longer hours, before work-family balance became a difficult proposition for them.

Drew and Murtagh (2005) conducted a study with an aim to investigate the experience and attitude of female and male senior managers towards work-life balance. The study was conducted in a prominent Irish organization, where work-life balance was seen as a strategic corporate objective. The findings of the study showed that "long hours" as a culture in the organization, seemed to be the greatest impediment to achieving work-life balance, in which availing flexible options (e.g. flex-time/working from home) for oneself was incompatible with holding a senior management position. While many of the men in senior positions could delegate family/caring activities to their wives, this seemed almost impossible for majority of women in senior positions. Hence, men sought work-life balance to resolve, commuting/work time issues. Both men and women in senior management were well aware of the facts that that their individual careers could be seriously hampered by making arrangements for work-life balance.

A substantial body of research findings show negative correlation between the work hours and work-family conflict. White et al. (2003) investigated and analyzed the effect of selected high-performance practices (appraisal systems, group-working practices, performance related pay) and working hours on work-life balance. The results pointed out that negative job-to-home spill-over increased with additional hours worked and to a similar degree for both men and women. High performance practices were also found to be a potential source of negative spill-over. It was also seen that taking part in a flexible hour system substantially reduced negative spill-over for women, but not for men. Working for meeting financial necessities was found to be significantly linked to negative spill-over for women. Dual earners reported less negative spill-over than those in single earner situations.

Frye and Breaugh (2004) in their study found that the number of work hours, the use of family- friendly policies, and reporting to a supportive supervisors were predictive of work-family conflict. Family-friendly policies and reporting to a supportive supervisor were found to be negatively correlated with work-family conflict, whereas hours worked was found to be positively related. With respect to family- work

conflict, reporting to a supportive supervisor was predictive of such conflict and was negatively related to such conflict.

Steiber (2009) found that among both genders, time-based work demands were strongly associated with the experience of work-family conflict.

Crosbie and Moore (2004) investigated the practice of working from home and work-life balance. Collection of data was done through interviews and focus-group discussions. 70% of those who took part in the study were females. All of them carried out paid work at home for 20 hours or more per week. The study revealed that, home-working was not a panacea for modern working life. Careful and thoughtful consideration must be given to factors, such as, personality skills and aspirations by those who wish to work from home, according to the study. This is true for those who have the habit of working late or long hours may end up marginalizing their home life by working from home. In this case, venue might not work out to be an advantage, rather more of an impediment to achieving work-life balance.

Aryee (1992) in an investigation found that married professional women experienced moderate amounts of work-family conflict. It was seen through the findings that the number of hours worked per week rather than work schedule flexibility was responsible for work family conflict.

Luk and Shaffer (2005) developed and tested an expanded model of the work-family interface that sought to investigate the influence of work domain. The results which were based on the study conducted on 248 couples with children showed that, work domain stressors, i.e., time commitment to work and work-role expectations were significant positive predictors of work interference with family (WIF). While, work-role expectations were found to act as a significant negative predictor of family interference with work (FIW), the study found no significant effects with regard to work-time commitment.

Milkie and Peltola (1999), in their study, reported that both women and men reported similar levels of success with regard to balancing work and family and kinds of work family trade-offs. However, the trade-offs reported by respondents were gendered. It was seen that while longer working hours negatively affected men's sense of balance, its effect on women seem to be marginal. For full-time working women, work hours did not seem to affect balance. The study predictably reported that presence of young children

in the household had a negative impact on success in balancing paid work and family life for employed women, but the same was not true for men. Interestingly, it was found that while sacrifices at work affected men more than women, sacrifices made in the family affected women more than men.

Skinner and Pocock (2008) studied the relationship between work-overload, work-schedule control, work-hours and their alignment for preferences and work-life conflict, among full-time employees. The results of their study indicated that, the strongest association of work-life conflict was with work-overload, followed by work-schedule control, work hours and work-hours fit. Time-based work-life policies, procedures and interventions were found essential, but not adequate, for addressing work-life conflict. They stressed the need for effective management of work overload to support a healthy work-life relationship.

Valerie J. Morganson, et al., (2010) has opined that, the work location explains significant differences in WLB support, job satisfaction, and inclusion. WLB support and inclusion impact differences in job satisfaction among workers, can vary with various locations.

Nelson and Tarpey (2010) in their investigation of the nursing profession found that, an essential criteria for employee satisfaction is the availability of workforce scheduling, that helps them to balance their professional and personal lives. The results of this study indicate the perceptions regarding fairness for the actual work schedules (distributive justice) as well as the process employed to create that schedule (procedural justice) are essential for satisfaction with the schedule assigned to them in their profession.

Doble and Supriya (2010) have investigated the work-based factors and family-related factors, that were found important, in terms of contribution to work life balance. Work-based factors like flexi-time, option to work part-time and freedom to work from home and the family related factors, such as, child-care facility and flexibility to take care of emergencies at home, were found essential to maintain work-life balance in this study.

e. Autonomy

Schieman and Glavin (2008) examined the effects of schedule control and job autonomy on two forms of work-home role blurring: receiving work related contact, outside of normal working hours, and

carrying work home. It was found that, schedule control and job autonomy were associated more positively with work home role blurring in the form receiving work related contact, with the patterns seen stronger for men. While Schedule control was positively related to bringing work-home among men only, job autonomy was associated positively with bringing work-home, for men and women. It was seen that, schedule control and job autonomy are negatively associated with work to home conflict. However, the negative effects of schedule control and job autonomy were slightly correlated by their positive associations with work- home role blurring. In analysis of interaction effects, it was observed that, the positive association between receiving work-related contact and work to home conflict was positive and significant among workers, whose job autonomy lower. It was found that, bringing work home was positively related with work to home conflict among individuals who reported more schedule control.

Mayo et al. (2008) concentrated on studying the effects of three forms of managerial work demands – time spent at work, travel and number of subordinates, on the involvement of both partners in the context of household labor activities. It was found that, as with increase in time demands, managers with low time flexibility were seen to contribute less than their spouses in household work, when compared with managers having high time flexibility. It was also seen that, as demands for travelling increased, managers with low task autonomy were found less engaged than their spouses in household work than managers with high task autonomy. Thus, it can be concluded from this study that, high control over time and tasks can help in achieving a good work family balance among managers.

f. Supervisor / Colleague support

The role of workplace support in the form of support received from supervisors and co-workers (Voydanoff, 2002)] is another crucial factor in work–family balance. Ezra and Deckman (1996) in their findings reported that organizational and supervisory understanding of family duties were positively related to satisfaction and achievement of the balance between work and family life. Workplace support involving the implementation of family friendly policies, are associated with satisfaction and gaining the work– family balance (Ezra & Deckman, 1996).

Marcinkus et al, (2007) who analyzed the relationship of a network of social support for midlife women with

their attitudes toward work-family balance and work outcomes found that, the women generally received more personal social support than work-based social support. However, it is interesting to note that both types of social support – personal and work related social support was positively associated with job satisfaction, organizational commitment, and career accomplishment; and organizational commitment. Midlife women can also get benefit by seeking and accepting help from organizations, family, and friends, and need not struggle to be a superwoman, who single-handedly seek to manage work and home responsibilities.

g. Organizational policies and practices

Organisations seek to offer a wide array of work–family benefits and programmes to their employees, such as, job-sharing, telecommuting, job-protected parental leave, part-time return to work options, flexitime, resource and referral services, unpaid family leave, dependent care assistance, shorter standard work weeks, improvement in job conditions, on-site childcare, support groups for working parents, sports facilities, day-care facilities, laundry facilities, and canteen facilities (Lobel and Kossek, 1996 and Rajadhyaksha and Smita, 2004).

Research indicates that, flexible work arrangements facilitate individuals to integrate work and family responsibilities in time leading to achievement of a healthy work and family balance (Bond et al 1998; Galinsky et al 1993).

Saltzstein et al. (2001) made use of survey data of Federal Government Employees to test a theoretical framework regarding the relationships between work and family demands, family-friendly policies, satisfaction with work-family balance and job satisfaction for diverse groups of employees with differential personal and family needs. The findings suggested that a variety of family-friendly policies and practices were employed in varying degrees by these diverse groups of employees in this context. Further, the job-related factors (job demands, job involvement) were found to be the most important determinants of satisfaction with work-family balance and job satisfaction. Further, it was found that organizational understanding seems to have a greater impact on both satisfaction with work-family balance and job satisfaction than all family-friendly policies, put together. Dependence on flexible scheduling was found to have no major impact on work-family balance or job satisfaction for majority of sub - population groups.

Batt and Valcour (2003) suggested that the most effective organizational response 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.

Lingard and Lin (2004) in their study of 109 females showed that women in the construction sector valued work -life balance policies because of the transparency and support and felt more committed to their employers. The results of the study pointed out that, participants did not perceive construction careers as compatible with family life and inevitably had to make a forced choice between work and family. Organizational commitment to work-life balance was seen to be a determinant of employee turnover, motivation and productivity for females.

Baker and Milligan (2008) found that job-protected maternity leave can increase the time mothers spend at home with their infants and the likelihood of returning to their pre-birth employer. While some women were found to come back to the workforce instead of permanently leaving their jobs, to take care of their child, another large group of mothers were found switching, mostly to part-time jobs while their child was young in order to avail longer leaves before returning full-time to the pre-birth employer.

Dubey et.al (2010) concluded that there is statistically significant relationship between fringe benefits provided by organization and women ability to balance work-life and opined that a crucial association exists between work-life balance and age, training programmes, and working environment of the female employees.

h. Career path / progression

Tomlinson & Durbin (2010) aims to explore the career mobility, future career aspirations and work-life balance of women working as part-time managers. Women were found to be quite ambivalent about and somewhat frustrated with their ability to reconcile work, employment prospects and their private lives. The majority were career-focused, worked intensively and experienced frustration due to their lack of mobility and career progression while engaging in part-time employment. The majority worked in excess of their contracted hours and did not experience an appropriate reallocation of work when they reduced hours.

Objectives of the study

The review of literature clearly indicates the significance of work life balance in an employee's life. Existing literature proves that, family needs and career requirements need to get integrated and balanced. In India, where the traditional roles of women as homemakers and caretakers are deeply entrenched, the work-family balance becomes a challenge for women and their employers. Over the last decade, Indian society has witnessed a surge in the participation of women in the workforce, especially in the software industry. The growing number of women in the Indian IT workforce has led to an increasing interest from academia and practitioners in the topic of work-life balance, specifically of working women in the IT industry. Various studies (for example, Narayanan and Narayanan (2012) and Kanwar et al (2009), revealed that Work-life balance is an emerging phenomenon in the context of IT and ITES organizations. Work timings, excess workload, long travel, routine meeting, work on holidays are largely influencing the work-life balance of software professionals. Similarly, family care, child care, work timings, long travel, routine meetings are affecting the work-life balance of the employees. Gunavathy (2007) in the study among married women employees of BPO companies traced the causes, consequences of work-life imbalance and interventions for work-life balance. The causes for work-life imbalance were classified as organizational and personal factors. The organizational factors included work-related factors, time-related factors and relationship-related factors. The personal factors included lack of family support, marital conflicts and frequent change in sleeping patterns. According to the study, the three main consequences of work-life imbalance were stress and burnout, ill-health and poor work performance. The respondents also experienced guilt of not being able to spend time with family, anxiety about poor performance, displacement of negative emotions on family members and on co-workers.

In the light of the increasing number of women in the IT industry, there is a need to examine the phenomenon of the work-life balance of Indian women IT professionals in greater depth. In the present study, authors have made an attempt to develop a questionnaire to identify the factors which are responsible for work life balance among Indian women working in IT and ITES sector. Efforts have also been made to identify the issues and concerns women face in their lives as multiple demands are made on

them to balance between work life and personal life.

In order to so, it has been planned to develop a scale, consisting of organizational, personal, and family-related factors, which might be responsible for maintaining the work-life balance of women, working in IT and ITES Sector in India.

Taking the above scale into consideration, it was also planned to investigate the following:

- Whether there is a significant difference in the respondents' perception in respect to organizational (as a whole), personal (as a whole), and family factors (as a whole), in terms of their roles in balancing work-life
- Whether there is a significant difference in the respondents' perception in respect to all the factors (corresponding to organizational, personal, and, family factors) in terms of their roles in balancing work-life
- Whether there is a significant difference in the respondents' perception in respect to all the organizational factors, in terms of their roles in balancing work-life
- Whether there is a significant difference in the respondents' perception in respect to all the personal factors, in terms of their roles in balancing work-life
- Whether there is a significant difference in the respondents' perception in respect to all the family factors, in terms of their roles in balancing work-life

Taking the above into consideration, following alternative hypotheses were formed to test:

Hypothesis 1a: The difference in distribution of overall organizational, overall personal, and, overall family factors is significant.

Hypothesis 2a: The difference in distribution of all the factors (taking all the organizational, personal, family factors together) is significant.

Hypothesis 3a. The difference in distribution of organizational factors is significant.

Hypothesis 4a. The difference in distribution of personal factors is significant.

Hypothesis 5a. The difference in distribution of family factors is significant.

Collection of data and Sample

The present study aimed to investigate various factors, influencing the work-life balance of Indian women employees working in IT and ITES sector. A three-phased study was planned. In the first phase of pilot study, the authors planned to develop a scale to identify the factors affecting the work-life balance, by collecting data from women employees working in IT and ITES sector. In the second retest phase, a sample was collected, to conduct the retest analysis. In the third a study was planned to investigate various factors, in order to identify their significance in maintaining work life balance.

For the purpose of the study, data was collected from Northern, Eastern, Southern and Western region of the country. Questionnaires were sent to Delhi, Gurgaon, Noida, Jaipur, Lucknow, Ahmedabad, Pune, Mumbai, Kolkata, Guwahati, Hyderabad, Vishakhapatnam, Kochi, Trichi, Bangalore, Mysore, Hubli, Chennai, Coimbatore, and so on. Women employees, working in IT and ITES Sector, irrespective of the company's size, turnover, number of employees, type of clients, were chosen as respondents. The respondents were contacted through emails, telephonic discussions, and, personal interviews. In addition to that, the questionnaire was also posted in the Facebook pages. Data was collected during the period from August 2016 to December 2016. Convenience sampling method was used for data collection.

The data was collected in three phases. The details are as follows:

A. Pilot Study - 101 responses were received for the Pilot Study (Sample – I). The details of the sample are as follows:

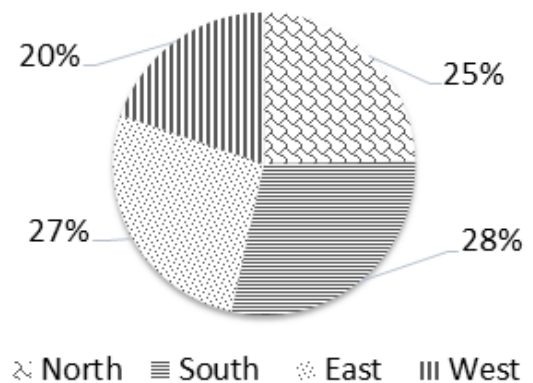


Figure 1 : Region-wise respondents

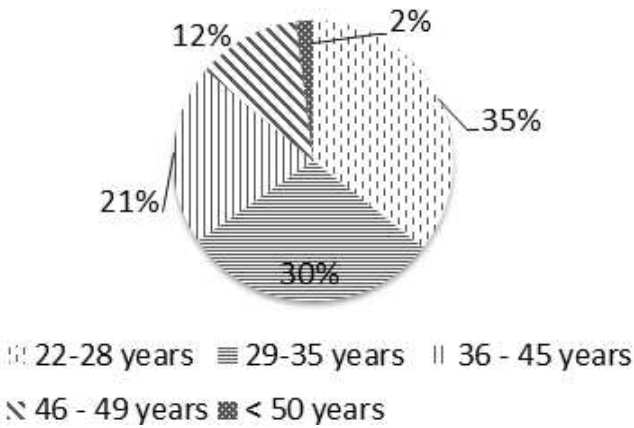


Figure 2: Respondents' age group

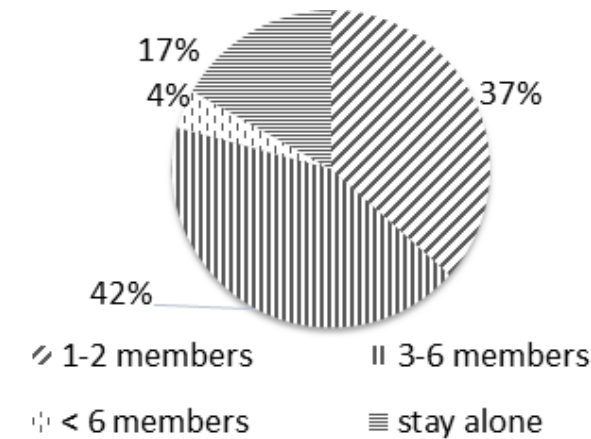


Figure 5: Number of members in the respondents' families

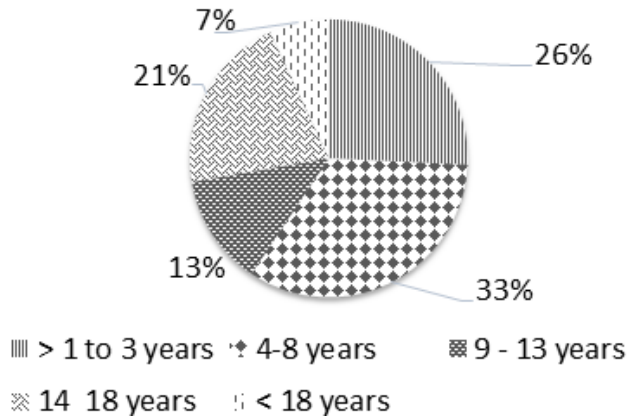


Figure 3: Respondents' year of experience

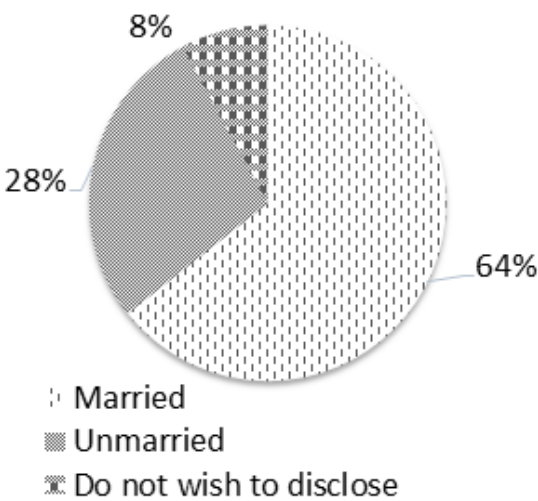


Figure 6: Marital status of the respondents

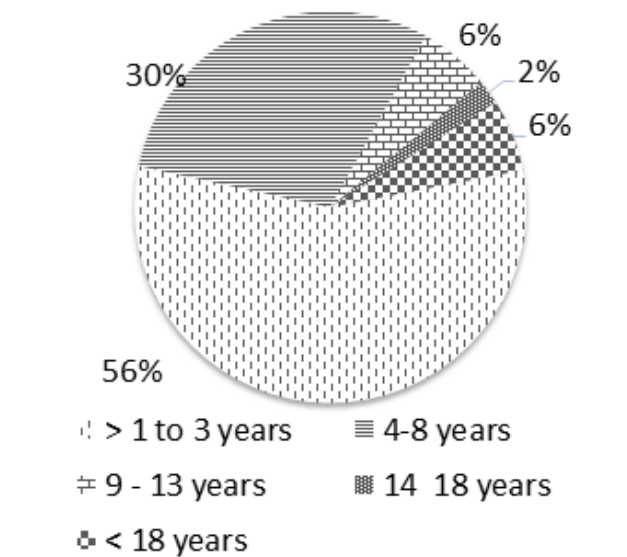


Figure 4: Respondents' tenure in the present company

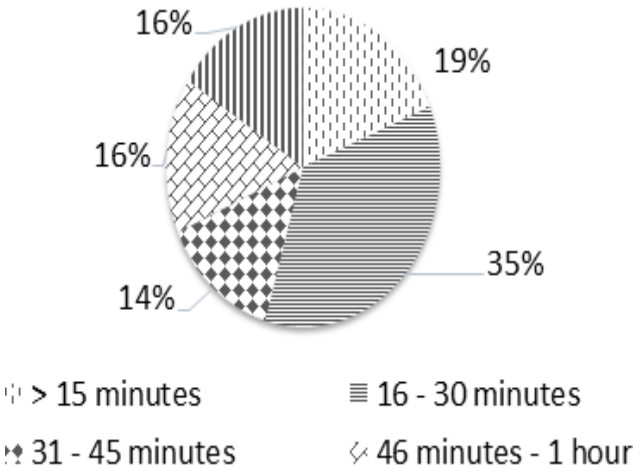


Figure 7: Commuting time to reach respondents' office from home

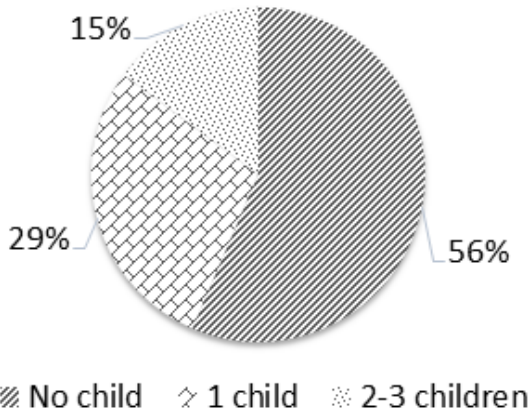


Figure 8: Number of children, respondents have

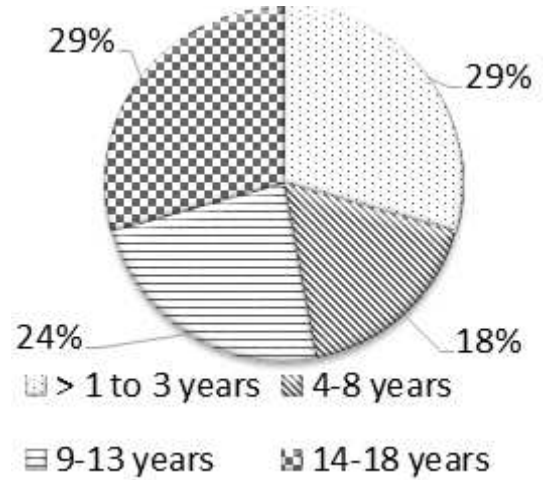


Figure 11: Respondents' year of experience

B. Retest Study - 34 responses were received for the Study (Sample II). The details of the sample are as follows:

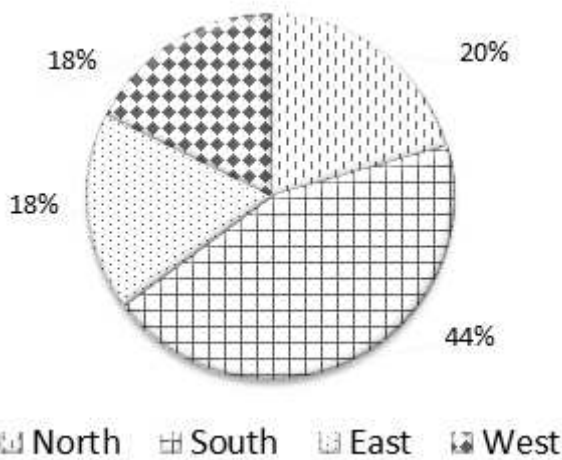


Figure 9: Region-wise respondents

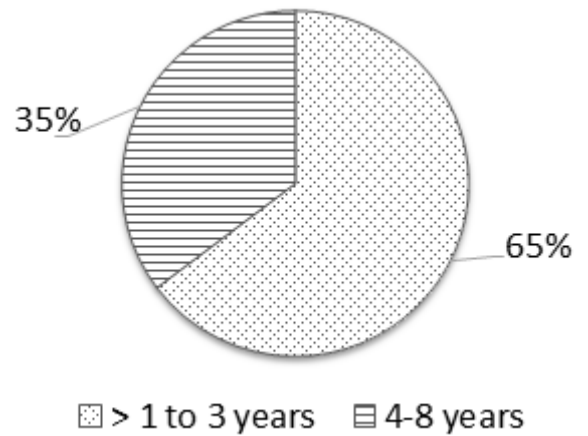


Figure 12: Respondents' tenure in the present company

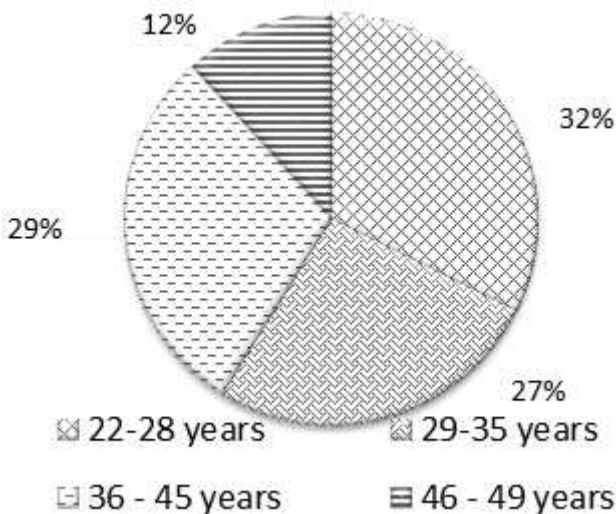


Figure10: Respondents' age group

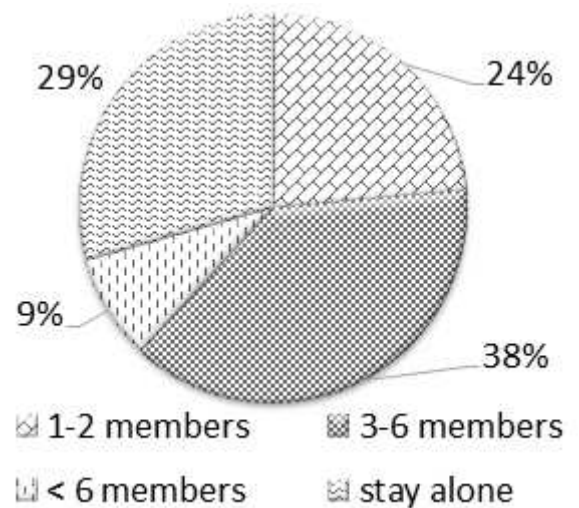


Figure13: Number of members in the respondents' families

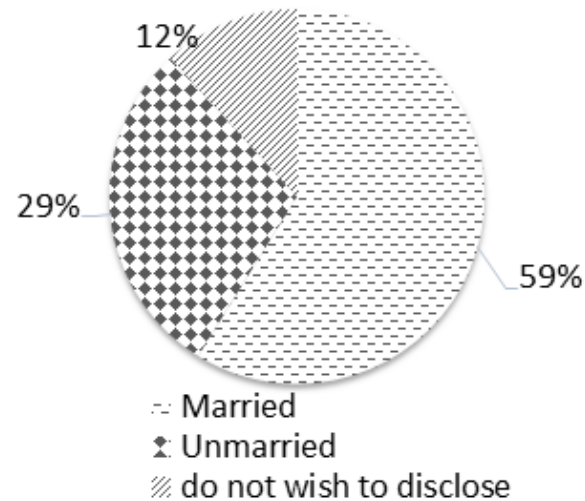


Figure 14: Marital status of the respondents

C. Final Study - 127 responses were received for the final study (Sample III). The details of the sample are as follows:

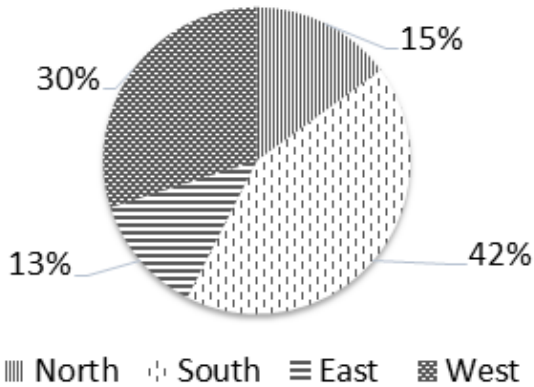


Figure 17: Region-wise respondents

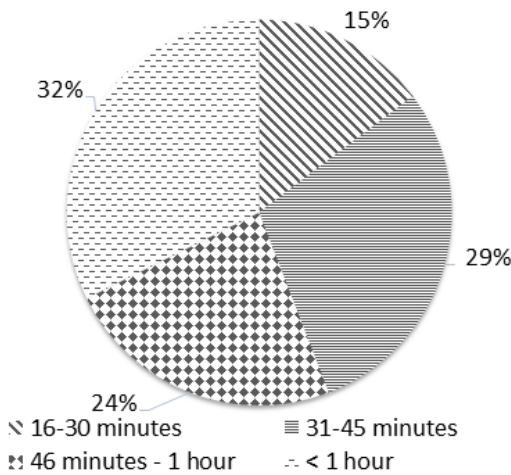


Figure 15: Commuting time to reach respondents' office from home

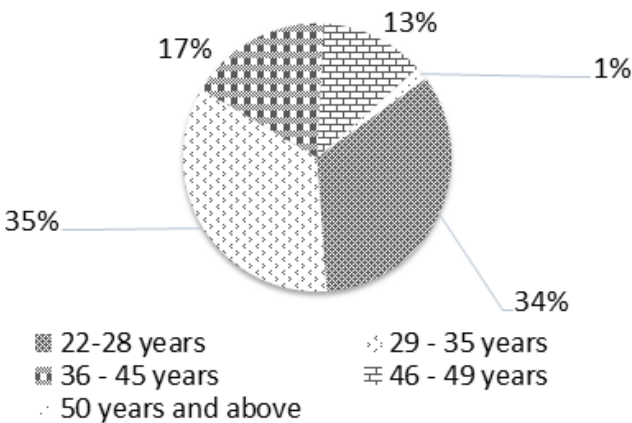


Figure 18: Respondents' age group

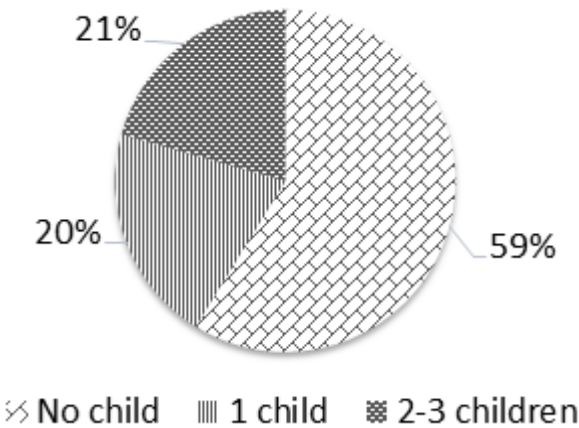


Figure 16: Number of children, respondents have

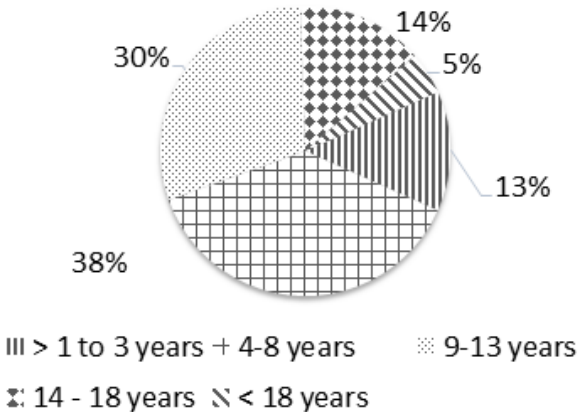


Figure 19: Respondents' year of experience

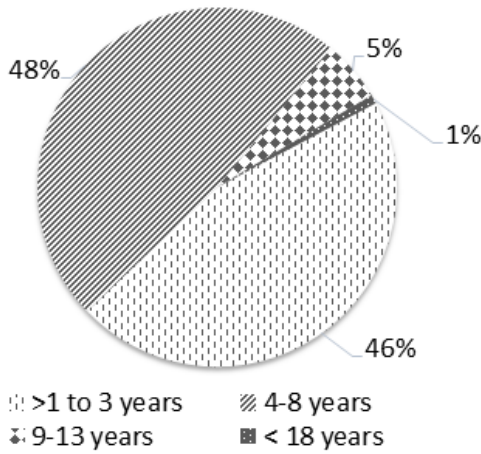


Figure 20: Respondents' tenure in the present company

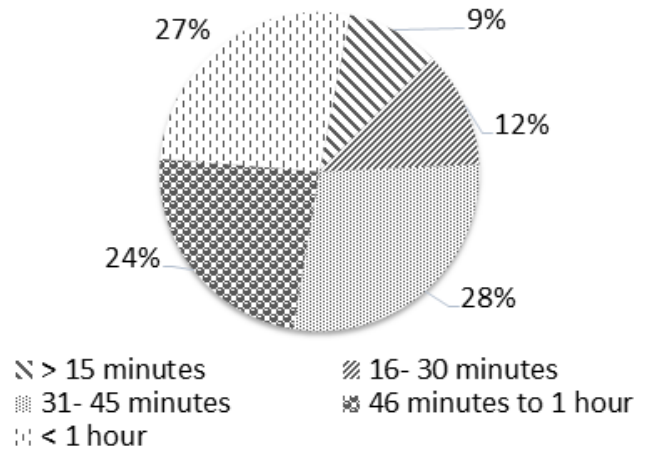


Figure 23: Commuting time to reach respondents' office from home

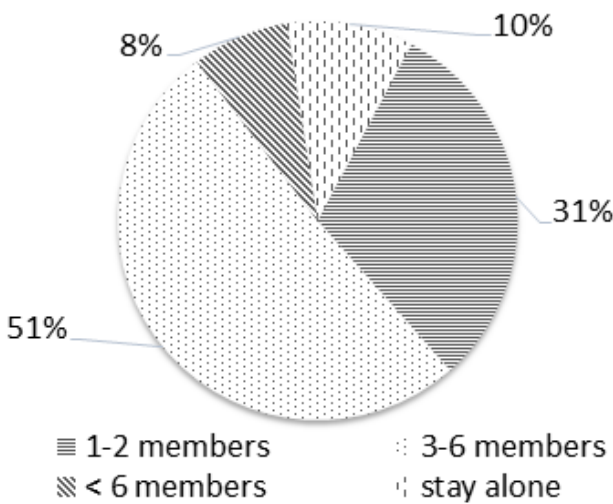


Figure 21 : Number of members in the respondents' families

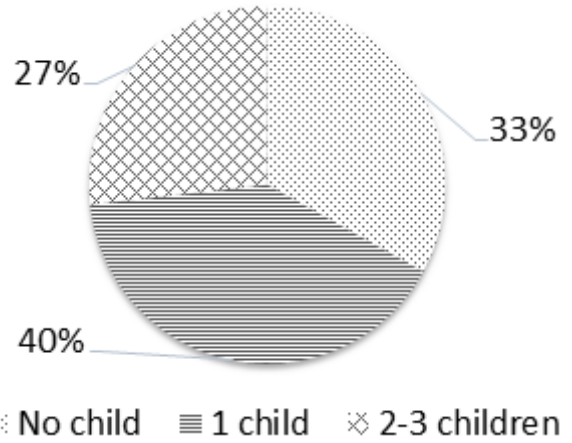


Figure 24: Number of children, respondents have

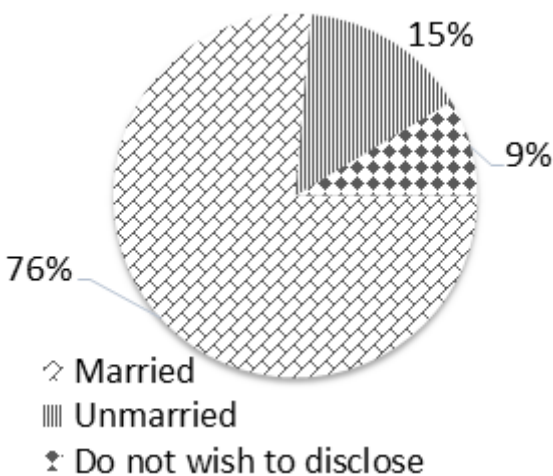


Figure 22: Marital status of the respondents

Methodology and analysis of data

The study was planned in three phases. In the first phase, the construction of the questionnaire was done to investigate various factors affecting work-life balance for women employees in IT and ITES Sector in India, with the Sample - I. In the second phase, a retest sample (Sample - II) was collected to test the reliability of the newly constructed questionnaire. In the final phase, Sample-III was collected to investigate the significance of the roles played by various factors in balancing work-life among women employees in IT and ITES Sector in India.

Construction of the questionnaire

The first questionnaire was constructed by including relevant questions that captures the opinion of the IT women employees with respect to the work-life balance. This questionnaire has 87 questions. A pilot study was conducted to test the reliability of the

questionnaire, and to identify questions that are redundant. Also, an effort was made to check whether few questions could be grouped to study the common construct that they together measured. The questionnaire has three sections. The first section covers the questions that capture the opinion of the women employees with respect to their agreement towards organizational factors, influencing their work-life balance. The second and third respectively contained the personal and family related factors, in the same context.

Table 1: Reliability measure of the factors

Sl. No.	Factors	Cronbach Alpha
1	Organizational	0.796
2	Personal	0.773
3	Family	0.924

Source: From data analysis

The above table (Table no. 1) give the overall reliability of the factors.

One can note from the above table that the overall reliability of for each of the factors is good and meets the required standards.

Attempt was made to see whether few questions under each factor can be grouped to form sub-factors. Based on the understanding of the content of the questions, it was learnt that few questions can be grouped to form a new construct. For example, questions 1, 2 and 3 were grouped to form a new construct called as Power and control at work. Similarly, other relevant questions were grouped to form other constructs. The details are as follows:

Organizational Factors	
Construct	Question
Power & control at work	I am satisfied with the span of control I have over my subordinates at workplace
	I have required position and power at the workplace to effectively perform my task
	I have autonomy at workplace
Flexibility	I am satisfied with the flexi-timing offered in my job
	The flexible work scheduling system, offered by my company, is satisfactory
	I am satisfied with the locational flexibility offered by the company
	I am happy with the telecommuting facility provided by my company
Maternity and child care facility	My company offers satisfactory on-site child-care facility
	I am satisfied with the child-care facility in my locality
	My company provides satisfactory maternity benefits
Performance recognition and reward	I am satisfied with the compensation policies of my company
	I am satisfied with the pay-for performance policy of the company
	I am satisfied with my company’s performance appraisal system
	I am satisfied with the appreciation I get from my boss
Overall HR policy	I am satisfied with overall HR policies of my company
	I am happy with my company’s grievance redressal policy
Career progression	I am happy with my career progression pattern
	My job is challenging
Support from co-workers	I get the required support offered by my Manager / Supervisor
	I get full support from my colleagues
Medical and insurance benefits	I am satisfied with the medical benefits offered by my company
	I am satisfied with the insurance schemes offered by my company

Personal Factors	
Task obsessiveness	I feel restless and tensed, unless I complete a task in hand
	I feel depressed if I am not able to complete work in time
	I become stressed if the work is not finished with in deadline
Time management	I manage time effectively
	I do not delay in decision-making
	I do not pile up work in hand
Task completion	I stay at workplace longer hours to complete my work
	I carry work home
Work planning	I plan and schedule all my work activities well ahead
	I prioritize tasks in hand
Proactivity	I am self-motivated
	I am a go-getter
	I feel I do justice to time allocated at workplace
Job contentment	I like my work
	I am emotionally attached with my job
	I like my workplace. 43
Career choice	I feel I am in the right profession
	My job is rewarding
Time management at home	I feel guilty for not giving enough time to my family
	I feel always hard-pressed for time to complete my tasks at home
Social life	I maintain an active social life
	I go for vacations and holidays at regular interval
	I take part in social services / community activities regularly
Stress-bursting activity	I take care of my health (exercise, Yoga etc.)
	I have a hobby
Family Factors	
Family support	I discuss work-related issues with family members&
	I share my job concerns with family members
	My family members fully support me
	I am satisfied with the balance between my job and personal life
Spouse/ partner's support and expectation	My spouse/partner fully supports me (if applicable)
	My spouse/partner works at home equally, to support me
	My partner/spouse does not expect me to do all the household work
Spouse's perception	My partner/spouse expects me to take care of home fully
	My spouse/partner expect(s) me to give priority towards the family responsibility more than my job
Maternal care	I have child (children) who often needs my attention and care
	My child (children) expects me to be only a mother at home
Physical support at home	There is always somebody at home to take care of my household
	I have elderly family member(s), who needs my attention and care, often
Empathy at home	My family members empathize, if I am not able to perform all the household work every day
	My child (children) fully support(s) me (if applicable)
	I stay in a nuclear family. However, my family members always support me, when I need them.
Family structure	Nuclear family helps in allocating resources and time better to balance between work and home
	Staying in a joint family increases the burden of family commitment.

It was noted that few questions cannot be grouped with other questions and have to be studied **separately**. They are as follows :

Organizational Factors	
Construct	Question
Technical support	I am satisfied with the technical support provided at workplace.
Leisure activity	I am satisfied with the leisure activities offered by my company
Promotion policy	I am satisfied with the promotion policy offered by my company
Personal Factors	
Anger management	I lose my temper often
seeking counselling	I regularly seek assistance from the professional counselor to manage my work life balance
Time with family	I spend quality time with my family on weekends
Family factors	
Depression	I feel depressed if I ignore family commitment due to pressing job demands

A few questions were deleted, since the essence of the same questions were captured through the retained questions (stated above). The deleted questions are as follows:

- My company provides transport for me
- I have work-from-home facility
- I am satisfied with the housing facilities provided by the company
- I am satisfied with the leave policy offered by my company
- I often over-react
- I cry often, if I am upset

- I stay in a nuclear family
- I stay in a joint family

To confirm whether the respondent’s responses supported such a grouping, factor analysis was done.

The following tables (Table no. 2, 3, 4) give the results of the factor analysis and the constructs defined. It was noted that, few questions did not go with other questions in the group. Hence these questions have been separated and a final questionnaire was designed. Though the questionnaire did not contain any group-names, the final analysis had taken them into consideration and given the measures and conclusions separately.

Table 2: Organizational Factors

	Construct	KMO	Bartlett test	Communalities	Total variance explained	Component loading	Reliability-Cronbach alpha
1	Power and control at work	0.698	0.0001	0.676	68%	0.822	0.763
				0.678		0.823	
				0.684		0.827	
2	Flexibility	0.500	0.0001	0.855	85.5%	0.925	0.828
				0.855		0.925	
3	Performance Recognition and Reward	0.768	0.0001	0.653	65%	0.808	0.814
				0.770		0.878	
				0.770		0.877	
				0.402		0.634	
4	Maternity and Child care facility	0.500	0.001	0.525	73.2%	0.724	0.792
				0.942		0.971	
				0.730		0.855	
5	HR Policies	0.500	0.0001	0.695	69.5%	0.834	0.560
				0.695		0.834	
6	Co-Worker's Support	0.500	0.0001	0.836	83.5%	0.914	0.798
				0.836		0.914	
7	Medical and Insurance Benefits	0.500	0.0001	0.924	92.3%	0.961	0.917
				0.924		0.961	

Source: From data analysis

Table 3: Personal Factors

	Construct	KMO	Bartlett test	Communalities	Total variance explained	Component loading 1	Reliability-Cronbach alpha
1	Task obsessiveness	0.673	0.0001	0.588	65.6%	0.767	0.730
				0.710		0.843	
				0.670		0.819	
2	Task completion	0.500	0.0001	0.727	72.6%	0.853	0.622
				0.727		0.853	
3	Time management	0.663	0.0001	0.695	66.4%	0.834	0.747
				0.735		0.858	
				0.563		0.751	
4	Work planning	0.500	0.0001	0.817	81.6%	0.904	0.746
				0.817		0.904	
5	Proactivity	0.630	0.0001	0.669	58.77%	0.818	0.646
				0.484		0.696	
				0.610		0.781	

6	Job contentment	0.651	0.0001	0.606	63%	0.779	0.700
				0.574		0.758	
				0.711		0.843	
7	Career choice	0.500	0.0001	0.698	69.8%	0.836	0.553
				0.698		0.836	
8	Time Management at Home	0.500	0.0001	0.732	73.1%	0.855	0.632
				0.732		0.855	
9	Social Life	0.684	0.0001	0.685	70.4%	0.828	0.788
				0.772		0.879	
				0.655		0.809	
10	Stress-Bursting Activities	0.500	0.0001	0.700	70%	0.837	0.567
				0.700		0.837	
11	Career Progression	0.500	0.0001	0.793	79%	0.891	0.732
				0.793		0.891	

Source: From data analysis

From the above tables, one can note that for few factors have reliability values low. A re-test was carried later to check whether the same continues to hold.

Table 4: Family Factors

	Construct	KMO	Bartlett test	Communalities	Total variance explained	Component loading	Reliability-Cronbach alpha
1	Family support	0.776	0.0001	0.842	68.9%	0.917	0.846
				0.691		0.831	
				0.758		0.871	
				0.455		0.675	
2	Spouse/Partner Support and Expectation	0.673	0.0001	0.736	73%	0.858	0.815
				0.817		0.904	
				0.640		0.800	
3	Spouse/Partner's Perception	0.500	0.010	0.633	63.3%	0.796	0.416
				0.633		0.796	
4	Maternal Care	0.500	0.0001	0.823	82.3%	0.907	
				0.823		0.907	
5	Physical support at home	0.500	0.0001	0.704	70.4%	0.839	0.578
				0.704		0.839	
6	Empathy at Home	0.665	0.0001	0.597	62.6%	0.773	0.692
				0.669		0.818	
				0.601		0.776	
7	Family Structure	0.500	0.0001	0.783	78.2%		
				0.783			

Source: From data analysis

Retest analysis

Using the above analysis, we have re-constructed the questionnaire (**Annexure I**) and a sample of 34 was collected to test the reliability of the same. Based on the re-test results we have noted that few questions could not be continued in the group with other questions. Hence, these questions have been separated and decided to study separately. The following tables (Table no. 5, 6, 7) give the results of the grouping done, based on the first questionnaire.

Table 5: Organizational Factors

	Construct	KMO	Bartlett test	Communalities	Total variance explained	Component loading	Reliability-Cronbach alpha
1	Power and Control at Work	0.740	0.0001	0.894	86%	0.945	0.917
				0.892		0.939	
				0.808		0.899	
2	Flexibility	0.500	0.0001	0.849	85%	0.921	0.817
				0.849		0.921	
3	Performance Recognition and Reward	0.784	0.0001	0.722	77%	0.850	0.897
				0.879		0.938	
				0.666		0.816	
				0.818		0.904	
4	Maternity and Child care facility	0.421	0.159	0.843	56%	0.918	0.573
				0.643		0.802	
				0.199		0.446	
5	HR Policies	0.500	0.478	0.563	56.2%	0.750	Not possible
				0.563		-0.750	
6	Co-Worker's Support	0.500	0.0001	0.838	84%	0.915	0.793
				0.838		0.915	
7	Medical and Insurance Benefits	0.500	0.001	0.863	86%	0.929	0.751
				0.863		0.929	

Source: From data analysis

Table 6: Personal Factors

	Construct	KMO	Bartlett test	Communalities	Total variance explained	Component loading	Reliability-Cronbach alpha
1	Task obsessiveness	0.634	0.0001	0.576	64%	0.759	0.686
				0.604		0.777	
				0.752		0.867	
2	Task completion	0.500	0.005	0.737	74%	0.859	0.638
				0.737		0.859	
3	Time management	0.517	0.0001	0.626	66.2%	0.791	0.739
				0.507		0.712	
				0.855		0.925	
4	Work planning	0.500	0.001	0.782	78.1%	0.884	0.719
				0.782		0.884	
5	Proactivity	0.707	0.0001	0.755	73%	0.869	0.813
				0.760		0.872	
				0.676		0.822	

6	Job contentment	0.636	0.001	0.664	61%	0.815	0.617
				0.485		0.696	
				0.675		0.822	
7	Career choice	0.500	0.0001	0.797	79.6%	0.893	0.744
				0.797		0.893	
8	Time Management at Home	0.500	0.099	0.644	64.3%	0.802	0.445
				0.644		0.802	
9	Social Life	0.521	0.003	0.768	55.4%	0.876	0.551
				0.690		0.831	
				0.206		0.454	
10	Stress-Bursting Activities	0.500	0.035	0.681	68%	0.825	0.531
				0.681		0.825	
11	Career Progression	0.500	0.0001	0.772	77.2%	0.879	0.701
				0.772		0.879	

Source: From data analysis

Table 7: Family Factors

	Construct	KMO	Bartlett test	Communalities	Total variance explained	Component loading	Reliability-Cronbach alpha
1	Family support	0.686	0.0001	0.793	72.1%	0.891	0.804
				0.674		0.821	
				0.696		0.834	
2	Spouse/Partner Support and Expectation	0.674	0.0001	0.857	89.4%	0.926	0.941
				0.955		0.977	
				0.872		0.934	
3	Spouse/Partner’s Perception	0.500	0.0001	0.938	94%	0.968	0.933
				0.938		0.968	
4	Maternal Care	0.500	0.0001	0.668	66.8%	0.817	Not possible
				0.668		-0.817	
5	Physical support at home	0.500	0.084	0.673	67.2%	0.820	0.513
				0.673		0.820	
6	Empathy at Home	0.713	0.003	0.760	73%	0.872	0.806
				0.708		0.841	
				0.723		0.850	
7	Family Structure	0.500	0.010	0.717	71.7%	0.847	Not possible
				0.717		-0.847	

Based on the re-test results, we have noted that few questions cannot be continued in the specific groups assigned earlier, with other questions. Hence, these questions have been separated and decided to study separately. Based on the above, it was decided to ungroup, regroup, and rename few variables. The details are as follows:

Construct	Question
Organizational Factors	
Power & control at work	I am satisfied with the span of control I have over my subordinates at workplace
	I have required position and power at the workplace to effectively perform my task
	I have autonomy at workplace
Flexibility	I am satisfied with the flexi-timing offered in my job.
	I am satisfied with the locational flexibility offered by the company
Performance recognition and reward	I am satisfied with the compensation policies of my company
	I am satisfied with the pay-for performance policy of the company
	I am satisfied with my company's performance appraisal system
	I am satisfied with the appreciation I get from my boss
Child care facility	I am satisfied with the local child care facility, subsidized by the company
	I am satisfied with the on-site child care facility offered by my company.
Maternity benefits *	My company provides satisfactory maternity benefits.
HR policies *	I am satisfied with overall HR policies of my company
Grievance policy *	I am happy with my company's grievance redressal policy
Promotion and supervisor's support	I am satisfied with the promotion policy offered by my company
	I get the required support offered by my Manager / Supervisor
Technical support *	I am satisfied with the technical support provided at workplace
Support from colleagues *	I get full support from my colleagues
Leisure activity *	I am satisfied with the leisure activities offered by my company
Medical and insurance benefits	I am satisfied with the medical benefits offered by my company
	I am satisfied with the insurance schemes offered by my company

Personal Factors	
Job and career progression pattern	I am happy with my career progression pattern
	My job is challenging
Task obsessiveness	I feel restless and tensed, unless I complete a task in hand
	I become stressed if the work is not finished with in deadline
	I feel depressed if I am not able to complete work in time
Task completion	I stay at workplace longer hours to complete my work
	I carry work to home
Time management	I manage time effectively
	I do not delay in decision-making
	I do not pile up work in hand.
Work planning	I plan and schedule all my work activities well ahead
	I prioritize tasks in hand
Proactivity	I am a self-motivated person
	I am a go-getter.
	I feel I do justice to time allocated at workplace
Job contentment	I like my work
	I like my workplace
	I am emotionally attached with the job I do
Career choice	I feel I am in the right profession
	My job is rewarding
Leisure for self	I go for vacations and holidays at regular interval
	I take part in social services / community activities regularly
	I take care of my health (exercise, Yoga etc.)
	I have a hobby
	I spend quality time with my family on weekends
Social life*	I maintain an active social life
Anger management *	I lose my temper often
Seeking counselling *	I regularly seek assistance from the professional counselor to manage my work life balance
Time management at home*	I feel always hard-pressed for time to complete my tasks at home
Guilt feeling *	I feel guilty for not giving enough time to my family

Family factors	
Family support	I discuss work-related issues with family members
	My family members fully support me
	I am satisfied with the balance between my job and personal life
Spouse/ partner's perception	My partner/spouse expects me to take care of home fully
	My spouse/partner expect(s) me to give priority towards the family responsibility more than my job
Spouse / partner's support and expectation	My spouse/partner fully supports me (if applicable)
	My spouse/partner works at home equally, to support me
	My partner/spouse does not expect me to do all the household work
Empathy at home	My family members empathize, if I am not able to perform all the household work everyday
	I stay in a nuclear family. However, my family members always support me, when I need them.
	My child (children) fully support(s) me (if applicable)
Dependent children *	I have child (children) who often needs my attention and care
Role of nuclear family *	Nuclear family helps in allocating resources and time better to balance between work and home
Issue with joint family *	Staying in a joint family increases the burden of family commitment.
Children's expectation *	My child (children) expects me to be only a mother at home
Physical support at home *	There is always somebody at home to take care of my household
Family commitment *	I feel depressed if I ignore family commitment due to pressing job demands
Elderly members at home*	I have elderly family member(s), who needs my attention and care, often

* Questions cannot be grouped with any other items and to be treated separately.

The following tables give the re-test results for the re-grouped factors of the questionnaire.

Table 8: Organizational factors

	Construct	KMO	Bartlett test	Communalities	Total variance explained	Component loading	Reliability-Cronbach alpha
1	Power and Control at Work	0.740	0.0001	0.894	86.1%	0.945	0.917
				0.882		0.939	
				0.808		0.899	
2	Flexibility	0.500	0.0001	0.849	84.8%	0.921	0.817
				0.849		0.921	
3	Performance Recognition and Reward	0.784	0.0001	0.722	77.1%	0.850	0.897
				0.879		0.938	
				0.666		0.816	
				0.818		0.904	
4	Child care facility	0.500	0.04	0.799	79.9%	0.894	0.742
				0.799		0.894	
5	Promotion and Supervisor's Support	0.500	0.0001	0.844	84.3%	0.919	0.795
				0.844		0.919	
6	Medical and Insurance Benefits	0.500	0.001	0.863	86.23%	0.929	0.751
				0.863		0.929	

Source: From data analysis

Table 9: Personal Factors

	Construct	KMO	Bartlett test	Communalities	Total variance explained	Component loading 1	Component loading 2	Reliability-Cronbach alpha
1	Task obsessiveness	0.643	0.0001	0.576	64.3%	0.759		0.686
				0.604		0.777		
				0.752		0.867		
2	Task completion	0.500	0.005	0.737	73.7%	0.859		0.638
				0.737		0.859		
3	Time management	0.517	0.0001	0.626	66.2%	0.791		0.739
				0.507		0.712		
				0.855		0.925		
4	Work planning	0.500	0.001	0.782	78.1%	0.884		0.719
				0.782		0.884		
5	Proactivity	0.707	0.0001	0.755	73%	0.869		0.813
				0.760		0.872		
				0.676		0.822		
6	Job contentment	0.636	0.001	0.664	61%	0.815		0.617
				0.485		0.696		
				0.675		0.822		

7	Career choice	0.500	0.0001	0.797	79.6%	0.893		0.744
				0.797		0.893		
8	Leisure for self	0.721	0.0001	0.828	76.2%	-0.049	0.908	0.784
				0.610		0.357	0.695	
				0.843		0.884	0.246	
				0.835		0.910	0.089	
				0.700		0.496	0.673	
9	Job and Career Progression Pattern	0.500	0.001	0.772	77.2%	0.879		0.701
						0.879		

Source: From data analysis

Table 10: Family Factors

	Construct	KMO	Bartlett test	Communalities	Total variance explained	Component loading	Reliability-Cronbach alpha
1	Family support	0.686	0.0001	0.793	72%	0.891	0.804
				0.674		0.821	
				0.696		0.834	
2	Spouse / partner's perception	0.500	0.0001	0.938	93.7%	0.968	0.933
				0.938		0.968	
3	Spouse / partner's support and expectation	0.674	0.0001	0.857	89.4%	0.926	0.941
				0.955		0.977	
				0.872		0.934	
4	Empathy at home	0.713	0.003	0.760	73.1%	0.872	0.806
				0.723		0.850	
				0.708		0.841	

Source: From data analysis

Based on the above analysis, it may be said that, following factors are responsible for balancing the work-life of Indian women, working in IT and ITES sector:

Organizational factors

1. Power & control at work
2. Flexibility
3. Performance recognition and reward
4. Child care facility

5. Maternity benefits
6. HR policies
7. Grievance policy
8. Promotion and supervisor's support
9. Technical support
10. Support from colleagues
11. Leisure activity
12. Medical and insurance benefits

Personal factors

- 1. Job and career progression pattern
- 2. Task obsessiveness
- 3. Task completion
- 4. Time management
- 5. Work planning
- 6. Proactivity
- 7. Job contentment
- 8. Career choice
- 9. Leisure for self
- 10. Social life
- 11. Anger management
- 12. Seeking counselling
- 13. Time management at home
- 14. Guilt feeling

Family factors

- 1. Family support
- 2. Spouse/ partner’s perception
- 3. Spouse / partner’s support and expectation
- 4. Empathy at home
- 5. Dependent children
- 6. Role of nuclear family
- 7. Issue with joint family
- 8. Children’s expectation
- 9. Physical support at home
- 10. Family commitment
- 11. Elderly members at home

Keeping results of the above factor analysis into consideration, Q_WLB_2 has been used for the final data collection.

Final analysis

Based on the final sample survey with 127 respondents (Sample – III) , the factor analysis was conducted to reconfirm the factorization and the following tables give the results and reconfirm the reliability of the scale (Table no. 11, 12, 13).

Table 11: Organizational factors

	Construct	KMO	Bartlett test	Communalities	Total variance explained	Component loading	Reliability- Cronbach alpha
1	Power and Control at Work	0.661	0.0001	0.653	64.592	0.808	0.724
				0.716		0.846	
				0.569		0.754	
2	Flexibility	0.500	0.0001	0.846	84.638	0.920	0.818
				0.846		0.920	
3	Performance Recognition and Reward	0.734	0.0001	0.724	66.841	0.851	0.833
				0.771		0.878	
				0.563		0.750	
				0.616		0.785	
4	Child care facility	0.500	0.0001	0.958	95.76	0.979	0.915
				0.958		0.979	
5	Promotion and Supervisor’s Support	0.500	0.0001	0.842	84.227	0.918	0.813
				0.842		0.918	
6	Medical and Insurance Benefits	0.500	0.0001	0.721	72.089	0.849	0.612
				0.721		0.849	

Source: From data analysis

Table no 12 : Personal Factors

	Construct	KMO	Bartlett test	Communalities	Total variance explained	Component loading 1	Component loading 2	Reliability-Cronbach alpha
1	TASK OBSESSIVENESS	0.707	0.0001	0.719 0.767 0.692	72.584	0.848 0.876 0.832		0.811
2	TASK COMPLETION	0.500	0.003	0.633 0.633	63.272	0.795 0.795		0.419
3	TIME MANAGEMENT	0.663	0.0001	0.561 0.686 0.720	65.562	0.749 0.829 0.848		0.726
4	WORK PLANNING	0.500	0.0001	0.741 0.741	74.131	0.861 0.861		0.650
5	PROACTIVITY	0.656	0.0001	0.669 0.590 0.575	61.132	0.818 0.768 0.758		0.673
6	JOB CONTENTMENT	0.654	0.0001	0.540 0.694 0.648	62.761	0.735 0.833 0.805		0.694
7	CAREER CHOICE	0.500	0.0001	0.789 0.789	78.851	0.888 0.888		0.729
8	LEISURE FOR SELF	0.700	0.0001	0.621 0.626 0.759 0.842 0.561	68.186	0.787 0.775 0.313 0.059 0.667	0.045 0.158 0.813 0.916 0.340	0.727
9	Job and Career Progression Pattern	0.500	0.0001	0.715 0.715	71.501	0.846 0.846		0.596

Source: From data analysis

Table 13: Family Factors

	Construct	KMO	Bartlett test	Communalities	Total variance explained	Component loading	Reliability-Cronbach alpha
1	Family support	0.579	0.0001	0.594 0.787 0.520	63.340	0.770 0.887 0.721	0.708
2	Spouse / partner's perception	0.500	0.0001	0.804 0.804	80.360	0.896 0.896	0.756
3	Spouse / partner's support and expectation	0.743	0.0001	0.801 0.796 0.820	80.575	0.895 0.892 0.905	0.879
4	Empathy at home	0.654	0.0001	0.764 0.542 0.756	68.727	0.874 0.736 0.870	0.769

Source: From data analysis

One of the objectives was to investigate whether there was a significant difference in the respondents' perception in respect to organizational (as a whole), personal (as a whole), and family factors (as a whole), in terms of their roles in balancing work life. Descriptive statistical analysis was conducted to investigate the distribution patterns for the sample collected (Table no. 14).

To test the Hypothesis 1a related to significant deference between distribution patterns among the three factors (overall organizational, overall personal and

overall family), related samples Kendall's Coefficient of concordance test was conducted. From the table below, one can note that, there exists significant difference between the distribution patterns of the three factors computed (Table no. 15).

In order to find out which two of the factors are significantly different, pairwise comparisons test was conducted. It has been found that, there exists significant difference between (a) organizational and personal, and, (b) organizational family factors. The same can be noted from the table below (Table 16).

Table 14 : Descriptive Statistics

	N	Range	Minimum	Maximum	Mean	Std. Deviation	Skewness		Kurtosis		CV	RANK
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error		
Family	105	6.34	0.95	7.29	3.1973	1.561	0.485	0.236	-0.484	0.467	0.48822	2
Organizational	109	5.86	0.32	6.18	2.3459	1.20458	1.022	0.231	0.664	0.459	0.51348	3
Personal	120	6.06	1.18	7.24	3.2483	1.23591	0.959	0.221	0.899	0.438	0.38048	1
Valid N (listwise)	96											

Table 15: Kendell's Co-efficient of Concordance

Null Hypothesis	Test	Sig.	Decision
The distribution of Family, organizational, and, personal factors are the same	related samples Kendall's Coefficient of concordance	.000	Reject the null hypothesis

Asymptotic significance are displayed. The significance level is .05

Table 16: Pairwise comparison

Sample 1-Sample 2	Test Statistic	Std. Error	Std. Test Statistic	Sig.	Adj. Sig.
Organizational – Family	.479	.144	3.320	.001	.003
Organizational – Personal	.552	.144	-3.825	.000	.000
Family – Personal	-.073	.144	-.505	.613	1.000

Each row tests null hypothesis that the Sample 1 and Sample 2 distributions are the same. Asymptotic signifinces (2-sided tests) are displayed. The significance level is .05.

All the thirty seven factors (corresponding to organisational, personal, and family) were tested to investigate whether any factor played significantly different role in balancing work life of the respondents, among all the factors as a whole.

Descriptive statistical analysis was conducted (Table no. 17) for all the thirty seven factors. For the factors (with only one variable), such as, technical support, maternity benefit, and HR policies, mean is higher, coefficient of variation is lesser. However, for all the factors, one can note negative skewness. For the factors (with one variable), such as, seeking counselling, guilt feeling, and, issue with joint family, mean is lower, coefficient of variation is higer. But all these factors were identified with positive skewness.

Again, for the grouped factors (each factor has more than one variables), factors, such as, flexibility, time management, and task completion, mean value is higher and coefficient of variation is lesser, with positive skewness. Factors, such as, spouse/partner's perception, proactivity, and job and career progression, recorded lesser mean value with higher co-efficient of variation.

To test the Hypothesis 2a related to significant deference between distribution patterns among all the factors, related samples Kendall's Coefficient of concordance test was conducted. No significant difference was identified between the distribution patterns of the thirty seven factors computed (p value = .972).

Table 17: Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness		Kurtosis		CV	Order
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error		
Technical Support	127	2.0	5.0	3.811	.6514	-1.716	.215	3.118	.427	0.17093	1
Maternity benefit	127	2.0	5.0	3.819	.7173	-.896	.215	1.152	.427	0.18784	2
HR Policies	127	2.0	5.0	3.654	.7387	-1.145	.215	.654	.427	0.20219	3
Support form Colleagues	126	2.0	5.0	3.421	.8796	-.435	.216	-.863	.428	0.25714	4
Grievance policy	126	1.0	5.0	3.254	.9116	-.592	.216	-.504	.428	0.28015	5
Role of nuclear family	127	1.0	5.0	3.535	1.1464	-.201	.215	-.938	.427	0.32426	6
Children's expectation	107	1.0	5.0	2.925	.9586	-.176	.234	.105	.463	0.32777	7
Dependent children	111	1.0	5.0	3.333	1.2161	-.174	.229	-.914	.455	0.36482	8
Elderly members at home	115	1.0	5.0	3.322	1.2322	-.152	.226	-1.022	.447	0.37096	9
Physical support at home	127	1.0	5.0	2.882	1.1028	.274	.215	-.733	.427	0.38265	10
Time management at home	127	1.0	5.0	2.551	.9816	.596	.215	-.700	.427	0.38478	11
Leisure activity	123	1.0	5.0	2.919	1.1351	-.488	.218	-.876	.433	0.3889	12
Social life	127	1.0	5.0	2.992	1.1717	.046	.215	-1.195	.427	0.3916	13
Family commitment	127	1.0	5.0	2.362	1.0053	.505	.215	-.258	.427	0.42558	14
Anger management	127	1.0	5.0	2.693	1.1718	.261	.215	-1.140	.427	0.43516	15
Issue with joint family	125	1.0	5.0	2.624	1.1616	.023	.217	-.847	.430	0.4427	16
Guilt feeling	127	1.0	5.0	2.512	1.1469	.596	.215	-.641	.427	0.4566	17
Seeking counselling	127	1.0	4.0	1.961	.9710	.978	.215	.105	.427	0.49526	18
Flexibility	127	.17276	2.34682	.8719556	.48338319	.228	.215	-.062	.427	0.554367	19
Time management	125	.03149	2.16686	.8457335	.52817293	.873	.217	.138	.430	0.62451	20
Task completion	126	.17271	2.11088	.8407298	.53620784	.595	.216	-.855	.428	0.63779	21

Task completion	126	.17271	2.11088	.8407298	.53620784	.595	.216	-.855	.428	0.63779	21
Power control at work	127	.01516	2.28365	.8319042	.54994796	.988	.215	.842	.427	0.661071	22
Leisure for self	126	.01157	3.51284	1.1694629	.78829902	.813	.216	.300	.428	0.67407	23
Promotion and supervisor's support	124	.16099	2.55304	.8252156	.55989530	.538	.217	-.082	.431	0.678484	24
Child care facility	112	.22470	2.19093	.8194026	.56791775	.648	.228	-.623	.453	0.693088	25
Career choice	126	.18789	2.26519	.8146298	.57538626	1.162	.216	.312	.428	0.70632	26
Empathy at home	111	.00625	2.58662	.8087181	.58312039	.997	.229	.346	.455	0.72104	27
Performance recognition and reward	126	.00064	2.91867	.8081115	.58457801	1.024	.216	1.010	.428	0.723388	28
Medical and insurance benefits	120	.15697	4.15695	.8057204	.58767283	2.537	.221	9.700	.438	0.729376	29
Task obsessiveness	125	.00833	3.16590	.7951792	.60215515	1.564	.217	2.725	.430	0.75726	30
Family support	127	.04835	2.50589	.7907879	.60802251	.828	.215	.005	.427	0.76888	31
Job contentment	125	.02993	2.81818	.7896414	.60945708	1.308	.217	1.146	.430	0.77181	32
Spouse / partner's support and	110	.02706	2.03930	.7781345	.62365998	.357	.230	-.871	.457	0.80148	33

Effort was made to investigate to see whether there is a significant difference in the respondents' perception in respect to all the organizational factors, in terms of their roles in balancing work life. Descriptive statistical analysis was conducted (Table no. 18).

For the factors, such as, technical support, maternity benefit, and HR policies, mean is higher, coefficient of variation is lesser. However, for all the factors, one can note negative skewness.

To test the Hypothesis 3a related to significant deference between distribution patterns among the twelve organizational factors, related samples Kendall's Coefficient of concordance test was conducted. One can note that, there exists significant difference between the distribution patterns of the factors computed (Table no. 19).

In order to find out which two of the factors are significantly different, pairwise comparisons test was conducted. It has been found that, there are significant difference in the distribution patterns for (a) maternity benefit and child care facility; (b) maternity benefit and performance recognition and reward; (c) maternity benefit and flexibility; and, (d) maternity benefit and promotion and supervisor's support. The same can be noted from the table below (Table no. 20).

Table no. 18: Descriptive Statistics

	N	Minimum		Maximum		Mean		Std. Deviation		Skewness		Kurtosis		CV	Order
		Statistic		Statistic		Statistic		Statistic		Statistic	Std. Error	Statistic	Std. Error		
Technical support	127	2.0	2.0	5.0	5.0	3.811		.6514		-1.716	.215	3.118	.427	0.17093	1
Maternity benefits	127	2.0	2.0	5.0	5.0	3.819		.7173		-.896	.215	1.152	.427	0.18784	2
HR policies	127	2.0	2.0	5.0	5.0	3.654		.7387		-1.145	.215	.654	.427	0.20219	3
Support from colleagues	126	2.0	2.0	5.0	5.0	3.421		.8796		-.435	.216	-.863	.428	0.25714	4
Grievance policy	126	1.0	1.0	5.0	5.0	3.254		.9116		-.592	.216	-.504	.428	0.28015	5
Leisure activity	123	1.0	1.0	5.0	5.0	2.919		1.1351		-.488	.218	-.876	.433	0.3889	6
Flexibility	127	.17276	.17276	2.34682	.8719556	.48338319		.228		.215	.215	-.062	.427	0.554367	7
Power and control at work	127	.01516	.01516	2.28365	.8319042	.54994796		.988		.215	.215	.842	.427	0.661071	8
Promotion and supervisor's support	124	.16099	.16099	2.55304	.8252156	.55989530		.538		.217	.217	-.082	.431	0.678484	9
Child care facility	112	.22470	.22470	2.19093	.8194026	.56791775		.648		.228	.228	-.623	.453	0.693088	10
Performance recognition and reward	126	.00064	.00064	2.91867	.8081115	.58457801		1.024		.216	.216	1.010	.428	0.723388	11
Medical and insurance benefits	120	.15697	.15697	4.15695	.8057204	.58767283		2.537		.221	.221	9.700	.438	0.729376	12

Table 19: Kendell's Co-efficient of Concordance

Null Hypothesis	Test	Sig.	Decision
The distribution of all the twelve organizational factors are the same	related samples Kendall's Coefficient of concordance	.000	Reject the null hypothesis

Asymptotic significance are displayed. The significance level is .05

Table 20: Pairwise comparison

Sample 1-Sample 2	Test Statistic	Std. Error	Std. Test Statistic	Sig.	Adj. Sig.
Maternity benefit-child care facility	1.817	.488	3.719	.000	.013
Maternity benefit – performance recognition & reward	1.927	.488	3.945	.000	.005
Maternity benefit - flexibility	2.018	.488	4.133	.000	.002
Maternity benefit – promotion and supervisor's support	2.312	.488	4.734	.000	.000

Each row tests null hypothesis that the Sample 1 and Sample 2 distributions are the same. Asymptotic significances (2-sided tests) are displayed. The significance level is .05.

The study also made an attempt to find out whether there is a significant difference in the respondents' perception in respect to all the personal factors, in terms of their roles in balancing work life. Descriptive statistical analysis was conducted (Table 21).

For the factors, such as, Time Management at home, Social life, and Anger Management, mean is higher, coefficient of variation is lesser. However, for all the factors, one can note positive skewness.

To test the Hypothesis 4a related to significant deference between distribution patterns among the fourteen personal factors, related samples Kendall's Coefficient of concordance test was conducted. From the table below, one can note that, there is no significant difference between the distribution patterns of the factors computed (Table no. 22).

Table 21: Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness		Kurtosis		CV	Order
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error		
Time Management at home	127	1.0	5.0	2.551	.9816	.596	.215	-.700	.427	0.38478	1
Social life	127	1.0	5.0	2.992	1.1717	.046	.215	-1.195	.427	0.3916	2
Anger Management	127	1.0	5.0	2.693	1.1718	.261	.215	-1.140	.427	0.43516	3
Guilt feeling	127	1.0	5.0	2.512	1.1469	.596	.215	-.641	.427	0.4566	4
Seeking counselling	127	1.0	4.0	1.961	.9710	.978	.215	.105	.427	0.49526	5
Time management	125	.03149	2.16686	.8457335	.52817293	.873	.217	.138	.430	0.62451	6
Task completion	126	.17271	2.11088	.8407298	.53620784	.595	.216	-.855	.428	0.63779	7
Leisure for self	126	.01157	3.51284	1.1694629	.78829902	.813	.216	.300	.428	0.67407	8
Career choice	126	.18789	2.26519	.8146298	.57538626	1.162	.216	.312	.428	0.70632	9
Task obsessiveness	125	.00833	3.16590	.7951792	.60215515	1.564	.217	2.725	.430	0.75726	10
Job contentment	125	.02993	2.81818	.7896414	.60945708	1.308	.217	1.146	.430	0.77181	11
Work planning	127	.26036	2.90960	.7719118	.63199940	1.055	.215	-.023	.427	0.81875	12
Job & career progression pattern	126	.01386	3.34776	.7697472	.63462518	1.735	.216	3.572	.428	0.82446	13
Proactivity	126	.06752	3.02796	.7623556	.64355609	1.349	.216	1.349	.428	0.84417	14

Table 22: Kendell’s Co-efficient of ConcordanceA

Null Hypothesis	Test	Sig.	Decision
The distribution of all the fourteen personal factors are the same	related samples Kendall’s Coefficient of concordance	.000	Retain the null hypothesis

Asymptotic significance are displayed. The significance level is .05

Finally, an attempt to find out whether there is a significant difference in the respondents’ perception in respect to all the family factors, in terms of their roles in balancing work life. Descriptive statistical analysis was conducted for the sample collected (Table no. 23). Factors, such as, role of nuclear family, children’s expectation, and dependent children, are identified with higher mean, and lesser Coefficient of variation.

To test the Hypothesis 5a related to significant deference between distribution patterns among the

eleven family factors, related samples Kendall’s Coefficient of concordance test was conducted. From the table below, one can note that, there exists significant difference between the distribution patterns of the factors computed (Table no. 24).

In order to find out which two of the factors are significantly different, pairwise comparisons test was conducted. It has been found that, there are significant difference in the distribution patterns for (a) Role of nuclear family and spouse / partner’s perception, and, (b) Role of nuclear family and family commitment. The same can be noted from the table below (Table no. 25).

Table 23: Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness		Kurtosis		CV	Order
						Statistic	Std. Error	Statistic	Std. Error		
Role of nuclear family	127	1.0	5.0	3.535	1.1464	-.201	.215	-.938	.427	0.32426	1
Children's expectation	107	1.0	5.0	2.925	.9586	-.176	.234	.105	.463	0.3277	2
Dependent children	111	1.0	5.0	3.333	1.2161	-.174	.229	-.914	.455	0.36482	3
Elderly members at home	115	1.0	5.0	3.322	1.2322	-.152	.226	-1.022	.447	0.37096	4
Physical support at home	127	1.0	5.0	2.882	1.1028	.274	.215	-.733	.427	0.38265	5
Family commitment	127	1.0	5.0	2.362	1.0053	.505	.215	-.258	.427	0.42558	6
Issue with joint family	125	1.0	5.0	2.624	1.1616	.023	.217	-.847	.430	0.4427	7
Empathy at home	111	.00625	2.58662	.8087181	.58312039	.997	.229	.346	.455	0.72104	8
Family support	127	.04835	2.50589	.7907879	.60802251	.828	.215	.005	.427	0.76888	9
Spouse / partner's support & expectation	110	.02706	2.03930	.7781345	.62365998	.357	.230	-.871	.457	0.80148	10
Spouse / partner's perception	110	.16785	2.39005	.7462570	.66180915	.807	.230	-.420	.457	0.88684	11

Table 24: Kendell's Co-efficient of Concordance

Null Hypothesis	Test	Sig.	Decision
The distribution of all the eleven family factors are the same	related samples Kendall's Coefficient of concordance	.000	Reject the null hypothesis

Asymptotic significance are displayed. The significance level is .05

Table 25: Pairwise comparison

Sample 1-Sample 2	Test Statistic	Std. Error	Std. Test Statistic	Sig.	Adj. Sig.
Role of nuclear family – spouse / partner's perception	1.800	.458	3.932	.000	.005
Role of nuclear family – family commitment	1.895	.458	-4.140	.000	.002

Each row tests null hypothesis that the Sample 1 and Sample 2 distributions are the same. Asymptotic significances (2-sided tests) are displayed. The significance level is .05.

Discussion

The study was planned in three phases. In the first phase, the construction of the questionnaire was done to identify various factors affecting work-life balance for women employees in IT and ITES Sector in India. In the second phase, a retest sample was collected to test the reliability of the newly constructed questionnaire. In the final phase, sample was collected to investigate the significance of the roles played by various factors in balancing work-life among women employees in IT and ITES Sector in India.

Based on the respondents' views, a questionnaire was constructed, which consisted of various factors affecting work-life balance. The questionnaire had three sections. The first section covers the questions that capture the opinion of the women employees with respect to their agreement towards organizational factors. The second and third respectively contains the personal and family-related factors.

Based on the above questionnaire, an attempt was made to investigate the following:

1. Whether there is a significant difference in the respondents' perception in respect to organizational (as a whole), personal (as a whole), and family factors (as a whole), in terms of their roles in balancing work -life
2. Whether there is a significant difference in the respondents' perception in respect to all the factors (taking all the organizational, personal, and, family factors) in terms of their roles in balancing work-life
3. Whether there is a significant difference in the respondents' perception in respect to all the organizational factors, in terms of their roles in balancing work-life
4. Whether there is a significant difference in the respondents' perception in respect to all the personal factors, in terms of their roles in balancing work-life
5. Whether there is a significant difference in the respondents' perception in respect to all the family factors, in terms of their roles in balancing work-life

Based on the data analysis, one may interpret the following:

Data analysis revealed that, there is a significant difference in distribution patterns for all the three factors, i.e; overall organizational, overall personal, and overall family factors. To investigate the differences between any two of the factors, pairwise comparison was done. It was found that, the difference between the distribution pattern for overall organizational and overall personal factors, and, between organizational and family factors is significant. This indicates that, for the respondents, organizational and personal factors play significantly different roles in balancing the work life. Same way, for the respondents, organizational and family factors play significantly different roles in balancing the work life. However, personal and family factors did not play significantly different roles in balancing the work life.

This may be explained by the perception of Indian women about the explicit roles of factors present in their organizational, personal and family situations. In the backdrop of Indian traditional culture, Indian women may be able to differentiate the roles of the organizational factors from the personal and family factors. However, they may not be in the position to accept the clear cut role of family factors, which may balance or imbalance their work life.

All the thirty seven factors (corresponding to organizational, personal, and family) were tested to investigate whether any factor played significantly different role in balancing work life of the respondents. Data analysis revealed that, there is a significant difference in distribution patterns for all the thirty seven factors. Pairwise comparison revealed that, there was no significant difference in the distribution patterns for all the factors.

When the mean, standard deviation, and coefficient of variation, were investigated, it was found that, among the individual factors (with only one variable each), respondents' average perception was more satisfactory about the technical support, maternity benefits, and HR policies, all of which are organizational factors. However, negative skewness had been identified in the case of technical support, maternity benefit, and HR policies. Based on the above, one may say that, though the common average perception of the respondents were more satisfactory with the above-mentioned three factors, some respondents' perception were somewhat less satisfactory, because the skewness is negative. This is an interesting finding, as all the above-mentioned factors are organizational factors. It perhaps indicates toward the range of policies, organizations adopted,

towards employee welfare and individual respondents varied experience about such policies at their respective hierarchical levels.

Respondents average perception was less satisfactory about the factors, such as, seeking counselling and guilt feeling (both are personal factors), and, issue with joint family (family factor). However, all these factors were identified with positive skewness. One may derive that, though the common average perception of the respondents were less satisfactory, fewer respondents were somewhat satisfied with these factors. This may indicate that, respondents had somewhat common perception towards the role of personal and family factors in balancing the work-life. There has been a common perception among respondents about not being able to balance the work and life, as individuals.

Again, among the grouped factors (each factor has more than one variables), respondents' average perception was more satisfactory about the factors, such as, flexibility (organizational factor), time management, and task completion (both personal factors). Respondents' average perception was less satisfactory about the factors, such as, spouse/partner's perception (family factor), proactivity, and job and career progression (both personal factors). In both the cases, positive skewness was identified. It meant that, irrespective of the average satisfaction level, fewer respondents showed satisfaction towards those factors.

Data analysis revealed that, there is a significant difference in distribution patterns for the twelve organizational factors. To investigate the differences between any two, pairwise comparison was done. Significant differences were identified between the distribution patterns for (a) maternity benefit and child care facility; (b) maternity benefit and performance recognition and reward; (c) maternity benefit and flexibility; and, (d) maternity benefit and promotion and supervisor's support.

Based on the above, it may be said that, since maternity benefit is a mandatory facility to be provided by the organizations, the common perception of the respondents are satisfactory about such facility, provided by their respective organizations. However, negative skewness also indicates that some respondents' perception were somewhat less satisfactory, regarding maternity benefit, technical support and HR policies. Significant differences between the distribution patterns for

maternity benefit and child care facility indicates that, despite the provisions of maternity benefit, respondents perceive the organizational child care facility as somewhat inadequate and this might influence their work-life balance.

Significant difference between the distribution patterns for maternity benefit and performance recognition and reward was also revealed. This might indicate that, provision of maternity benefit and performance recognition do not influence the work life balance in a similar way. While maternity benefit is necessary condition to maintain the balance, respondents perceive the roles of compensation policy, pay-for performance policy, performance appraisal system, and appreciation from the boss, differently, in maintaining the work life balance.

Significant difference between the distribution patterns for maternity benefit and flexibility was also revealed. It clearly indicates that, respondents perceive the role of maternity benefit in balancing their work life differently from the flexi-timing and locational flexibility offered by their organizations. This may be true, since, many organizations, where the respondents are employed, do not offer flexibilities to their employees, unless the employees reach a specific hierarchical level or become eligible for certain entitlement.

Significant difference between the distribution patterns for maternity benefit and promotion and supervisor's support was also another interesting finding. This indicates that, according to the respondents, promotion policy and support from the direct boss play a significantly different role in their work-life balance. This may be due to the opportunities lost due to child birth for the promotion. In this context, it may be also predicted that, perhaps, considering the work pressure or target to achieve, bosses might not be in a position to support the women always by allowing them to take time off, or leave.

Data analysis revealed that, there is no significant difference in distribution patterns for the personal factors. This indicates that, respondents have not identified any personal factor, which might play significantly different role from others, in balancing their work life. This indicates that, respondents, in general, consider all the personal factors similarly responsible for work life balance.

However, based on the standard deviation and coefficient of variation, it may be said that, for some variables, such as, time management and social life, respondents' perception is closer to the average perception. This may indicate that, respondents have more common perception about the significance of time management and maintaining social life in work life balance. Though pattern and style of management of time depends on individual's own unique time structuring, it is interesting to find that, most of the respondents place similar importance to the time management factor, for work life balance. Further, respondents also accept the role of healthy social life, in balancing their work life. This proves that, respondents are aware about the significance of social life to release the work-related stress.

In case of variables, such as, proactivity, respondents' perception is more distant from the average perception. This may indicate that, respondents have more varied perception about the significance of proactivity in work life balance. This finding is interesting, since while personal interview, the respondents have expressed their varied view about proactivity in terms of their roles for organizations, for families, and for themselves.

Data analysis revealed that, there is a significant difference in distribution patterns for the eleven family factors. This indicates that, respondents have identified that, some family factors play significantly different role from others, in balancing their work life. To investigate the differences, pairwise comparison was done. It was found that, the difference between the distribution pattern for nuclear family and partner / spouse perception; and, for nuclear family and family commitment is significant.

This is an interesting finding. The significant difference between the distribution pattern for nuclear family and partner / spouse perception indicates that, according to the respondents, in nuclear families in India, partner / spouse's perception about the responsibilities of women is more significantly different, than a larger family. In a nuclear family, the women are perhaps less frequently expected to take care of home fully and to give priority towards the family responsibility more than their job. This perhaps create situations easier to achieve work life balance.

Similarly, the significant difference between the distribution pattern for nuclear family and family commitment indicates that, family commitments for a nuclear family is significantly different from that of

a larger family. Thus, perhaps in a nuclear family, women feel significantly less depressed for ignoring family commitment due to pressing job demands.

Again, for the role of nuclear family, the respondents' perception is closer to the average perception, while for the partner' spouse perception, the respondents' perception is more distant from the average perception. This indicates that, most of the respondent's feel the similar way about the significance of the role of nuclear family in balancing the work life. However, they have a varied perception about the role of partner / spouse perception in such context. This may be due to the different marital status of the respondents, and resultant situations they face at home.

Conclusion

The study was conducted to investigate the significance of the roles played by various factors in balancing work-life among women employees in IT and ITES Sector in India. Three main factors chosen for this were organizational, personal and family factors, and an effort was made on the part of the researchers to investigate the perception of women with regard to the effects of these factors influencing their work-life balance.

While the study has clearly brought out the fact that women are able to clearly distinguish the various issues related to organizational factors as significantly influencing their work-life balance, with regard to personal and family factors, their perceptions and views were not clear and pointed.

This may be due to the fact that, Indian women in general, due to cultural influences do not want to clearly state their disagreement or disgruntlement with regard to family and personal factors as far as an issue like work-life balance is concerned. This may be seen as an attempt on the part of the Indian women to disassociate themselves psychologically, from taking a clear position with regard to personal and family factors, in promoting or hindering the work-life balance. This may be a result of childhood experiences and other socialization impacts that women were often subjected to, subtly, at home and in their environments where they grow up, from a very early age.

Ability to engage in self-dialogue to crystallize one's own needs requires an inner freedom to be enjoyed by individuals without suffering from a sense of guilt and/ shame. Wanting something for oneself is not a

shameful exercise. If it means that alternatives may be to be generated in terms of adjustments in the family by other members , it should made possible, bereaved of any kind of guilt and shameful psychological condition accompanying the very act. Then this would not be an act of denial or an act felt to be associated with, at the cost inconveniencing others, but more from a need for self –assertion and the need to experience balance in one's life without any feelings of misgiving, or being sorry for it.

Scope for further research

This study, therefore, brings out the scope for further research in areas which could be extended to investigate whether demographic factors like age, marital status, education, income and the like, can differentially alter the perceptions of women with regard to this issue. It may perhaps be possible to ascertain through such detailed investigations, whether or not, across various demographic and other factors , women's perceptions vary with regard to the extent to which personal and family factors play an important role in determining their Work-life balance. This would significantly be a predictor along with organizational factors in knowing which factors women must concentrate on, to devise specific strategies to achieve a healthier work-life balance in a holistic manner in the context of their own personal and social reality in which they need to operate.

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Annexure I

Hello Madam,

Greetings from SDMIMD Mysore !!

We are conducting a national level management survey on women, who are effectively managing their career and personal lives, simultaneously. The basic objective of the study is to identify the issues, concerns, and challenges, the working women face, while balancing the professional and personal lives.

We request you to kindly read the statements mentioned below and select the most suitable option, applicable to you.

The information provided in this questionnaire will be used only for pure academic purpose. Full confidentiality will be maintained.

We thank you for all your time and cooperation extended for the survey.

Sincere Regards.

Dr. Nilanjan Sengupta, Professor & Chairman- RCMS, SDMIMD Mysore [weblink: <http://sdmimd.ac.in/nilanjansengupta>]

Dr. Mousumi Sengupta Professor, SDMIMD Mysore [weblink: <http://sdmimd.ac.in/mousumisengupta>]

Section A

1.	Name of the city , where I stay :					
	Region, where I stay:					
2.	My age	22 – 28 yrs []	29 – 35 yrs []	36 – 42 yrs []	43 – 49 yrs []	50 yrs and above []
3.	My total years of experience	Less than 1 yr to 3 yrs []	4-8 yrs []	9-13 yrs []	14-18 yrs []	More than 18 yrs []
4.	My tenure in the present company	Less than 1 yr to 3 yrs []	4-8 yrs []	9-13 yrs []	14-18 yrs []	More than 18 yrs []
5.	No. of family members stay with me:	1- 2 members []	3-6 Members []	More than 6 members []	I stay alone []	
6.	Marital status:	Married []	Unmarried []	Do not wish to disclose []		
7.	Time needed to commute between workplace and home	Less than 15 minutes []	16-30 Minutes []	31 – 45 Minutes []	46 minutes – 1 hour []	More than 1 hour []
8.	No. of children	No Children []	1 child []	2-3 children []	More than 3 children []	

Section B						
1	I am satisfied with the local child care facility, subsidized by the company	Strongly Agree []	Agree []	Disagree []	Strongly Disagree []	Undecided []
2	I have autonomy at workplace	Strongly Agree []	Agree []	Disagree []	Strongly Disagree []	Undecided []
3	I am satisfied with the flexi-timing offered in my job.	Strongly Agree []	Agree []	Disagree []	Strongly Disagree []	Undecided []
4	I am satisfied with the span of control I have over my subordinates at workplace	Strongly Agree []	Agree []	Disagree []	Strongly Disagree []	Undecided []
5	I am satisfied with the technical support provided at workplace	Strongly Agree []	Agree []	Disagree []	Strongly Disagree []	Undecided []
6	I am satisfied with overall HR policies of my company	Strongly Agree []	Agree []	Disagree []	Strongly Disagree []	Undecided []
7	I am satisfied with the leisure activities offered by my company	Strongly Agree []	Agree []	Disagree []	Strongly Disagree []	Undecided []
8	I am satisfied with the on-site child care facility offered by my company.	Strongly Agree []	Agree []	Disagree []	Strongly Disagree []	Undecided []
9	I am satisfied with the locational flexibility offered by the company	Strongly Agree []	Agree []	Disagree []	Strongly Disagree []	Undecided []
10	I have required position and power at the workplace to effectively perform my task	Strongly Agree []	Agree []	Disagree []	Strongly Disagree []	Undecided []
11	My company provides satisfactory maternity benefits.	Strongly Agree []	Agree []	Disagree []	Strongly Disagree []	Undecided []
12	I am happy with my company's grievance redressal policy	Strongly Agree []	Agree []	Disagree []	Strongly Disagree []	Undecided []
13	I am satisfied with my company's performance appraisal system	Strongly Agree []	Agree []	Disagree []	Strongly Disagree []	Undecided []
14	I am satisfied with the compensation policies of my company	Strongly Agree []	Agree []	Disagree []	Strongly Disagree []	Undecided []

15	I am satisfied with the appreciation I get from my boss	Strongly Agree []	Agree []	Disagree []	Strongly Disagree []	Undecided []
16	I am satisfied with the pay-for performance policy of the company	Strongly Agree []	Agree []	Disagree []	Strongly Disagree []	Undecided []
17	My job is challenging	Strongly Agree []	Agree []	Disagree []	Strongly Disagree []	Undecided []
18	I am happy with my career progression pattern	Strongly Agree []	Agree []	Disagree []	Strongly Disagree []	Undecided []
19	I am satisfied with the medical benefits offered by my company	Strongly Agree []	Agree []	Disagree []	Strongly Disagree []	Undecided []
20	I get full support from my colleagues	Strongly Agree []	Agree []	Disagree []	Strongly Disagree []	Undecided []
21	I am satisfied with the promotion policy offered by my company	Strongly Agree []	Agree []	Disagree []	Strongly Disagree []	Undecided []
22	I get the required support offered by my Manager / Supervisor	Strongly Agree []	Agree []	Disagree []	Strongly Disagree []	Undecided []
23	I am satisfied with the insurance schemes offered by my company	Strongly Agree []	Agree []	Disagree []	Strongly Disagree []	Undecided []

Section C

24	I spend quality time with my family on weekends	Strongly Agree []	Agree []	Disagree []	Strongly Disagree []	Undecided []
25	I take care of my health (exercise, Yoga etc.)	Strongly Agree []	Agree []	Disagree []	Strongly Disagree []	Undecided []
26	I feel restless and tensed, unless I complete a task in hand	Strongly Agree []	Agree []	Disagree []	Strongly Disagree []	Undecided []
27	I feel depressed if I am not able to complete work in time	Strongly Agree []	Agree []	Disagree []	Strongly Disagree []	Undecided []
28	I stay at workplace longer hours to complete my work	Strongly Agree []	Agree []	Disagree []	Strongly Disagree []	Undecided []
29	I manage time effectively	Strongly Agree []	Agree []	Disagree []	Strongly Disagree []	Undecided []
30	I become stressed if the work is not finished with in deadline	Strongly Agree []	Agree []	Disagree []	Strongly Disagree []	Undecided []

31	I plan and schedule all my work activities well ahead	Strongly Agree []	Agree []	Disagree []	Strongly Disagree []	Undecided []
32	I am a go-getter.	Strongly Agree []	Agree []	Disagree []	Strongly Disagree []	Undecided []
33	I do not delay in decision-making	Strongly Agree []	Agree []	Disagree []	Strongly Disagree []	Undecided []
34	I am emotionally attached with the job I do	Strongly Agree []	Agree []	Disagree []	Strongly Disagree []	Undecided []
35	I carry work to home	Strongly Agree []	Agree []	Disagree []	Strongly Disagree []	Undecided []
36	I do not pile up work in hand.	Strongly Agree []	Agree []	Disagree []	Strongly Disagree []	Undecided []
37	My job is rewarding	Strongly Agree []	Agree []	Disagree []	Strongly Disagree []	Undecided []
38	I like my workplace	Strongly Agree []	Agree []	Disagree []	Strongly Disagree []	Undecided []
39	I am a self-motivated person	Strongly Agree []	Agree []	Disagree []	Strongly Disagree []	Undecided []
40	I like my work	Strongly Agree []	Agree []	Disagree []	Strongly Disagree []	Undecided []
41	I feel I do justice to time allocated at workplace	Strongly Agree []	Agree []	Disagree []	Strongly Disagree []	Undecided []
42	I prioritize tasks in hand	Strongly Agree []	Agree []	Disagree []	Strongly Disagree []	Undecided []
43	I feel I am in the right profession	Strongly Agree []	Agree []	Disagree []	Strongly Disagree []	Undecided []
44	I take part in social services / community activities regularly	Strongly Agree []	Agree []	Disagree []	Strongly Disagree []	Undecided []
45	I have a hobby	Strongly Agree []	Agree []	Disagree []	Strongly Disagree []	Undecided []
46	I lose my temper often	Strongly Agree []	Agree []	Disagree []	Strongly Disagree []	Undecided []
47	I go for vacations and holidays at regular interval	Strongly Agree []	Agree []	Disagree []	Strongly Disagree []	Undecided []

48	I feel always hard-pressed for time to complete my tasks at home	Strongly Agree []	Agree []	Disagree []	Strongly Disagree []	Undecided []
49	I maintain an active social life	Strongly Agree []	Agree []	Disagree []	Strongly Disagree []	Undecided []
50	I regularly seek assistance from the professional counselor to manage my work life balance	Strongly Agree []	Agree []	Disagree []	Strongly Disagree []	Undecided []
51	I feel guilty for not giving enough time to my family	Strongly Agree []	Agree []	Disagree []	Strongly Disagree []	Undecided []
Section D						
52	I discuss work-related issues with family members	Strongly Agree []	Agree []	Disagree []	Strongly Disagree []	Undecided []
53	My spouse/partner works at home equally, to support me	Strongly Agree []	Agree []	Disagree []	Strongly Disagree []	Undecided []
54	My family members fully support me	Strongly Agree []	Agree []	Disagree []	Strongly Disagree []	Undecided []
55	I have child (children) who often needs my attention and care	Strongly Agree []	Agree []	Disagree []	Strongly Disagree []	Undecided []
56	Nuclear family helps in allocating resources and time better to balance between work and home	Strongly Agree []	Agree []	Disagree []	Strongly Disagree []	Undecided []
57	My family members empathize, if I am not able to perform all the household work everyday	Strongly Agree []	Agree []	Disagree []	Strongly Disagree []	Undecided []
58	My child (children) fully support(s) me (if applicable)	Strongly Agree []	Agree []	Disagree []	Strongly Disagree []	Undecided []
59	Staying in a joint family increases the burden of family commitment.	Strongly Agree []	Agree []	Disagree []	Strongly Disagree []	Undecided []
60	I stay in a nuclear family. However, my family members always support me, when I need them.	Strongly Agree []	Agree []	Disagree []	Strongly Disagree []	Undecided []
61	I am satisfied with the balance between my job and personal life	Strongly Agree []	Agree []	Disagree []	Strongly Disagree []	Undecided []
62	My partner/spouse does not expect me to do all the household work	Strongly Agree []	Agree []	Disagree []	Strongly Disagree []	Undecided []
63	My spouse/partner expect(s) me to give priority towards the family responsibility more than my job	Strongly Agree []	Agree []	Disagree []	Strongly Disagree []	Undecided []

64	My spouse/partner fully supports me (if applicable)	Strongly Agree <input type="checkbox"/>	Agree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Strongly Disagree <input type="checkbox"/>	Undecided <input type="checkbox"/>
65	My child (children) expects me to be only a mother at home	Strongly Agree <input type="checkbox"/>	Agree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Strongly Disagree <input type="checkbox"/>	Undecided <input type="checkbox"/>
66	My partner/spouse expects me to take care of home fully	Strongly Agree <input type="checkbox"/>	Agree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Strongly Disagree <input type="checkbox"/>	Undecided <input type="checkbox"/>
67	There is always somebody at home to take care of my household	Strongly Agree <input type="checkbox"/>	Agree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Strongly Disagree <input type="checkbox"/>	Undecided <input type="checkbox"/>
68	I feel depressed if I ignore family commitment due to pressing job demands	Strongly Agree <input type="checkbox"/>	Agree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Strongly Disagree <input type="checkbox"/>	Undecided <input type="checkbox"/>
69	I have elderly family member(s), who needs my attention and care, often	Strongly Agree <input type="checkbox"/>	Agree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Strongly Disagree <input type="checkbox"/>	Undecided <input type="checkbox"/>