



Work-Life Balance of Indian Women Employees in IT and  
Banking Sectors: Chennai City Case Study.

By

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**A Dissertation submitted to the National College of Ireland  
in Partial Fulfilment for the Award of  
MSc International Business**

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Submitted to the National College of Ireland

August 2020

## **ABSTRACT**

The raising competitive business among organisations where everyone is engrossed on increasing profit and improvising the satisfaction of customers adds more burden to the work-load of employees. This factor majorly affects the work-life balance of the employees where women employees seem to find it more challenging to maintain a balanced schedule between professional and personal life. This research has focused on exploring the challenges in work-life balance of women employees working with IT and Banking sectors of India by selecting Chennai city as a case study.

Survey based research method was followed for research, the primary data collection was done by passing the questionnaire to women employees working with IT and Banking sectors in Chennai, Tamil Nadu through email and LinkedIn. The data collected comprises information about their demographic details like age, marital status, education and occupational details such as the reason to work, work nature, role in the organisation, distance between home and workplace, their regular and excessive working hours. The data collected is further analysed by using descriptive statistics with the aid of some univariate measures. What was found from this research is that women employee's economic independence had made them financially secure which is socially valuable too. This study shows that working long hours and travelling long distance jeopardizes the work-life balance of women employees in these two sectors. Overall, the research suggests that organizations have to develop appropriate policies and initiatives to create a more women-friendly workplace on an ongoing basis.

**DECLARATION**  
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## ACKNOWLEDGEMENT

I have to begin by thanking the Almighty, who has seen me through my entire academic career and especially during this year's challenging period.

I would like to express my sincere gratitude to my Supervisor Prof. Katarina Filipovic whose expertise was invaluable. Her insightful feedback helped me to sharpen my thinking and brought my work to a higher level. Thanks for consistently steering me in the right direction at every stage of the research and contributing to my intellectual developments.

I wish to thank the members of the dissertation committee for their time and support and special thanks to the Librarian for his help and practical suggestions.

My profound gratitude to my parents for their steadfast love and understanding. They are always there for me. My biggest thanks to my friends who were of great support and assistance.

I profusely thank the participants who took time off to complete my research questionnaire and for sharing their work life experiences. May this research work add value to your lives.

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## **LIST OF ABBREVIATIONS**

HR – Human Resource

IT – Information Technology

ITES – Information Technology Enabled Services

SME - Small Medium Enterprise

## **CHAPTER ONE – INTRODUCTION**

### **1.1 Introduction**

The current chapter provides general introduction to the study. This chapter is further divided into three different sections wherein the initial section introduces the topic of discussion by giving the background and its importance. The second section gives justification along with the rationale of performing the research. The subsequent section presents the research outline.

### **1.2 Research Background**

In early centuries only few women were able to do higher studies but their job pursuance was based on the mercy of their father or husband's decision. But the rapid economic development has helped many women to empower their knowledge to a very great extent through which their robust career has also got expanded. On the other hand, this has created a tough challenge for them in handling work at both office and home (Delina and Raya, 2013). The concept of maintaining an appropriate family life is becoming more complex in India whereby the idea of extended family is also getting diminished as both men and women in the family need to work. Additionally, women employees need to bear the responsibility of taking care of their children (Bharathi and Mala, 2016). Women equally share some responsibilities of both social-life and that of society by making their presence in all fields (Zaheer, 2016).

The globalisation era has caused more companies to boom and has also increased the women employability. Since 1991, women employability is observed to be increasing by 3.6% per annum. In modern days women also share their workplaces along with men employees in almost all fields. The employability range in higher positions in management is also observed to be in increasing phase every year (Chauhan, 2010). The effect of modernisation along with urbanisation has majorly caused some impacts in many Indian families. Women from all categories are working in paid jobs. Majority of women are working for the sake of supporting their family and this is also due to the social and economic conditions of the country. The factor of maintaining a balance amongst their career and family still remains challenging for women employees (Julka and Mathur, 2017).

From the above paragraphs we can understand that women employability is vital in the growing world and their support is required for a greater extent in managing the family financially. In recent times, work-life balance remains as a challenge for both employees and employers. Women tend to continuously work both at workplace and home whereby it is also observed that they perform work for about 40-45 hours per week which makes them to struggle in achieving their work-life balance (Shravanthi, Deshmukh and Deepa, 2013).

Bharathi and Mala (2016) give a simple definition of work-life balance – it is the ability to stay in phase at work along with maintaining family determined leisure time. It is supported by Gayathri (2013) that work-life balance is an equilibrium state where in both the job needs and personal necessities are seen at the same pace. It is further briefly defined by Pandu, Balu and Poorani (2013) as a part of an interaction made between paid and unpaid work, making and creating work-culture which is productive and potential. Chauhan (2010) opine that work-life balance can be summed as two concepts, enjoyment and achievement. Julka and Mathur (2017) extends by stating that the two most important factors are career and goals in life. Many women employees are working to assist their family financially due to which it has become challenging to maintain work-life balance. Furthermore, Shravanthi, Deshmukh and Deepa (2015) enhances by stating that work-life balance is a very big concern for both employees and employers. The raising employee attrition and the need for balance in work-life have made companies revise their HR interventions.

While, Mathew and Panchanatham, (2011) state that the increasing environmental and educational changes have made more women to be aware of the potential skills for developing their entrepreneurship competency. In addition, the process of industrialisation along with the IT development has brought more changes in women's role. Sigroha, (2014) states that expectations possessed by both men and women have changed significantly over the years due to which the responsibilities in family and office have increased. According to Valk and Srinivasan, (2011) some vital interfaces in a human life are work and personal life.

The statement by Kumari and Devi, (2015) is that women who were initially considered to be home-makers are now given chances to go to work. Increase in cost

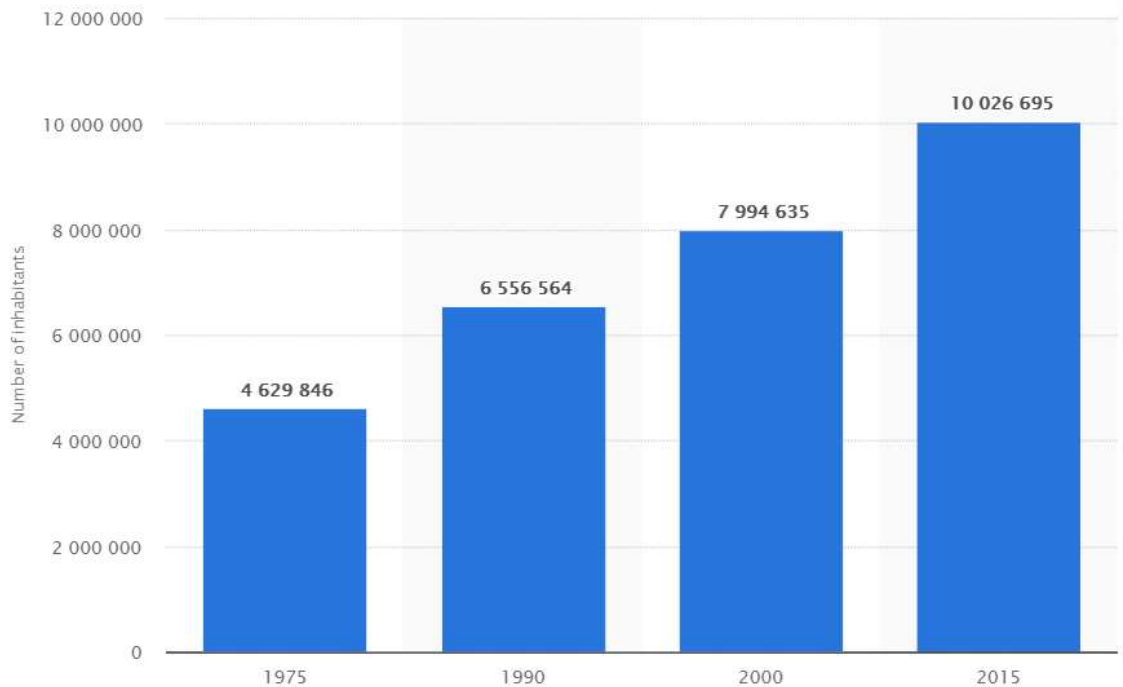
of living and the opportunities provided to them in education and work are some factors to pursue their career.

### **1.3 Research Rationale and Justification**

Previously, work-life balance concept was considered to be a western concept especially with respect to women. The reason behind this consideration is that in most of the cultures including Indian culture, women are not considered to be an integral part of the work-force being involved. The statement by Chandra, (2012) is that in cases of gender-based socialisation where the influence of men can be seen more in taking work-oriented roles while women are observed more in taking nurturing roles. But according to Hanson, (1980) in modern years women are seen moving into every competitive field and this increase is seen as a result of growth in the literacy rate of women. This statement is further supported by Desai *et al.*, (2011) that after the occurrence of globalisation there are more changes in the society for women as many of them have started coming out for facing new challenges in all major fields. So, by this woman have moved to the category of "provider" from being "carer" previously. Sundari and Sathyanarayana, (2012) adds that the presence of women employees in the organisation makes the work-environment to be pleasant and it additionally increases the professional behaviour among male employees in the organisation.

The city Chennai serves as the gateway to South India and is the capital of Tamil Nadu state. It has a population of 10.9 million, covering about 426 square kilometres and is the 6th most populated city in India (Worldpopulationreview.com, 2020a). In India the employability of urban women is observed to have increased to a greater extent from being 35.7% in 1977 to 61% in 2018 (Nikore, 2020). It can be observed that the state of Tamil Nadu is ranked higher in terms of employment based on gender in which the employment of women is more than 67 percent and employable workforce which is greater than 60 percent (The Hindu, 2020). Also, there could be a significant raise observed in the employability of women over years in the state of Tamil Nadu from 35% in 2012 to 37% in 2016 (Pib.gov.in, 2020). Subsequently, the city of Chennai is the third most preferred for employees based on its women safety and stability in job (The Times of India, 2020). The graph below also shows that Chennai city has increasing number of migrants from 1975 to 2015 (Statista, 2020a).

## Number of inhabitants in Chennai, India from 1975 to 2015



Details: India; 1975 to 2015

© Statista 2020

Figure 1: Graph representing number of inhabitants in Chennai, India from 1975 to 2015. Source: Statista, (2020)

From the graph, it can be observed that, job opportunities pull large number of people to Chennai city. Overall unemployment is reduced and employability of women is raising every year in both the country and the city taken for case study. Primary aim of every organization is to take efforts in providing a greater work-life balance as it improves the employee satisfaction and also the profit of the organisation.

There are many research undertaken to analyse the work-life balance of women employees working in different sectors in India like Chauhan (2010), Valk and Srinivasan (2011), Gayathri (2013), Delina and Raya (2013), Shravanthi, Deshmukh and Deepa (2015), Kumari and Devi, (2015), Bharathi and Mala (2016), etc. Also, there are some research carried out to find the impact of work-life balance and the relation with performance of the organisation Lazar, Osoian and Ratiu (2010), Kumar and Chakraborty (2013), Garg and Rani (2014), de Sivatte et al., (2015). But the area of analysing the work-life balance of women employees working in IT and

Banking sector has not been done yet by any researcher. So, the author has performed a research to determine the work-life balance of Indian women employees in IT and Banking sectors, by doing an analysis selecting Chennai City as a case study.

## **1.4 Research Outline**

### **Chapter One: Introduction**

This chapter provides an introduction about the topic of the research, discussing the background, rationale and justification and research outline.

### **Chapter Two: Literature Review**

This chapter examines the existing literature on work-life balance by discussing the opinions of the scholars along with their views and studies being performed in analysing work-life balance.

### **Chapter Three: Research Questions**

This chapter presents the research aim and questions, research objectives and hypotheses.

### **Chapter Four: Research Methodology**

This chapter portrays the methodology that has been used in this study in order to attain the research objectives.

### **Chapter Five: Findings and Analysis**

This chapter illustrates the outcomes from the data collected and gives an analysis for the same.

### **Chapter Six: Discussion and Implications**

This chapter lays out a thorough discussion presenting a relationship between the collected data and the objectives of this research, while also keeping the implications in consideration.

### **Chapter Seven: Conclusion and Recommendations**

This chapter concludes the study by providing important points of the research along with the scope for further research.

## **CHAPTER TWO – LITERATURE REVIEW**

### **2.1 Introduction**

Prior to examining the challenges involved in the repercussions of work-life balance to Indian women employees, it is essential to make a survey of the literature being discussed with relation to this subject matter and scholarly knowledge related to it. This discussion will be supportive in providing more insights to the reader about the research topic. The main purpose of this literature review is to provide an overview of the literature on work-life balance, its effects on the performance of the organisation and about the challenges faced by the women employees. This chapter is divided into seven sections.

In the initial section the concept of work-life balance is discussed by staying focused on numerous definitions by different authors. The next section talks about various theories in the evolution of work-life balance. These theories explore the personal and the professional life of the employees, and the relation between the two. Third section examines the relationship between work-life balance and its importance in the performance of the organisation. The fourth section explores some adaptive strategies. The consecutive sections discuss about work-life balance of Indian working women employed in the IT and Banking sectors. The last section concludes the review of literature.

### **2.2 Work-Life Balance Concepts**

While defining the concept of work-life balance it is absolutely necessary to have an understanding that this concept can be interpreted as social construct - an object that could either represent the presence of the reality and also a disclosure of the object (Lewis and Beauregard, 2018). Accordingly, work-life balance can be defined from an individual's perspective with focus on some white-collar work which is knowledge intensive (Campbell, 2000; Greenhouse and Powell, 2006). It can also be defined as best practices for obtaining work-life balance in the place of working such as flexibility in working hours or other policies such as parental leaves and benefits (Beauregard and Henry, 2009).

Caproni (2004) found that the concept of work-life balance either from individual's perspective or from more adjectival aspects, which always imply the wide understandings about three concepts such as work, life and the balance required in



them. In the same manner many definitions about work-life balance always state it as a subject of an individual's choice and their responsibility for neglecting their constraints present in their structure, practice and culture (Lewis, Gambles and Rapoport, 2007).

Clark (2000) explains work-life balance from the aspect of individual stating it to be managing gratification and also maintaining an effective functioning at workplace and their home with negligible conflict in their role. It can be observed from the work of Clark that the life of an employee revolves around the workplace and their home. In a similar manner Greenhaus and Powell (2006) have noted that work-life balance is the amount up to which each person is contented on the basis of their time being devoted, their level of involvement and satisfaction being obtained from both their work and their personal/family life simultaneously. However, this does not define work-life balance along with its entails fully.

As per Beauregard and Henry (2009) work-life balance is the support being given by the organisation for taking care of their dependants, more flexibility in working with family or personal leaves, work from home, job sharing for employees, child care facility onsite etc. Nonetheless, this definition looks to be more complex as it suggests that if these policies exists then it assures that the employees in an organisation may have work-life balance in place. So, this states that it can mask the benefits being obtained to the employees (Gatrell and Cooper, 2008; Ozbilgin *et al.* 2011; Lewis *et al.* 2017). However, these outcomes do not seem to give accurate results as some researchers have shown that whenever employee gets a balanced life the employer is also benefited (Harvey, 2005; Fleetwood, 2007).

Lewis and Beauregard (2018) have also noted that the concept of work-life balance will always remain disputed as the balance concept by itself remains complicated. In general, the term balance means that there must be equal contribution required for work participation of both work and non-work activities. So, it can be summarised that for getting a suitable work-life balance there should be a stability amidst the activities related to work and also the non-working tasks being performed by an individual.

Rajan-Rankin (2016) conducted a research on call centres in India and found some bitter reality among the family, community life and the obscuring boundaries that

can never be considered for the lifestyle of Europeans in their segmented lives. This statement is further clarified by Chandra (2012) by performing a study on the interpretations of Asians on the context of work-life balance and found interesting differences about the perceptions amidst Asians and Europeans. Work-life balance in Asian countries was almost dependant on the gender. For instance, labour division and process of socialisation. House-hold chores are burdened on women to a greater extent irrespective of whether they are working full-time. In contrast, the process of socialisation in western countries does not showcase gender-based stereotyping so the view of men and women are unfocused. He also identified that long hours of working in Asian countries was a job commitment whereas in Western countries it was very uncommon. This signifies that western employees are more focused on family wherein Asian employees find alternatives for balancing their professional and personal life. He further states that the benefits of maternity in Asian countries and European countries are trivial. Even in the aspect of benefits to paternity, more employees do not prefer to utilize this one as it is considered as a women's domain. From the above-mentioned points, Chandra concluded that it is a choice of employees to obtain work-life balance. He has also suggested that although the concept of work-life balance can offer flexibility and increase the choice of employees, yet obtaining the concept of work-life balance is the duty of the employees.

Subsequently, Wayne *et al.* (2017) states that the term 'balance' in 'work-life balance' asserts that it is the effort of individuals to have low conflict level amongst their demands of personal life and professional life. It should also be mentioned that the approach is denounced by a number of scholars by suggesting that adopting these kinds of approach indicates a false work separation, irrespective whether it is formal or informal, paid or unpaid as those are also a part of life. Hence, it should not be seen separately and it must be balanced along with life (Gambles, Lewis and Rapoport, 2006; Fleetwood, 2007; Bloom, 2016; Lewis *et al.* 2017).

Based on the points discussed above it can be concluded that there is no single comprehensive definition for the term "work-life balance". However, the writer does not consider this as an issue because, there are many conceptualisations in the literature review and it constantly keeps changing over a period of time. Nevertheless, the author follows the definition of Beauregard and Henry (2009) who

suggests that the practices of work-life balance impact the performance of an organisation. The researcher also feels that work-life balance will have a significant effect on the employees, their families, organisations and the society at large.

### **2.3 Theories of Work-life Balance**

There are numerous theories related to the concepts of personal and professional life. Some of the theories being examined are: Structure Functionalism Theory, Segmentation Theory, Compensation Theory, Work-Enrichment Theory, and Spill-Over Theory.

#### **2.3.1 Structure Functionalism Theory**

Before the emergence of technological advancements during 19th century, the separation amidst the family life and work life prevailed as majority of the family existed together as a single unit. Subsequently, the discussions have been made for the non-existence of the concept of work-life balance. The aftermath of World-War II and the revolution of industries majorly caused the separation amid the personal and professional life and additionally some modifications in the civic role of both male and female of that period, hence deliberations with respect to work-life balance started emerging (Doherty *et al.* 1993).

A theory that appeared very earlier was Structure Functionalism Theory and this came up as a governing sociology theory that emerged in the initial years of 20th century. This theory mainly proposes that the life of the individuals was divided into two major things and they are: (i) Work-life that tends to be more productive in nature and that aids them in producing a product and (ii) a personal life to spend time with friends and family. So, this theory basically believes that a separation exists with personal and professional life. However, this theory was also questioned by many researchers by mentioning the social issues that existed in late 1960's (Demerath, 1966). This paved way for new theories to arise for explaining the balance among professional and personal life.

#### **2.3.2 Segmentation Theory**

Similar to the theory of Structure Functionalism, Segmentation Theory also pointed out the relationship between work and personal life in the early years of 20th century (Lavassani, Movahedi and Mohavedi, 2014). Blood and Wolfe (1960) who instituted this theory state that the concepts of work and life are not connected with each other

and they are independent concepts (Hart, 1999). Accordingly, the work by Zedeck (1992); Edwards and Rothbard (2000) state that there is no influence amidst work-life and personal life. They both are distinct entities. So, the indication is that both the entities are not connected with each other in any manner. This theory was further explained by Blood and Wolfe (1960). They have applied this theory to manual workers and explained that employees involved in unsatisfactory jobs will tend to make a separation amid their professional and personal life. Additionally, the work by Michel and Hargis (2008) states that the pressure that is specific to one role will never affect the other role. Similar to Structure Functionalism Theory, applicability of Segmentation Theory also came into interrogation in late 1960's by researchers (Demerath, 1966).

### **2.3.3 The Compensation Theory**

The next era of assessing work and family aroused in late 1970's after the reapproval of Structure Functionalism and Segmentation Theory. Correspondingly, the research work done by Piotrkowski in 1979 for inspecting the relationship between career and family stated that employees look at their home as heaven and their family serves as a satisfaction source which is found majorly missing in their professional life. The research work of Piotrkowski (1979) was inspired by many researchers to identify the relationship linking career and life and in the year 1990, Lambert stated this Compensation Theory while exploring the response of workers in their professional and personal life. As per Clark (2000) the theory of compensation states that there is a conflicting relation between career and life. According to (Lambert, 1990; Tenbrunsel *et al.*, 1995) individuals try to attain balance by gratifying the space from one end to the other.

Hence, Compensation theory can be explained as efforts taken by individuals to match-up the un-constructive experience of one domain with increasing efforts for positive experiences in the other domain. It can also be stated that the allocation done by individuals of their preference of staying contented in one domain along with accepting the difficulties of another domain (Edwards and Rothbard, 2000). As per the opinion of theorists of compensation a discontented employee will concentrate more on his personal life than on his professional side whereas a contented employee focusses more on his professional life by compromising his personal life.

According to Zedeck and Mosier (1990) Compensation Theory is classified into two and they are: (i) Supplemental and (ii) Reactive. Supplemental happens when employees change their activities for the purpose of pleasing experience from disappointed role to a gratified one. This occurs in cases when their professional life lacks positive experience and can be continued in their personal life. While, Reactive states that the steps taken by employees to reshape their negative experiences in one role by actively continuing to be positive in another role. Subsequently, reactive compensation mostly happens to make up a positive personal experience in case of negative professional experience.

#### **2.3.4 Work Enrichment Theory**

Work Enrichment Theory was proposed in 2006 by Greenhaus and Powell which attracted many scholar's attention. This theory states that high standard outcome in professional life will give a greater personal life while negative outcome gives a negative personal life. Greenhaus and Powell (2006) have stated a positive relationship exists among professional and personal life and hence the experience of one part will enrich the quality of other part also. This theory indicates the level of relationship enclosed by two domains (Morris and Madsen, 2007).

#### **2.3.5 Spill-Over Theory**

Spill-Over Theory postulates that individuals carry all of their emotions from work to family and the other way round (Belsky, 1985). Therefore, this is a process in which a relationship exists amongst two different aspects of life i.e.: their personal life and professional life. According to Morris and Madsen (2007) Spill-Over is classified into two types and they are: (i) Positive Spill-Over and (ii) Negative Spill-Over. Positive Spill-Over refers to a scenario where satisfaction from one domain brings the same in another domain. While, Negative Spill-Over refers to a scenario where problem in one domain brings the same to another domain. (Xu, 2009)

Additionally, the work by Edwards and Rothbard (2000) implies that two different types of interpretations exist namely: (i) positive bonding among professional and personal life (Zedeck, 1992) and (ii) conveyance in whole skills and their behaviour among different domains (Repetti, 1987) like stress and strain from work is observed more in home or when time is needed to be spent with family.

On a concluding note, the theories so-far stated for work-life balance only indicates that this is a complex process and cannot be analysed within a short span of time. To sum up the theories of work-life balance suggest diverse dimensions. They may not be suitable universally, but relevant to different types of people and situations. Structural Functionalism Theory is apprehensive of two spheres namely productive and personal life. The Segmentation Theory has set forth the facets of work and life as distinct entities. The Compensation Theory asserts that there is a contrary relationship between work and life. Individuals take efforts to match-up the voids from one domain with positive experiences from the other. Work Enrichment Theory states that positive relationship of one part will enhance the standard of life in the other part also. Spill-Over Theory postulates the popular view of two aspects of work and family. Employees carry their emotions, attitudes, skills and feelings that they develop at work into their family and vice-versa. Therefore, an exclusive dimension of work-life balance is observed in each of these different theories. The next section explores the research output about the impact of work-life balance on the performance of the organisation.

#### **2.4 Work-Life Balance and its effects on organisational performance**

De Sivatte *et al.*, (2015) have found that labour productivity can be achieved by introducing work-life programs. Beauregard and Henry (2009) extend by proposing a model for depicting work-life balance for employees and achieving a greater result from it. The investigation of work-life balance in SME was done by Cegarra-Leiva, Eugenia Sánchez-Vidal and Cegarra-Navarro (2012) which reports that companies must change their work-life balance adaptability style. They also assert that the new implemented changes are clearly developed for attaining more benefits. Leaders should communicate their values and aspects of personal and family life clearly to the employees.

The benefits obtained to organisation and employees through work-life balance is discussed by Lazăr, Osoian and Rațiu (2010); Garg and Rani (2014) where they explain the organisational benefits which include - reducing the absenteeism of employees working in the organisation, improving the productivity of employees, enhancing the image of the organisation and building the commitment and loyalty of employees. Whereas, the benefits for employee are: good physical and mental strength, reducing their stress in job, improving control in their work environment,

greater security for job and increased job satisfaction. Garg and Rani (2014) also add that by working smarter, employees can obtain a good work-life balance.

Some more added advantage for the organisation through work-life balance is discussed by Nijhawan and Nijhawan (2015) and those are: easy recruitment, improvised retention of employees, faster employee progress on achieving goals of the business and positive word of mouth about the organisation. The strategical approach that an organisation can provide to their employees for their work-life balance is suggested by Kumar and Chakraborty (2013) and those are: crèches, flexible work timings, part-time working, fitness centres and phased maternity return.

McCarthy *et al.*, (2013) examined that at present, most organisations provide many programs for work-life and more benefits like sharing their jobs, flexibility with work timings along with child-care at on-sites which are mainly available for the purpose of decreasing stress involved in multi-tasking (Thomas and Ganster, 1995; Newman and Mathews, 1999). This concept is known as getting support from organisation for the purpose of attaining work-life balance. The objective set to answer this section is to check whether the benefits provided to the employees is only for them or for the welfare of the organization also.

Interestingly, surfeit of researchers have made attempts to examine the importance of work-life balance and the influence of it on the performance of the organisation. The results obtained from these researches indicate that steps taken for work-life balance raises the commitment of employees and it helps to increase the performance of the organisation. (Kim, 2014) For instance, Kim performed a research in 2014 for understanding the part of intuitive commitment and the performance of employees. It showcased that affective commitment raises as an outcome of experience of employee's work-life balance and gives a positive impact on the role of employees. Therefore, this result declares the mediating role amidst the initiatives of work-life balance and the performance of the organisation. In a similar way the research performed by Chen and Francesco (2003); Swailes (2004) also elucidates that when organisations offer initiatives for work-life balance it increases the dedication of employees. Additionally, the researches performed by Parkes and Langford (2008) and Harrington and Ladge (2009) states that raised dedication level of employees to organisations frequently indicates an improvement in the performance of the

organisation. Pandita and Singhal (2017) have opined that employee engagement and work-life balance are dependant factors. The concept of employee engagement is the right condition of relationship between the employees and their organisation. It helps them get fully involved in their work that makes them to be an engaged employee. They turn out to be high performers.

On the other hand, studies performed by Grzywacz and Marks (2000); Schieman *et al.*, (2003); Cohen and Liani (2009); Singh and Nayak (2015) have revealed that whenever a conflict occurs in family or work it has negative effects on the productivity of the employees and also reduces the performance of the organisation (Mariam and Hammad, 2012). As per Perry and Porter, (1982) this will happen whenever the family issue of employee interrupts into their work-life and make them waste their work time, causing them to lessen concentration on their job. Hence, this shows that the experience of work-life balance and the performance of the organisation are positively linked with each other.

## **2.5 Adaptive Strategies**

Issues related to stress like drinking, addiction to drugs, misuse of substances and other related health issues, depression and outcomes with respect to work like absenteeism are some factors that are linked with the conflict of work-life balance (Frone, Russell and Cooper 1992; Hammer and Grandley 2003; Haar 2006). With these points being present for the issue of conflict in work-life balance it is necessary to develop some tactics for confronting it. It was found that this confronting tactics could be either behavioural or emotional (Lazarus and Folkman, 2006). The fruitfulness of these relies on many factors like time management, awareness of oneself and emotional intelligence (Greenhaus and Powell 2006; Rotondo and Kincaid 2008).

Many other researchers have recommended different adaptive strategies for this concept of work-life balance. As per Folkman and Moskowitz (2004) there are four different categories available for adaptive strategies and they are: approach by problem solving; positive appraisal; obtaining assistance and either avoiding or surrendering. In the approach of problem solving there are some planned steps taken to solve issues that may cause stress. It shall be performed by collecting information, making a plan and obtaining solutions that can control the conflict of work-life balance Lazarus and Folkman (2006). Herman-Stabl, Stemmler and Petersen (1995)



opines positive appraisal is a psychological approach that is useful in dealing with stress in an optimistic way and it will be very helpful when a difficult situation occurs.

Adams, King and King (1996); Rotondo, Kincaid (2008) explains assistance seeking are cases where a person looks for help either from their family or their friends or colleagues or at times from experts for managing their challenges in a particular role. Though this method cannot completely relieve this challenge it can help in reducing the issue drastically. Similarly, surrender approach is an occurrence where a person would accept the situation and assume that it would get solved by itself (Rotondo, Carlson and Kincaid, 2003).

Though there are enormous inter-role duties for both male and female employees, majorly female take in hand more accountability than male counterpart (Pillinger, 2002). Usually in India women take up the role of mother, wife and also an income producer at times. The upcoming section reviews the connection between work-life balance in the context of women employees in India with respect to IT and Banking sectors.

## **2.6 Context of Work-Life Balance in India**

As outlined in this study, the work-life balance plays a vital role in employee's good performance at work. Organisations too look up on this key factor in decreasing the attrition rate. According to the OECD the Dutch have the best work-life balance. Indeed, in many respects there is a greater heterogeneity in the research activities on the concept of work-life balance among developing and developed countries. The number of researches in developed countries is raising, in comparison to developing countries. In a transitioning society like India the importance of innovation in work-life balance is being recognised as the key for its economic growth.

### **2.6.1 Work-life Balance in India in general**

It can be observed from the above literature, that maintaining a work-life balance is essential for the welfare of the organisation as well as for the employees. The work-life balance of women professionals in various sectors in India were analysed by researchers in their writings.

Baral and Bhargava (2010) had aimed to find the relationship between intervention of organisations and the outcome of the job. It observes a positive relation among

them and the absence of significance in the policies of work-life balance and the outcome measures of job.

Subsequently, Buddhapriya (2009) identifies the effect of family decisions on their career advancements and found that family responsibilities majorly affects their career as they are given the additional responsibility of taking care of their children as well. The paper also suggests that they require more support from the organisation like flexibility in working hours, facilities for childcare and some emergency care for children and elderly people that could help them in achieving their work-life balance.

To analyse the work-life balance for teaching professionals working in private institutions Rafeeq and Harish (2015) performed a research and found that most of the faculties are not contented with their current work-life balance as they follow traditional teaching methods rather than adapting advanced methods.

Desai *et al.* (2011) studied about the personal resourcefulness, adjustment needed in marriage life, career satisfaction, life fulfilment between home making women and working women in India. It was observed that home-based women were very efficient in handling stress in their personal life.

Furthermore, the studies performed by Mani (2013) was done on first generation working women in Tamil-Nadu and identified that un-married women were able to give positive contributions to work than married women. The study details that married women have huge responsibilities to be performed at their home and it is more challenging for them to perform their effective role as mother which is also absolutely necessary as per the traditions and customs of the country.

Additionally, Sundari and Sathyanarayana (2012) have performed a research to find the challenges being faced by women employees in India namely: discrimination and bullying in their workplace, being stuck at wrong working places, equal payment for their work, work stress and family management have caused them to have lesser sleep at night leading to a stressful life due to work burden.

Another factor impacting the work-life balance and the steps taken by women professionals to overcome this problem was found by Chauhan (2010) where the factor is long working hours for which they take support from family members to get through this problem. Kumari (2014) has made an analysis about women from different categories in urban areas and identified many common problems from their

organisation like: stress related to both physical and mental changes, balance lacking among their personal and professional life, improper treatment at their work-location, etc. Safety measures at their work-place, efficient child care policies, etc can help them to overcome these issues to a greater extent. Zaheer (2016) has mentioned that there is a positive correlation between occupational stress and the work-life balance of women.

So, to overcome this issue of managing work-life balance Sigroha (2014) suggests a few recommendations for companies which include: increasing maternity leave, organising summer camps, reduce long working hours and implement work from home for women employees to a greater extent.

### **2.6.2 Work-Life balance in Indian IT women employees**

Work-Life balance has become a challenging issue in the Indian IT sector, where women have now become visible part of workplace. Research studies were conducted by many researchers to understand this issue.

Jothimani and Shankar (2017) state that due to increasing work-pressure women face a lot of issues both in their work-place and at home. In addition, they face issues related to physical and psychological pressures besides the nature of their working adds excess strain to them. Furthermore, Kavitha, Kavitha and Arulmurugan (2012) have studied about stress with respect to the roles being undertaken by women and found that majority of stress occurs due to their part played in the organization.

Pandu, Balu and Poorani (2013) observed that women professionals in IT and ITES do not have much idea about work-life balance. Singh (2010) focuses on the awareness of work-life balance for organisations in the IT sector of India and identified that their awareness level was either moderate or lower. He had suggested that the HR team should make discussions and form certain policies which should be updated in the web-site and the updates must be known to the employees as well.

Moreover, to find the factors impacting the work-life balance of women IT professionals Bharathi and Mala (2016) have made an analysis and observed that personal factors are the most impactful factors affecting the work-life balance. In order to learn the relationship within work-life balance and job satisfaction Pandu and Sankar (2018) have performed a research with IT professionals and school teachers and noticed that a positive correlation exists with work-life balance and job

satisfaction. A greater job satisfaction gives a good balance in work-life thereby reducing the employee attrition rates.

Valk and Srinivasan (2011) have made an analysis about the influence of personal factors into their work-life and examined methodically that some factors like expectations from society, their ambitions in career are major reasons and they feel that work-life balance can be achieved by setting more priorities in both their work and personal life.

Furthermore, the initiatives being taken by IT sector was perceived by Banu, Duraipandian and Tajuddin (2015) by inspecting the existence of work-life balance in the companies with respect to flexible timings in work, leave benefits in place, care benefits being available for employees and also the care facilities being accessible for the dependants. It was found that all these initiatives help women employees in one way for maintaining a balance amidst their work and personal life in which maternity leave was ranked at top most priority.

### **2.6.3 Work-Life balance in Indian Banking employees**

Similar to IT sector, Banking is another major sector which generates more employment year after year. It plays an important role in India's economic development.

Ramya and Raghurama (2016) have identified the general sentiments and also felt that challenges exist for women in the banking sector. Some provisions like infrastructural facilities, leave policies and flexible hours exist. The senior management works on it, modifying their criteria with respect to recruitment and their promotion.

To discover the issues and challenges of work-life balance of banking women employees Goyal and Babel (2015) have found that more issues relating to health like: tension, strain in eyes, backache occurs. The imbalance in work-life also causes detachment from family, depression and other psychological issues to occur. Implementing the policies of work-life balance in an organisation is an investment to them as it helps in improving the satisfaction level of employee which in turn facilitates in enhancing the performance of the organisation. While, the research by Kumari (2012) proves statistically that work-life balance and job satisfaction are

positively correlated and also the pressures in their workplace and home makes it highly challenging for them in maintaining a work-life balance.

Similarly, the work-life conflict of women employees working in the top positions in Banking sector of India was analysed by Dhariwal and Rajesh (2020) and found that lack of co-operation from their colleagues, scarce training and updates, harassments are some major issues. This can be overcome by proper support, quality training while excellent skills in communication are required for women working in higher positions. This helps them in obtaining a greater level of work-life balance.

Furthermore, Swarnalatha (2016) has analysed the work-life balance for women employees working in banks located in both rural and urban areas and found that learning continuously can ensure their well-being psychologically. Banks should also arrange regular check-ups for their physical fitness. Maharshi and Chaturvedi (2015) have found four major factors namely: commitment in personal, productivity and performance in their job, task being allocated and time management which affects their work-life balance significantly. So, women employees with more efficiency in managing their time and task, who receive incentive for their tasks being performed can maintain work-life balance to a greater extent.

## **2.7 Conclusion**

It can be observed that the policies of work-life balance should be mentioned as strategic in all sectors of a country. All organisations should ensure that there is a good balance between their work-life and non-work life as this will aid organisations to attract talented employees and to retain the existing skilled employees for maintaining a productive work-force. Different sectors are required to offer flexibility in working time and also some policies for explaining the requirement of both female and male individuals in a work-place.

By reviewing the previous studies done on this topic it is observed that work-life balance of women employees working in IT and Banking sectors are analysed individually. There is no research carried out to make a comparative analysis of IT and Banking sectors taken up together. Hence, the researcher has carried an analysis for making a comparison between women employees working in IT and Banking sectors of the country.

## **CHAPTER THREE – RESEARCH QUESTIONS**

### **3.1 Research Aim and Research Questions**

This research aims to investigate the work-life challenges being faced by women employees working in IT and Banking sectors in India by taking up the metropolitan city, Chennai as a case study. It aims to analyse the various adaptive strategies that could be used by the women employees working in these sectors in this city. The research is conducted to provide answers for the following questions:

1. What are the factors majorly affecting the work-life balance of Indian employees working in IT and banking sectors?
  - a. Does working long hours relate in affecting work-life balance?
  - b. Do the organizations offer sufficient levels of work-life balance?
2. How do social and economic factors of the country affect their work-life balance?
3. What are the challenges faced by IT and Banking women employees in maintaining their work-life balance?
4. What kind of changes are needed to be incorporated for improving the work-life balance and the performance of women employees?

### **3.2 Research Objectives**

The main idea of performing this research is for analysing the challenges and effects of work-life balance on the organisational performance of women employees working with IT and Banking sectors in India. For achieving this goal, the research objectives followed are:

- Analysing the factors majorly affecting the work-life balance of Indian employees working in IT and Banking sectors.
- Understanding about the social and economic factors of the country that affect their work-life balance.
- Exploring the challenges participants face when trying to achieve work-life balance.
- Determining the changes needed to be incorporated for improving the work-life balance of women employees.

### **3.3 Hypotheses**

Hypothesis refers to the statement that could be tested to indicate the association or relationship among two variables or it refers to the proposition that could be verified for finding the relationship among events or the concepts (Saunders et al., 2016). Additionally, it is a process of auguring some outcome with prevailing knowledge. Hypothesis considered for this research are:

Hypothesis 1:

Null Hypothesis ( $H_0$ ): working long hours affects work-life balance to a greater extent.

Alternate Hypothesis ( $H_1$ ): working long hours does not affect work-life balance to a greater extent.

Hypothesis 2:

Null Hypothesis ( $H_0$ ): The work-life balance offered is sufficient.

Alternate Hypothesis ( $H_1$ ): The work-life balance offered is not sufficient.

The validation and testing of hypothesis for the obtained data is evaluated using SPSS with the aid of Pearson Correlation.

## CHAPTER FOUR – RESEARCH METHODOLOGY

### 4.1 Introduction

Research methodology serves as a backbone that is needed for successfully performing any research project. It outlines the theoretical frameworks and techniques used in the conduct of research (Saunders et al., 2009). This section explains the research philosophy, research approach, research strategy and research instruments used for the implementation of the project. Data collection, sampling techniques and data analysis of this research are summarised. For analysing the challenges involved in the work-life balance of women employees working in IT and Banking sectors of India, the current chapter looks at the methods selected for analysing the experience of the respondents.

### 4.2 Research Philosophy

As per Collis and Hussey (2003) progress along with scientific practice that mainly focus on the speculations about the world is required prior to the formation of research design. According to Saunders *et al.* (2009) the essence of research philosophy is the researcher's perspective of the world. This research has adopted "positivism" as research philosophy, by developing hypothesis on the basis of theories. Collins (2010) states that the philosophy of positivism is in line with the view of empiricist that is all knowledge arises from experience derived by the senses of human beings. The research work by Proctor (1998) states that positivism is used in cases where the reality is external, if the research work had a stable environment, when data is measurable, quantifiable and for mainly proving the assumed hypothesis. He further states the inter-relationship between ontological, epistemological and methodological levels of enquiry.

### 4.3 Research Approach

According to Bryman and Bell (2011) the collection of primary data for research can be done by adopting either quantitative, qualitative or mixed method. Quantitative research is performed either by using questionnaire or survey for the purpose of generating numerical values in statistical form. It helps in studying a large population by making an analysis with the sample of that population. Additionally, Hox and Boeije (2004) suggest that primary method involves: experiment, survey through mail/web/diary while secondary involves questionnaire being used



previously by other researchers. On the other hand, qualitative is considered to be non-numerical and focusing on finding the basic factors by the mode of interviews or focus groups. It assesses the ideas and emotions (Barnham, 2015). Lowhorn (2007) asserts that quantitative research makes conclusion that is statistically significant by observing from a sample of the population. This study followed quantitative survey and hence the adoption of this type of data makes it to be a mono method for choices of research.

#### **4.4 Method of data collection**

In this research, survey research strategy was followed for collecting data. Soiferman (2010) states that the theorists of quantitative research believe in single reality for measuring reliably and in a valid form by the usage of scientific principles. To facilitate comprehensive research, researchers were separated from the respondents. This paper also states that in this type of research the conversion to statistical methods occurs for making connection between the well-recognised knowledge and what could be learnt from it. In these researches the conclusions can be taken from logic, argument or any evidences. The other advantage of this approach is that it helps in comparing between groups and also for comparing outcome with another observed result. This paper reveals that survey method is best for gathering data, by preparing a questionnaire. Check and Schutt (2012) have defined survey research as “the collection of information from a sample of individuals through their responses to questions”.

According to Rossi, Wright and Anderson (2000) the usage of survey method for research will allow researchers to collect large amount of data. Correspondingly, the research by Fowler (2014) states that the usage of survey for research strategy gives a better understanding for large amount of sample being considered for the research. Survey method has strengths and limitations. It is an exemplary method to collect data from many participants and it is cost effective. It also gives a representative picture of the characteristics of a greater group. Since the same questions are asked to participants, surveys are standardised and it is a reliable method of research. The versatility provided by survey research is an asset. It is used in all kinds of professions and in this for IT and Banking women professionals. This method like any other method of data collection, has a few drawbacks namely its inflexibility and validity. Edward et al., (2009) points out that the response rate of a questionnaire is

reduced by asking too many incoherent questions. The data collection for this research was performed by passing the questionnaire as suggested by Allen-Meares and Lane (1990).

#### 4.5 Study Area

The study area focused for this research is Chennai, located in Southern part of India and the capital of Tamil Nadu state. Chennai City serves as home for many banks, educational institutions, IT companies, hospitals and many other business spots which leaves it being called as the “Detroit of India” (BusinessLine, 2020; Bellman, 2020). Chennai’s population comprises of people from different parts of the state and also from the country. Over a period of time, Chennai experiences an increase in population every year due to the industrial revolution which gives employability to a greater number of people (Worldpopulationreview.com, 2020). This tremendous growth in population and employability is the main reason for selecting this area for the research study.



Figure 2: Map of Chennai City (Source: Chennai District Map, 2020)

#### **4.6 Participants**

The target participants selected for this study were women employed with IT and Banking sectors in Chennai City. The choice of selecting women employees as target was mainly because of their representation at their work environment. The labour market has observed a major change over years where women are seen in top management positions and they are also given powers for making vital decisions with effect to their organization (Davidson, 2012). The labour participation of women in 2017 to 2018 is reported to be 60.7% for women (Nikore, 2020). Hence, the selection of women employees for this case study aids in providing cognizance about the present market and its effect on work-life balance for women who especially work with IT and Banking sectors.

This study has adopted purposive sampling, which is a non-probability sampling technique. Particular people, settings or incidents are selected intentionally to provide key information that cannot be procured from other choices (Maxwell, 1996). This technique is subjective and less time consuming. It was chosen as the population is very large and also due to the non-availability of the entire target population of women employees in IT and Banking sectors in India. Using this technique data was collected from 276 respondents which could be logically presumed as a representative of the population. Taherdoost (2016) has stated that the researcher believes it is necessary for inclusion of participants using purposive sampling technique. Purposive sample provides robust and reliable data in spite of its inherent bias. The strength of this sampling method is based on its intentional bias (Poggie, 1972; Bernard, 2002). This study was guided by Bharati and Bhatia (2018) who have suggested that respondents using purposive sampling procedure possessed relevant qualities.

#### **4.7 Survey Questionnaire and Administration**

The instrument predominantly adopted for the process of data collection is survey questionnaire which was used for obtaining the current situation with respect to work-life balance on the basis of their employment with IT and Banking sectors along with related issues. The survey questionnaire was prepared using google forms a web-based survey tool. The survey link was passed on to female employees through email and also using social media platform such as LinkedIn. Having formerly worked in the Indian IT field, the author could put to good use the

acquaintances gained professionally through the LinkedIn platform. The studies by Nardi (2003) suggests that participants tend to be genuine in answering and responding while anonymity is maintained as they could express their thoughts without the chances of getting identified.

#### **4.8 Research Instruments**

Survey Questionnaire (Appendix 1) was used for acquiring raw data in the form of answers from the respondents. It consisted of questions that examined about the work-life balance of women employed with IT and Banking sectors. A total of 22 questions which were a mix of multiple choice and open-ended questions were taken up for this study. At the beginning of the questionnaire, data about the participants specifically their age, field of work, level of education, marital status and years of experience were collected. Next, questions were framed to gather data about the women employee's reason for working, factors affecting their work-life balance, long work hours and long-distance travel. Finally, questions regarding level of awareness of the organization and the initiatives taken by them for work-life balance and the 'yes' and 'no' format questions on employee satisfaction were asked in order to perform thorough analysis. In short, different perspectives of the employee's profile, job related factors, organizational factors, environmental factors and social factors were designed in the questionnaire.

#### **4.9 Pilot Study**

A pilot study ahead of performing the real survey, welfares the researcher by helping them to clarify the questionnaire and to obtain the pertinent responses (Doody and Doody, 2015). Taking this into account, a pilot study was performed by passing the survey link to 10 women employees working with IT sector in Chennai. Upon analysing the responses obtained, it was found to have some additional questions to the questionnaire, to make it more appropriate for the research along with changing the sequence of questions to attain a logical flow.

#### **4.10 Research Timeline**

As per Bryman and Bell (2011), researchers perform longitudinal studies for getting insights about changes as well as developments required for a longer time period. While Saunders et al. (2009) states that cross-sectional studies are observational

research deployed for a short span of time and is most commonly used in cases of survey strategy.

This study involved cross-sectional technique due to the time duration of three months from June 2020 to August 2020. The distribution of the questionnaire and collection was done between June to July, 2020.

#### **4.11 Data Analysis**

As per Saunders et al., (2012) analysis of quantitative data can be done with the usage of various structures. Yin (2003) states that the analysis performed through case study is contemplated as complex and also that it is the efficiency of researcher for critically reasoning and explaining the data obtained from the analysis. Descriptive analysis is an eminent tool used for the analysis of responses attained from questionnaires, in specific, this research implemented univariate analytical measures using different charts. The survey questionnaire is structured in a way that is more suitable for the purpose of analysis by placing questions in suitable categories together with transcription and interpretations from the categories. The analysis comprises data sampling in addition to performing corresponding investigation as per the suggestion of Saunders et al., (2012).

MS Excel was used for analysing the data being collected and for developing some uniform patterns from the view of respondents. The administered questionnaires gave valuable insights and the obtained data was converted into percentages. Graphical interpretations were done that forms the basis of descriptive analysis (Best and Kahn, 1998). Numerical values used for the process of data analysis was acquired from questionnaire responses and those values were converted from the scales of both ordinal and nominal. Descriptive analysis was employed for analysing the responses using univariate measures and charts for obtaining visual insights which provides a better understanding of the results.

#### **4.12 Ethical Considerations**

The author has perused and cohered the ethical guidelines and procedures for research requiring the participation of human beings as stated by National College of Ireland (2013). This research was performed in an ethical way that involved respecting and safeguarding participants privacy. It can be categorised into Research Category A as it did not cause ethical risk to the involved participants (Ethical

Guidelines National College of Ireland, 2013). The primary consideration for any research is maintaining the respondent's confidentiality and hence the researcher took utmost care with this regard. The participation was on voluntary basis and the participants were allowed to withdraw at any point of time. The survey questionnaire was sent along with providing a brief background regarding this study, the researcher's contact information, supervisor's name and also the website of the college if at all the participants wanted to get any clarifications from the college committee.

An excel sheet was created for storing the obtained responses. The responses file was saved in a folder that was protected by password for making sure that the privacy and confidentiality of the respondents and data were maintained.

According to GDPR.eu, (2020) when a research is performed "participants involved in the research must be given clear affirmative act of processing their personal data either in a written statement, or a confirmation through electronic or oral form".

#### **4.13 Limitations**

As per Saunders et al., (2009) it is very normal for some limitations to occur in a research, regardless of whether it is qualitative or quantitative. Since this research was done using purposive sampling, it does not focus to generalise results. The study was confined to the geographical area of India which makes it culture specific. As the sample is restricted to women employees it is gender specific. The selection of IT and Banking sectors makes it industry specific. Grinyer (2001) has said that researchers must be concerned to maintain anonymity of participants, especially when they are pressured from authorities in divulging their identities. As stated by Grinyer, it was challenging to get responses from women in Banking sector. The researcher found it a big challenge because Chennai city was worst affected by the COVID-19 pandemic. Frequent reminders had to be sent as a follow up to get the filled in questionnaires as the participants were severely affected by high levels of anxiety and stress at times of lockdown.

#### **4.14 Conclusion**

This chapter explains the method adopted for the research, the profuseness in the analysis process and also in data gathering. Non-probability purposive sampling technique was employed and ample measures were taken for ensuring integrity in the

method adopted and also in the procedure for getting the obtained result. The results provide further understanding of the research topic leading to points for discussion and conclusion in the final part of this report.

## **CHAPTER FIVE – FINDINGS AND ANALYSIS**

### **5.1 Introduction**

The current chapter discusses about the data analysis to gain information from the obtained data. The data collection and processing were performed with regard to the research objectives. As mentioned earlier, the main objective of this research is to make an analysis about work-life balance of Indian women employees working in IT and Banking sectors by taking Chennai City as a case study. The upcoming data analysis section aims in answering the research questions of this study. It is divided into four sections, after the introduction, the second section discusses the characteristics of participants, while the third section makes an analysis of data along with the research aim and objectives. The fourth section is about the correlations between long working hours and work-life balance and between satisfaction level of employees and work-life balance as well. The results were analysed with Tableau, Power BI, Microsoft Excel and SPSS. The statistics of the study respondents are presented in percentages.

### **5.2 Participant's Description**

Before analysing the research findings, it is important to have an understanding about the profile of the respondents involved in the study. This is mainly intended for examining the characteristics of women employees who participated in the survey. In view of this, participant's age, field of work, level of education, marital status and years of experience were sought as feedback. The following gives a snapshot of the respondents.



### 5.2.1 Participant's Age

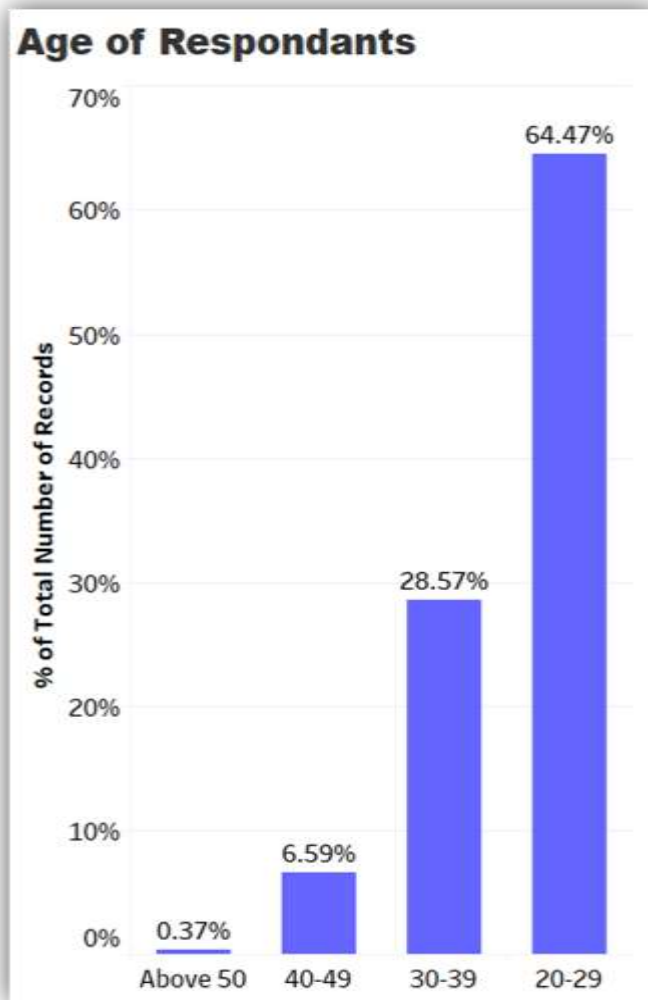


Figure 3: Age of participants

Four different age groups are considered for classification. The range is between 20 to above 50 years. The age group of 20-29 years had high response of about 64.47% followed by participants between the age group of 30-39 with a response rate of 28.57%. The response obtained from the age group of 40-49 accounts to 6.59% while participants above 50 years of age is observed to be 0.37%. This shows that majority of the respondents are young and energetic and start their career at an early age in IT and Banking sectors.

### 5.2.2 Field of work

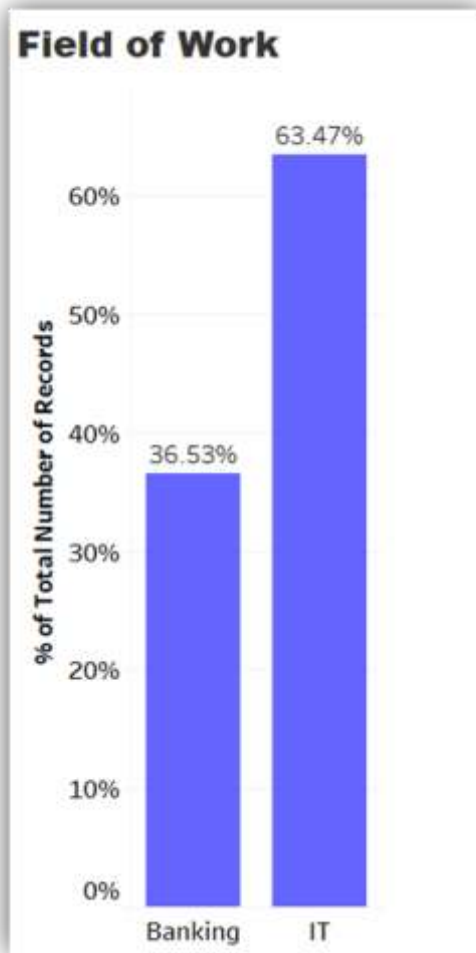


Figure 4: Participants field of work

The two major fields considered for this research were IT and Banking sectors. The larger share of respondents serves the IT sector comprising 63.47% while the Banking sector accounts to 36.53%. The reason behind selecting these sectors is that they are the two major professions that provide employability to many fresh graduates and women employees who have experience and higher organizational skills. Moreover, it is proved that the majority are from IT sector generating more employment opportunities in Chennai city, which is the top destination for IT professionals in India. These two booming sectors together generate employment opportunities accounting for 49% (Statista, 2020).

### 5.2.3 Level of Education

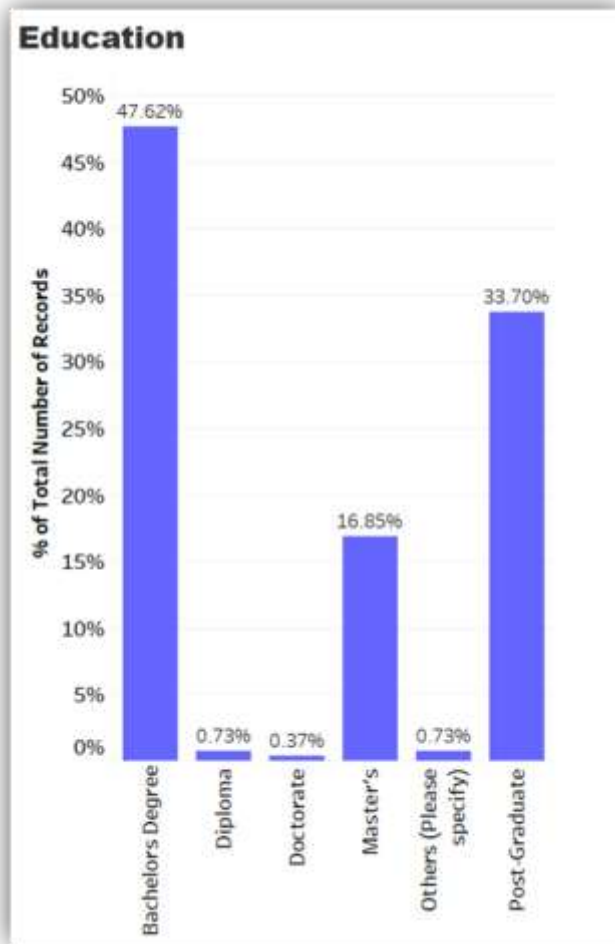


Figure 5: Participant's level of education

The above figure depicts the education level of participants involved in this research. Majority of respondents have a Bachelor's degree which accounts to 47.62%, followed by postgraduate degree holders accounting to 33.70%. The Master's degree holding working professionals involved in this study are 16.85% and the Diploma holders, Doctorate holders and other degree holders are 0.73%, 0.37% and 0.73% respectively. This indicates that the survey was conducted with women professionals ranging from Diploma holders to Doctorates with a highest contribution from Bachelor's degree professionals.

## 5.2.4 Marital Status

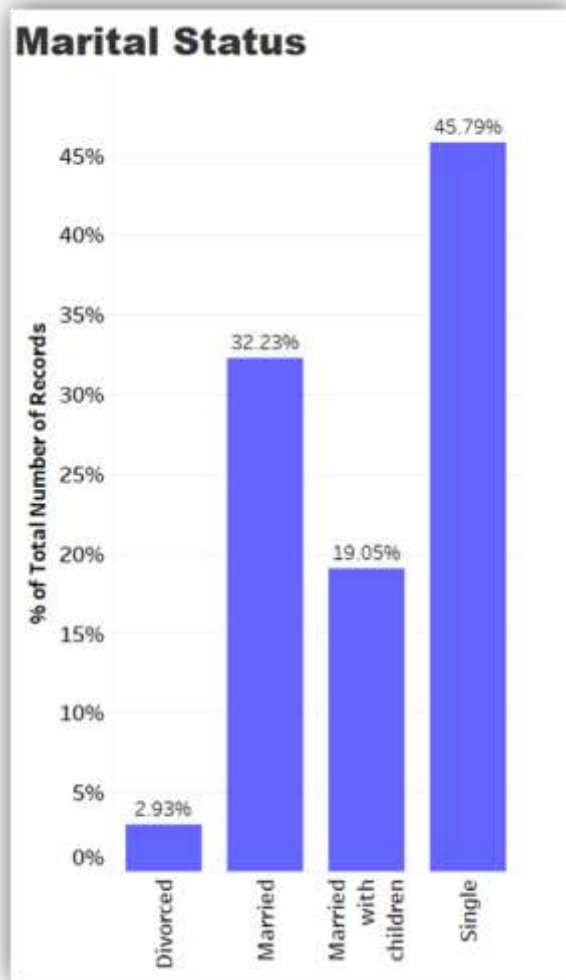


Figure 6: Marital status of participants

The next vital factor that describes about participants involved is their marital status as this research work is focused on working women professionals. From figure 6, it can be observed that 45.79% of the total were single and 32.23% were married women employees. The response from women employees who are married and have children were 19.05% and 2.93% were divorced.

### 5.2.5 Years of Experience

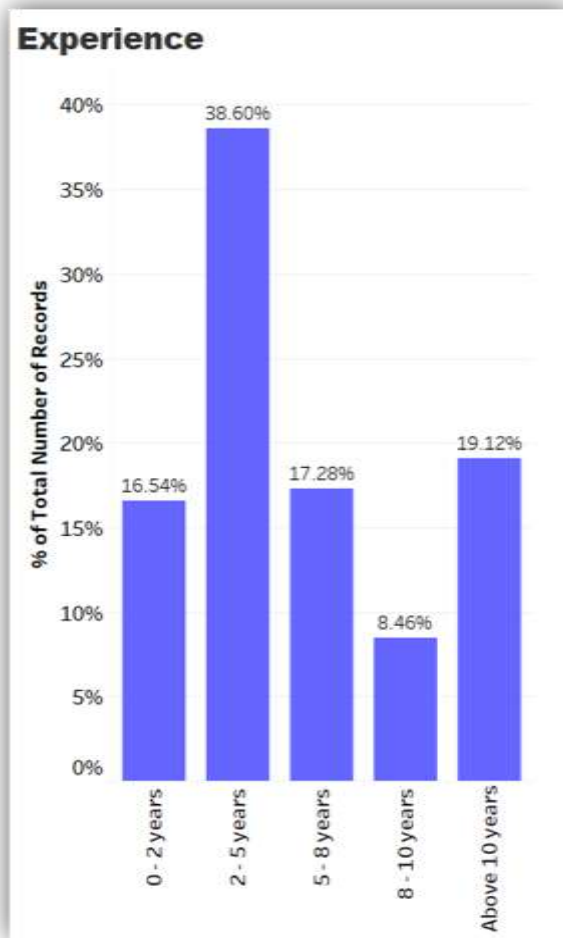


Figure 7: Years of experience of participants

Another salient feature for consideration is the total years of professional experience women have in their field of work. From figure 7, it can be inferred that 38.60% have 2-5 years of experience and the next highest response obtained is 19.12% from professionals who have above 10 years of experience. The third highest respondents are employees with 5-8 years of experience with a response rate of 17.28%, the minimum response of 8.46% is from the respondents with 8-10 years of experience and the response from professionals with 0-2 years is 16.54%. This indicates that the first two to five years of a woman's career set the base for their future life.

### 5.3 Data analysis with the research aim and objectives

As mentioned in Chapter One, the aim of this research focuses on the objectives as given below:

- Analysing the factors majorly affecting the work-life balance of Indian employees working in IT and Banking sectors.
- Understanding about the social and economic factors of the country that affect their work-life balance.
- Exploring the challenges participants face when trying to achieve work-life balance.
- Determining the changes needed to be incorporated for improving the work-life balance of women employees.

#### 5.3.1 Reason for working

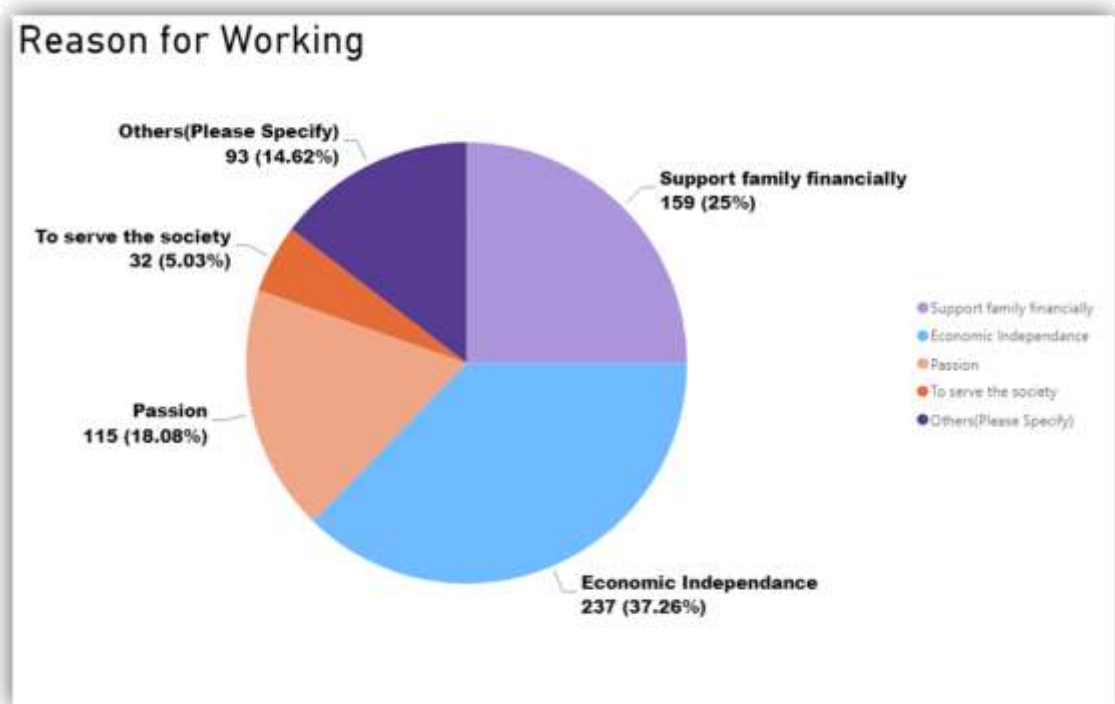


Figure 8: Reason for working

The above figure indicates that the main reason for women employees to work is for economic independence while the other major reason is to support their family financially. 37.26% of the respondents work for economic independence, 25% work for supporting their family financially, 18.08% work for passion and 5.03% of respondents have mentioned that they work for serving the society. The economic

and social condition of the country affects the work-life balance as stated in the research objectives. Economic independence of women makes them financially secure and is valuable both socially and economically.

### 5.3.2 Factors affecting the Work-Life balance

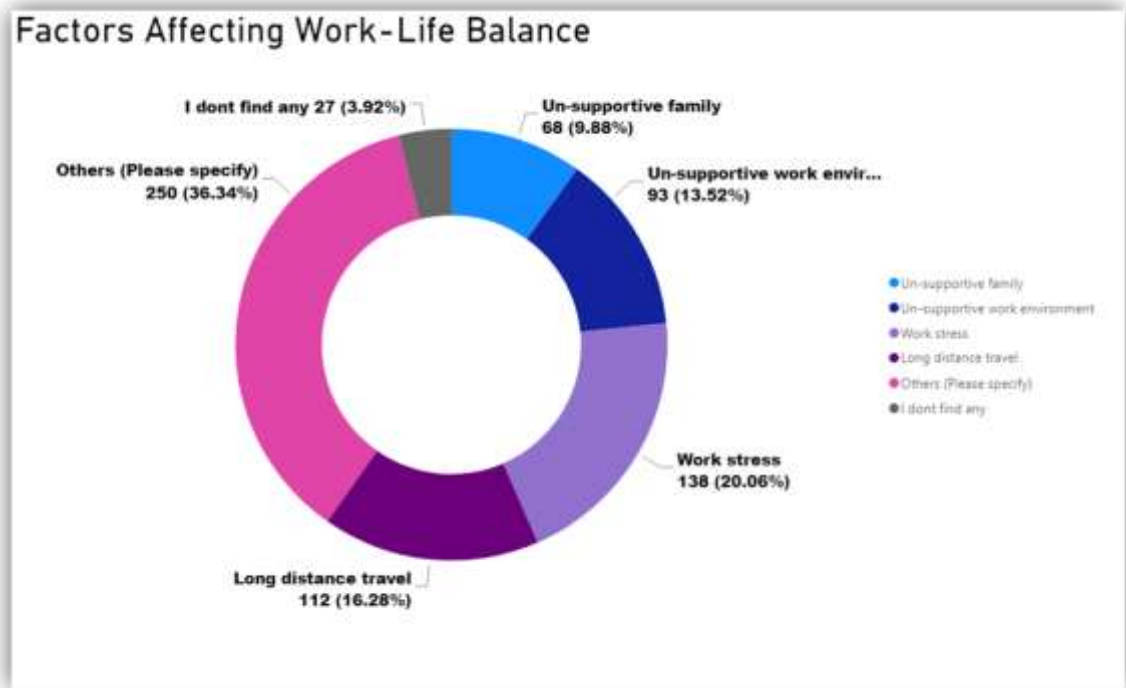


Figure 9: Factors affecting the work-life balance

The questionnaire comprised of a collection of questions for finding the factors that affect the work-life balance and the analysis indicated that the major causes were: work stress and long-distance travel with a response of about 20.06% and 16.28% respectively. The ‘other’ answer option was selected by 36.34% of the respondents. Unsupportive family and unsupportive work environment obstruct their performance and serves as stress inducers. This analysis answers the research question on the challenges faced by women working in IT and Banking sectors in maintaining their work-life balance. These factors lead to discrepancy between work and family life.

#### 5.3.2.1 Long Work Hours

Further analysis was performed to find the effects of working long hours on work-life balance and the graph is shown in figure 10.

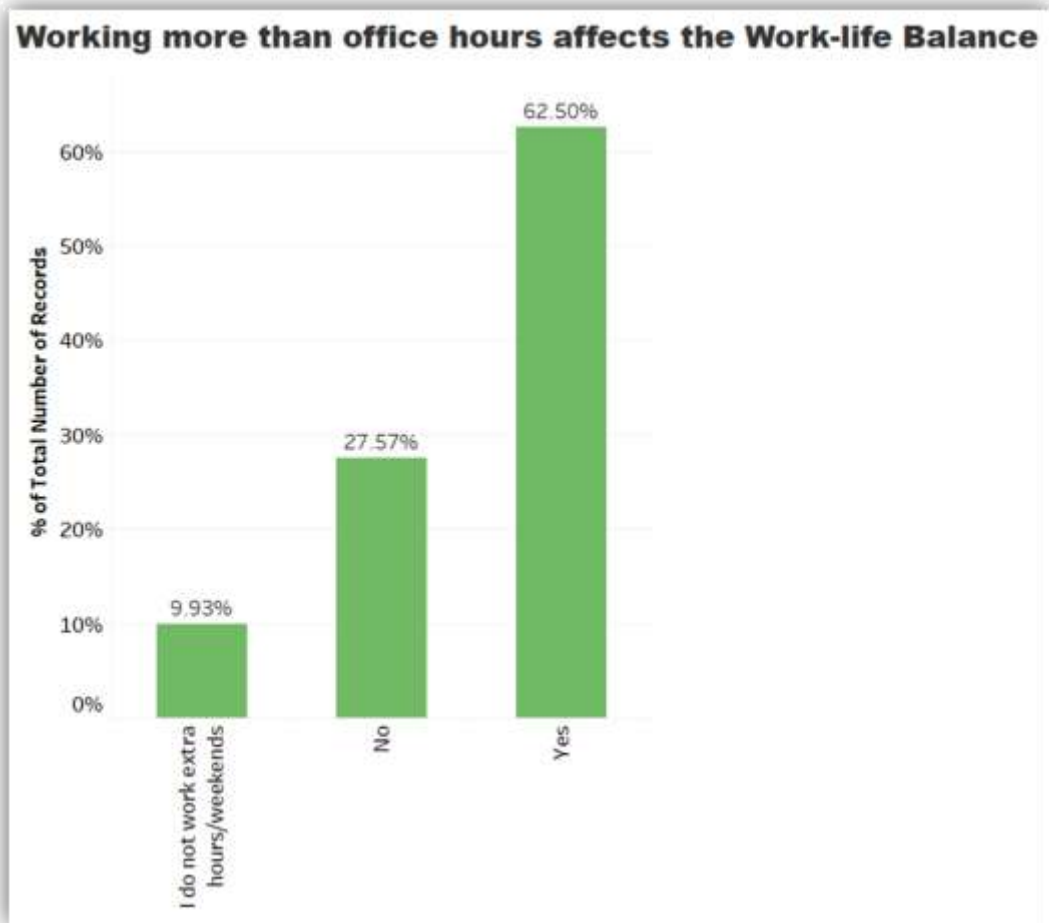


Figure 10: Working more than office hours affects the work-life balance

Figure 10 reveals that majority (62.50%) of the respondents feel that working more hours than the specified hours affects their work-life balance. In India women are the sole caretakers of children and older people, and longer working hours destabilize their work-life balance and they hardly have any time to pursue their personal interests. The upcoming analysis indicates their total working hours and whether they work after the specified hours.



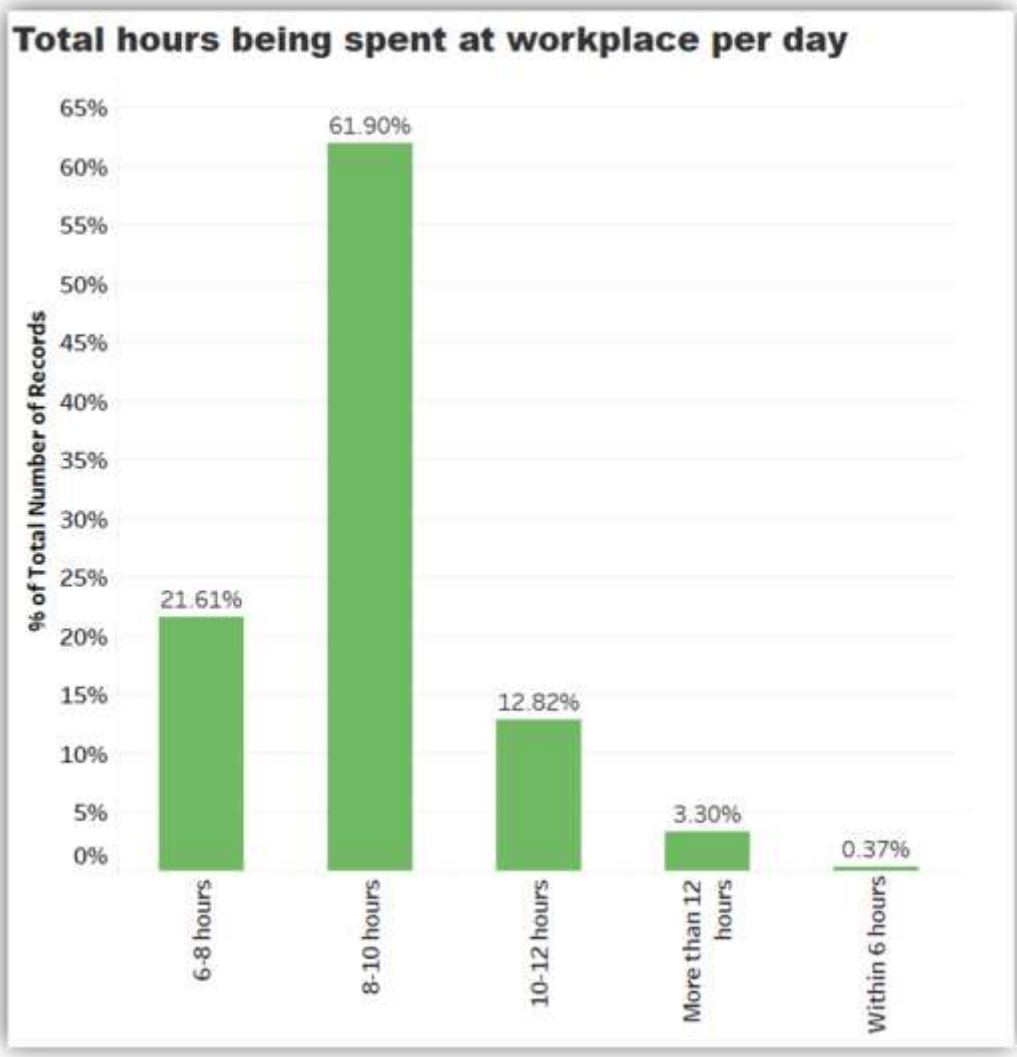


Figure 11: Total hours being spent at workplace per day

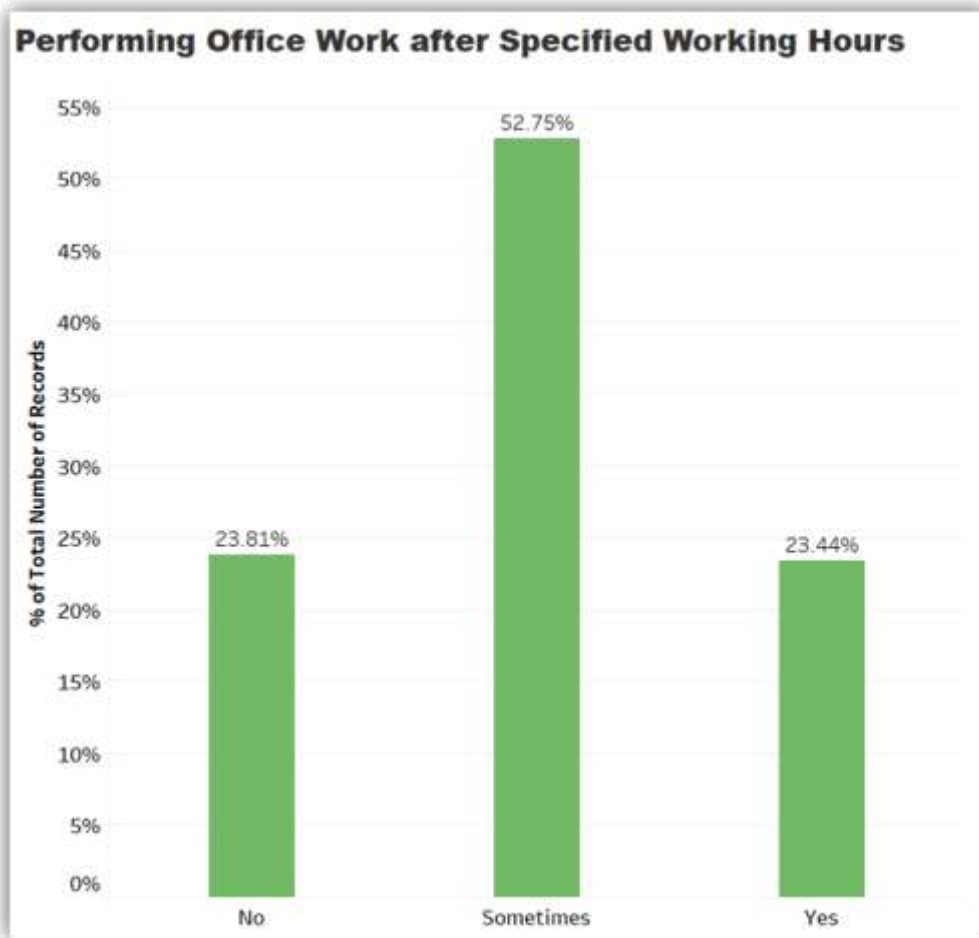


Figure 12: Performing office work after specified working hours

It is observed from figure 11 that 61.90% of women employees work for 8-10 hours followed by 21.61% work for 6-8 hours. 12.82% work for more than 10 hours. Additionally, it can be inferred from figure 12 that 52.75% respondents perform work sometimes after their usual working hours, while respondents who either perform work or do not perform work after the specified working hours has almost equal number of responses accounting to 23.81% and 23.44% respectively.

From figure 10, 11 and 12, it can be seen that a larger number of women employees work for about 8-10 hours a day in office and sometimes they tend to perform their office works even after the specified hours. It is found that their work-life balance is affected when they need to work after specified hours i.e.: working about 8 hours or more in office and again extending their work even after reaching home. So, it adds that working long hours than usual/specified hour is a challenge for them to maintain their work-life balance. The above analysis gives the answer to the research question

“Does working long hours relate in affecting work-life balance?” revealing the fact that women experience greater difficulty in balancing work and family, as they have to put in longer working hours. When working longer hours take precedence, their well-being activities in life are affected.

### 5.3.2.2 Long-Distance Travel

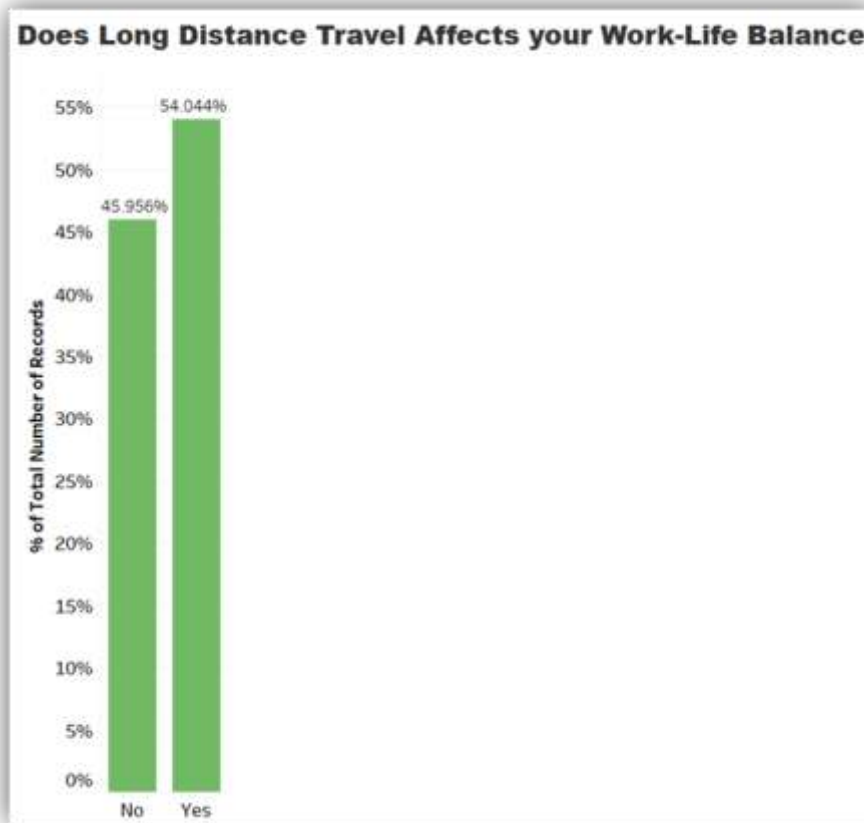


Figure 13: Impact of long-distance travel

From the above figure it is clearly observed that travelling long distance affects the work-life balance of most participants.

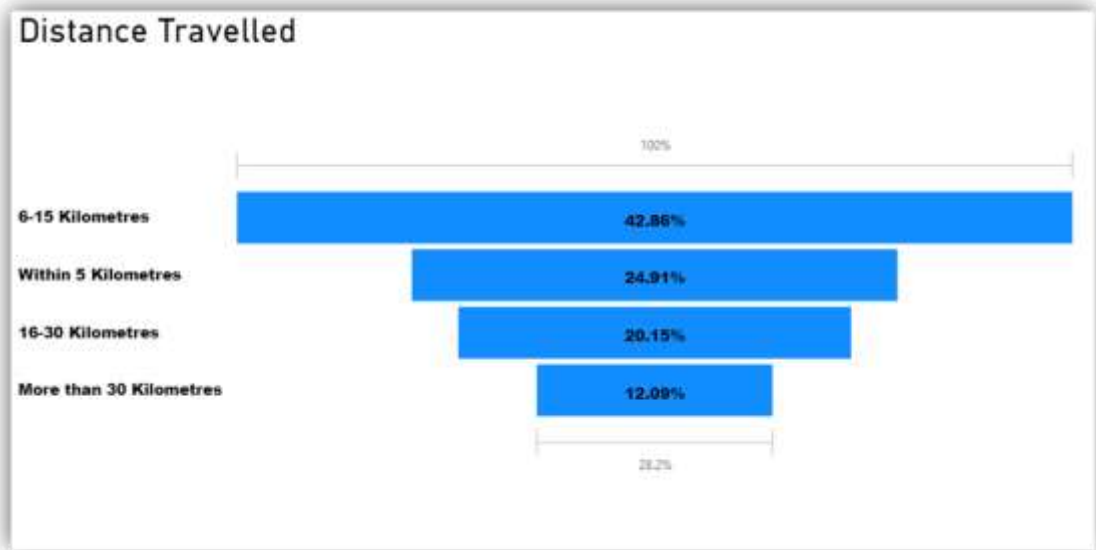


Figure 14: Distance travelled

A distinct factor addressed by women employees that affects their work-life balance is the influence of long-distance travel. To examine this in detail, the total distance travelled were collected and it was observed that 42.86% of the respondents travel about 6-15 kilometres and 24.91% travel within 5 kilometres. 20.15% and 12.09% of them travel around 16-30 kilometres or more than 30 kilometres respectively.

Figure 13 and 14 indicates that many of the respondents perceive that travelling to and fro between office and residence affects their work-life balance and many of them do travel more than 5 kilometres while, there are about 12% who travel more than 30 kilometres. This factor suggests, that it is a challenge for women to maintain a healthy work-life balance in a job that requires long distance travel.

### 5.3.3 Level of Awareness of Organization about Work-Life Balance

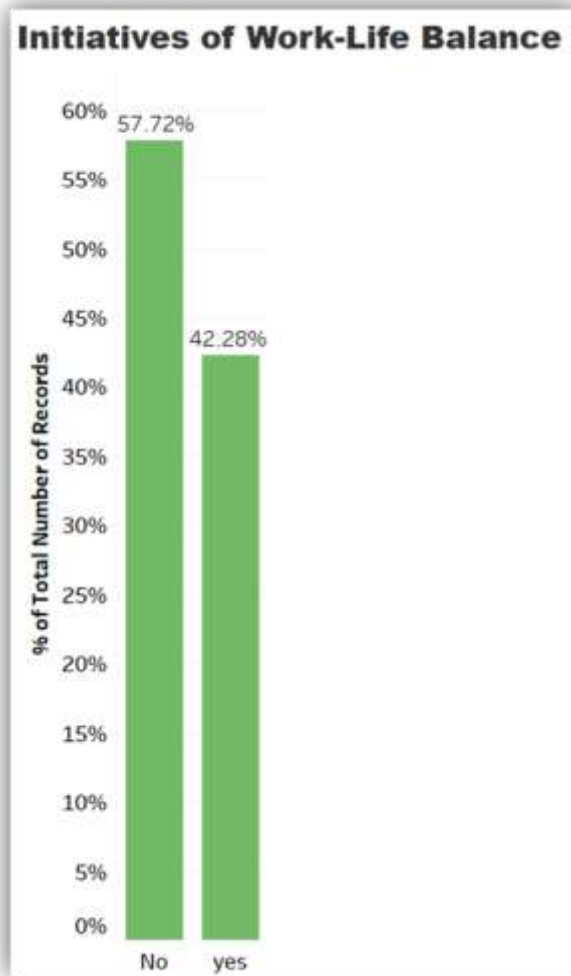


Figure 15: Initiatives of work-life balance

The above figure shows whether organizations have established initiatives for work-life balance of women employees and 57.72% respondents feel that there are no initiatives of work-life balance available in their organization, whereas 42.28% were positive in their opinion. This suggests that there is a long way to go when work-life balance will become strategic HR initiatives in most organizations. This is one of the changes needed to be incorporated for improving work-life balance in India. In addition, the level of work-life balance awareness by the management is also analysed and the findings are as follows.

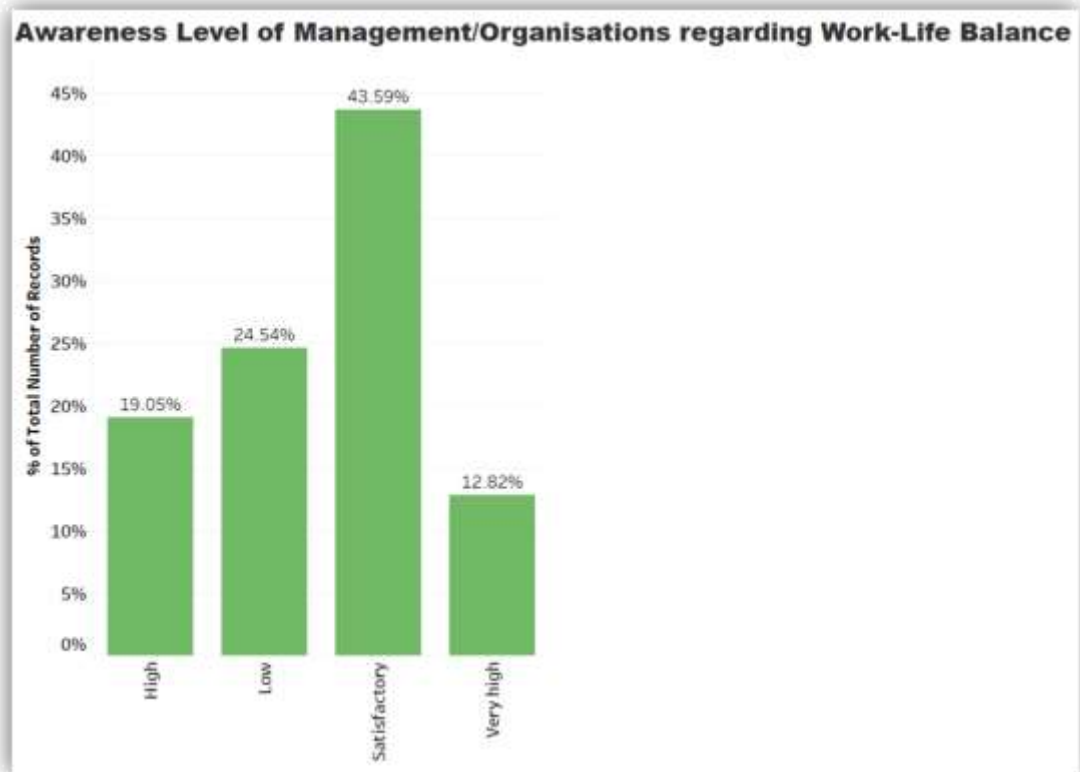


Figure 16: Awareness level of management/organizations regarding work-life balance

The results indicated that, in general, organizations have only a satisfactory level of awareness (43.59%). Further results were mixed: 24.54% consider it as low; 19.05% feel it is as high; 12.82% believe it as very high.

It is understood from this analysis, that due to the changes in Indian social and economic environment, organizations have to promote a supportive workplace for women and to develop appropriate policies to create a workplace that is more women-friendly.

#### **5.3.4 Work-Life Balance comparison between IT and Banking sectors**

The main aim and objective of this research is to compare the work-life balance of women employed in IT and Banking sectors. A comparative analysis was performed to gain insights and identify the differences between them.

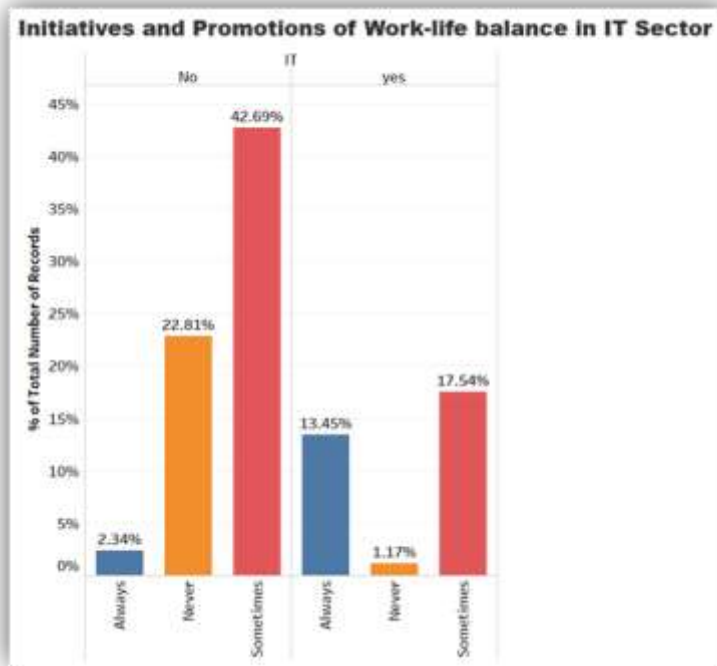


Figure 17: Initiatives and Promotions of work-life balance in IT sector

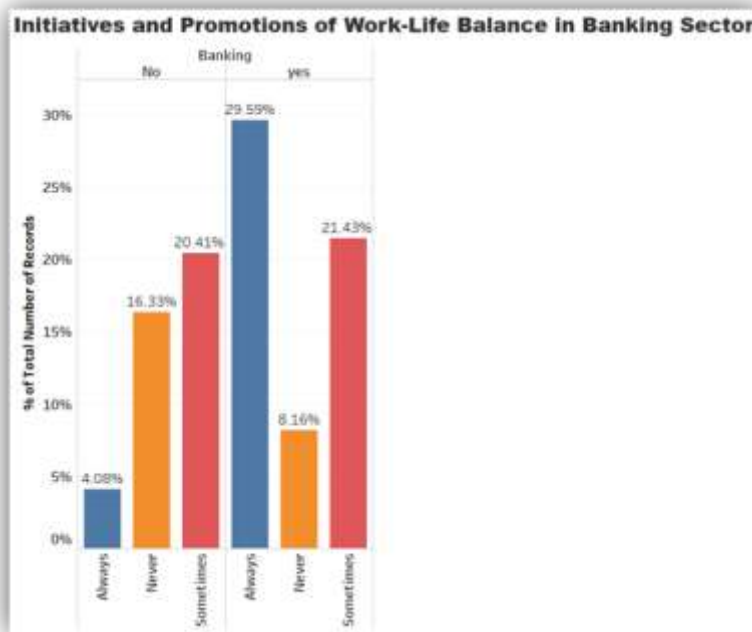


Figure 18: Initiatives and Promotions of work-life balance in Banking sector

The above two figures 17 and 18 explain the work-life balance in IT and Banking sectors by considering how often do the organization offer work-life balance initiatives and how frequently the management take necessary steps for promoting the same. It can be observed from the responses of Banking that their organizations

do have initiatives and also the management often makes promotions for work-life balance as stated by (29.59%) of the respondents. While it can be inferred that in IT, majority (42.69%) of the respondents are not much aware of it and only sometimes there are initiatives taken by management for work-life balance. The answer to the Research question “Does the organization offer sufficient levels of work life balance?” is pointed out in this comparison and indicates that the way in which organizations frame their initiatives, eases the work-life pressure experienced by women employees.

The next analysis was performed to find the level of awareness in management about work-life balance for both IT and Banking sectors.

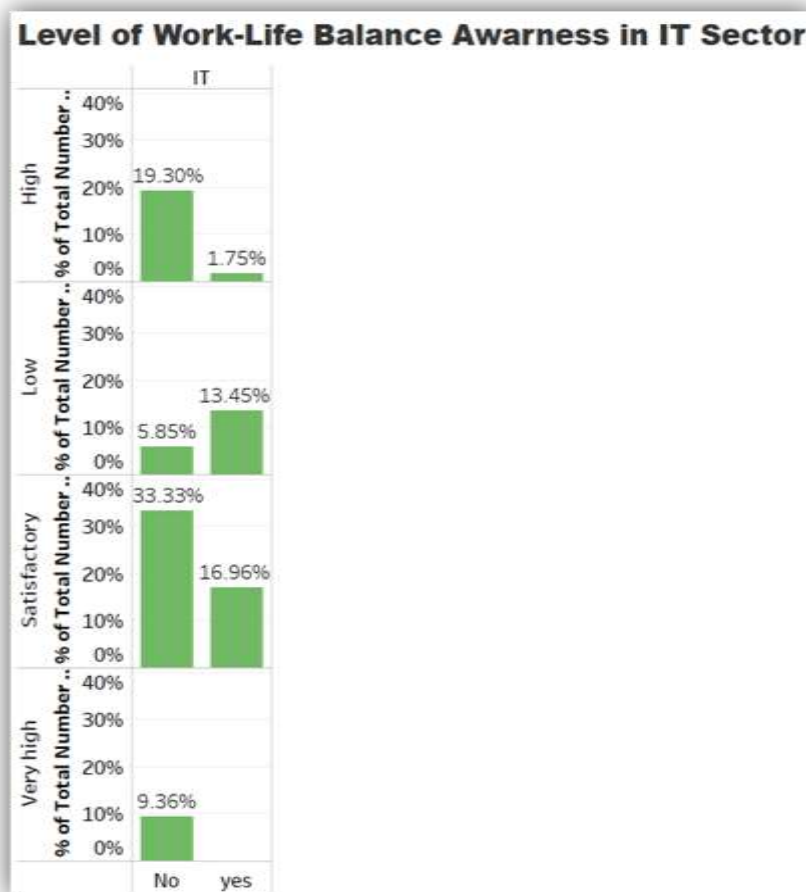


Figure 19: Level of work-life balance awareness in IT sector



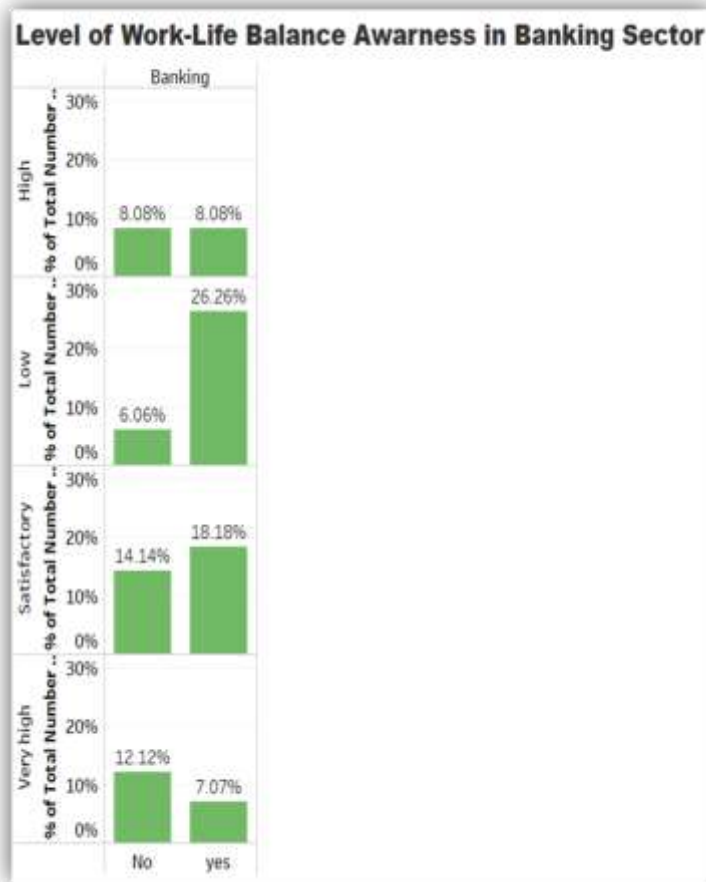


Figure 20: Level of work-life balance awareness in Banking sector

The 'yes' and 'no' format in figure 19 and 20 shows the level of work-life awareness in IT and Banking sectors and explains the percentage of contrasting views in survey responses, which is summarized in the table given below.

Particulars	Level of work-life balance awareness in IT sector		Level of work-life balance in Banking sector	
	No	Yes	No	Yes
High	19.30%	1.75%	8.08%	8.08%
Low	5.85%	13.45%	6.06%	26.26%
Satisfactory	33.33%	16.96%	14.14%	18.18%
Very High	9.36%	-	12.12%	7.07%

Table 1: Awareness level of work-life balance in organizations – IT and Banking sectors

It is understood from the above, that majority of women employees in Banking sector are of the view that the management possess lower level of work-life balance awareness and in the case of IT majority feel that the management has a satisfactory level of work-life balance awareness. These trends directly affect the organization’s performance and effective work-life balance can strengthen the current economic environment in India.

The next level of analysis is performed to know if employees in IT and Banking are satisfied with the work-life balance attained from their organization and the results are as follows:

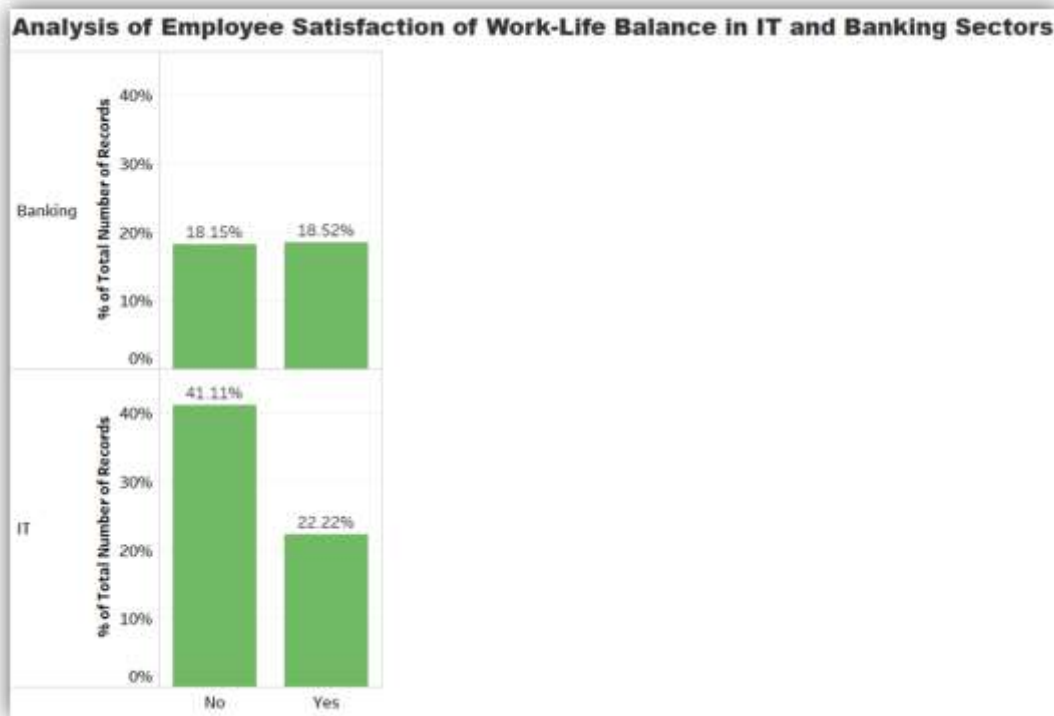


Figure 21: Analysis of employee satisfaction of work-life balance in IT and Banking sectors

The data in figure 21 represents all the respondents who answered the ‘yes’ and ‘no’ format regarding employee satisfaction. In the Banking sector almost an equal number of respondents 18.15% and 18.52% have answered as not contended and contended respectively. Whereas, in IT sector 41.11% are not satisfied and 22.22% are satisfied. This shows that women employee’s job satisfaction can be promoted by creating better work-life balance which has an impact on the overall effectiveness of the organization.

### 5.3.5 Work-Life Balance initiatives and Adaptive/Coping Strategies

The various initiatives by the organizations and the adaptive strategies being followed by women employees to maintain work-life balance, in order to manage their work and family life efficiently is presented below.

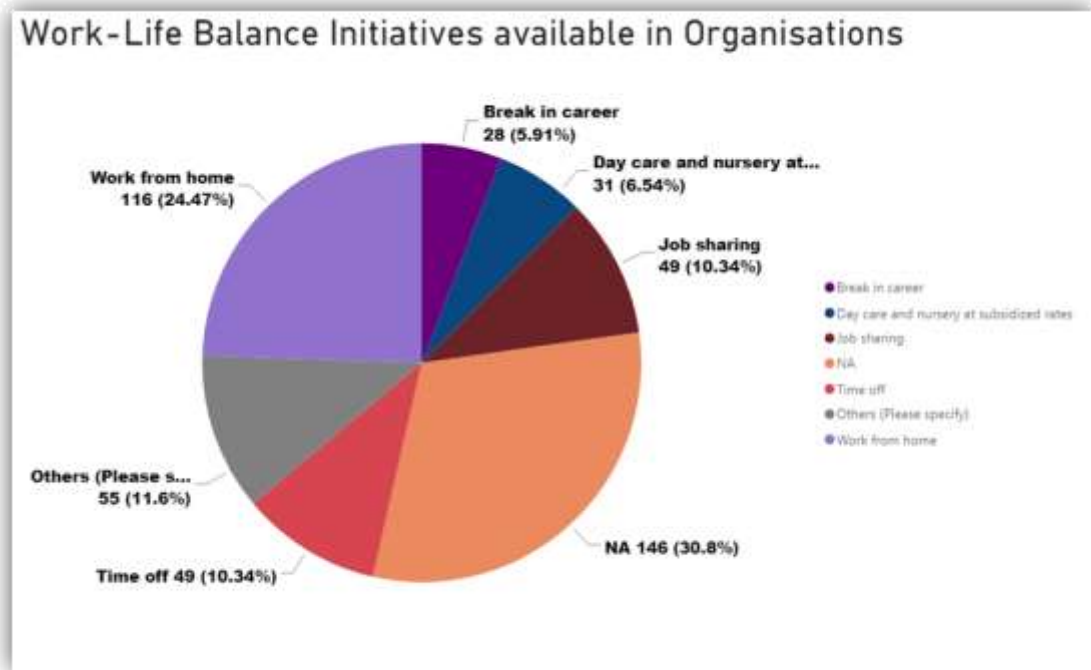


Figure 22: Work-life balance initiatives in Organizations

From the survey data, on the work-life balance initiatives available in organization it is seen that 30.8% of respondents have mentioned as not applicable for them and 24.47% prefer work from home followed by time-off and job sharing with 10.34% each. These are some of the ways the organization can promote work-life balance. Work from home has been promoted as a way of improving work-life balance since it gives women flexibility, being with the family and no travel. In addition to work from home, time-off and job sharing, day care and nursery are some of the changes needed to be incorporated for improving work-life balance. It is important that the organizations have to be open minded and more flexible in this regard.

Apart from the available initiatives, the adaptive/coping strategies adopted by women employees are shown in figure 23.

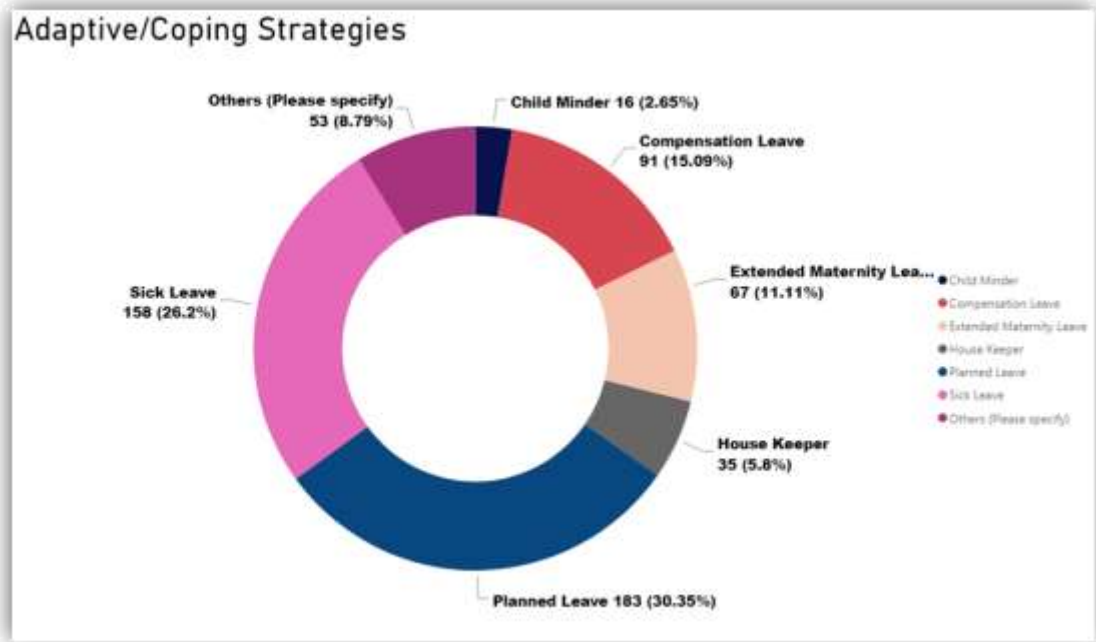


Figure 23: Adaptive/Coping strategies

It can be noticed that one of the highest used adaptive strategies is planned leave with 30.35% response, while sick leave, compensation leave and extended maternity leave has a response of 26.2%, 15.09% and 11.11% respectively. House keeper and child minder services were also duly selected by 5.8% and 2.65% of respondents. By adapting these strategies, they are able to maintain equilibrium between professional and personal life. In IT and Banking work environment, adaptive/coping strategies play a central role and a challenge towards achieving work-life balance.

#### 5.4 Correlation Analysis

As per (Saunders, et. al., 2016) correlation analysis helps the researcher in finding the effectiveness among different variables. Additionally, correlation is applicable in cases where researcher tends to identify the connection among variables (Malholtra, 2010).

##### 5.4.1 Pearson Correlation Analysis

Pearson correlation is used in research for finding the relationship among different variables. The relationship is indicated by using either (+ve) or (-ve) sign. Where, +ve refers to perfect positive whereby if value of one increases the other value also increases. While, -ve sign refers to negative correlation where if one value decreases then the other value increases. The co-efficient of this correlation lies between -1 to

+1 representing - ve or + ve correlation and 0 represents variables to be independent (Saunders et. al., 2017). As per (Malholtra, 2010) the acceptance of hypothesis will happen when  $p < 0.01$ .

**Correlations**

		(11)Does working more than the specific hours affect your work-life balance?	(8) Please mention your total hours being spent at office in a day?	(9)Do you perform office work after reaching home/after working hours?
(11)Does working more than the specific hours affect your work-life balance?	Pearson Correlation	1	-.237**	.135*
	Sig. (2-tailed)		.000	.026
	Sum of Squares and Cross-products	122.044	-30.220	20.198
	Covariance	.449	-.111	.074
	N	273	273	273
(8) Please mention your total hours being spent at office in a day?	Pearson Correlation	-.237**	1	-.163**
	Sig. (2-tailed)	.000		.007
	Sum of Squares and Cross-products	-30.220	133.766	-25.656
	Covariance	-.111	.492	-.094
	N	273	273	273
(9)Do you perform office work after reaching home/after working hours?	Pearson Correlation	.135*	-.163**	1
	Sig. (2-tailed)	.026	.007	
	Sum of Squares and Cross-products	20.198	-25.656	184.557
	Covariance	.074	-.094	.679
	N	273	273	273

\*\* . Correlation is significant at the 0.01 level (2-tailed).

\*. Correlation is significant at the 0.05 level (2-tailed).

Table 2: Correlation analysis between long working hours and work-life balance

It can be observed from table 2 that there is a positive correlation (.135) existing between long working hours and work-life balance. Hence it can be concluded that long working hours do affect their work-life balance and thus, the considered Null Hypothesis –  $H_0$  (working long hours does affects work-life balance to a greater extent) cannot be rejected in this case as significance is less than 0.01 i.e. the obtained value is  $p = .026$ .

**Correlations**

		(21)Are you satisfied with the level of work-life balance offered by your organisation?	(16)Are there any initiatives of work-life balance available in your organisation?	(18)How often are work-life balance initiatives promoted in your organisation?	(19)What level of awareness does your management have about work-life balance?
(21)Are you satisfied with the level of work-life balance offered by your organisation?	Pearson Correlation	1	.457**	-.484**	.448**
	Sig. (2-tailed)		.000	.000	.000
	Sum of Squares and Cross-products	65.678	30.260	-44.209	57.161
	Covariance	.241	.111	-.163	.210
	N	273	273	273	273
(16)Are there any initiatives of work-life balance available in your organisation?	Pearson Correlation	.457**	1	-.481**	.376**
	Sig. (2-tailed)	.000		.000	.000
	Sum of Squares and Cross-products	30.260	66.711	-44.275	48.370
	Covariance	.111	.245	-.163	.178
	N	273	273	273	273
(18)How often are work-life balance initiatives promoted in your organisation?	Pearson Correlation	-.484**	-.481**	1	-.634**
	Sig. (2-tailed)	.000	.000		.000
	Sum of Squares and Cross-products	-44.209	-44.275	126.967	-112.396
	Covariance	-.163	-.163	.467	-.413
	N	273	273	273	273
(19)What level of awareness does your management have about work-life balance?	Pearson Correlation	.448**	.376**	-.634**	1
	Sig. (2-tailed)	.000	.000	.000	
	Sum of Squares and Cross-products	57.161	48.370	-112.396	247.919
	Covariance	.210	.178	-.413	.911
	N	273	273	273	273

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Table 3: Correlation analysis between satisfaction level of employees and work-life balance

From table 3, it can be inferred that organizations have initiatives for work-life balance along with good level of awareness with lesser promotions being made for initiating work-life balance. When the satisfaction level of employees in work-life balance is compared, there exists a positive correlation for work-life balance initiatives (.457) and level of awareness (.448) while for promotions there is negative correlation (-.484). Hence, the considered Null Hypothesis –  $H_0$  (the work-life balance offered is sufficient) can be rejected in this case as the significance is less than 0.01 which is  $p = .000$ .

## CHAPTER SIX – DISCUSSION AND IMPLICATIONS

### 6.1 Discussion

This research explored how women employees in IT and Banking sectors perceived work-life balance. This discussion hereby reports the findings with regard to the research objectives and research questions. An in-depth analysis performed in the preceding chapter suggests that there is a negative relation amidst work-life balance and employee's performance. They are supported by literature and theory of this research. Work stress and long-distance travel, unsupportive family and unsupportive work environment obstruct women employee's performance as per the views of Duxbury and Higgins (2007) who states that high levels of workload lead to negative implications on family life. Jothimani and Shanker (2017) have also supported this concept in their paper. Figure 9 on factors affecting work-life balance answers the research question on the challenges faced by women working with IT and Banking sectors in maintaining their work-life balance. These factors lead to instability between work and family life. Spill-Over Theory postulates that individuals carry all of their emotions from work to family and also the other way round (Belsky 1985). Work stress and long-distance travel creates work-family spill over effect. Goyal and Babel (2015) have found the factors and challenges of work-life balance and stated its imbalance would cause depression and other psychological issues. Only when women are fulfilled on the job and are also able to contribute to household duties, a balance will be created as stated in the findings of this research.

It is observed from figure 3, that majority of working women population in India are between 20 – 29 years of age showing that it has a large youth population who wants to work and participate productively in its economy. India has a large influx of women ambitious in taking up careers with IT and Banking sectors as shown in figure 4 and Chennai is the top destination for IT professionals.

Pandu and Shankar (2018) have noticed that a positive correlation exists with work-life balance and job satisfaction. It is revealed from figure 19 and 20, that majority of women employees in Banking sector feel that the management possess lower level of work-life balance awareness and in the case of IT majority are of the opinion that the management has only a satisfactory level of work-life balance awareness. Agreeing to the statement of Buddhapriya (2009) the author insists that women require more

support and initiatives from the organization. The answer to the research question ‘Does the organization offer sufficient levels of work life balance?’ is divulged from figure 21, it is evident that in the Banking sector, almost an equal number of respondents have answered as not contended and contended respectively. Whereas, in IT sector majority are not satisfied, which shows that the satisfaction level of employees is low and it can be promoted by creating better work-life balance. The author is in line with Sigroha (2014) suggesting to reduce long working hours and implement work from home for women employees to a greater extent. Maharishi and Chaturvedi (2015) stresses on the the factors affecting work-life balance which are dealt in depth in this study.

Due to the most important economic challenge of the country, namely unemployment and the changing family patterns, the dual-earner that is both men and women have to take up jobs as economic providers to the family. Smith and Gardner (2007) mentioned about the organizational value that regularly utilizes certain steps for enabling a work environment that also motivates work-life balance. Figure 16 makes it obvious that organizations have only a satisfactory level of awareness about work-life balance. It is apparent that organizations have to promote a supportive workplace for women and develop policies and changes to create a women friendly environment. Figure 22 shows that work from home is a major initiative from the organization for attaining work-life balance. McCarthy *et al.* (2013) examined that at present, most organizations provide many programs for work-life and more benefits like sharing their jobs, flexibility with work timings along with child-care at on-sites which are mainly available for the purpose of decreasing stress involved in multi-tasking (Thomas and Ganster, 1995; Newman and Mathews, 1999). However, figure 15 explains that majority of the organizations do not have enough initiatives of work-life balance. Here again we realize evidence of how important the social context of the women employees can be.

The role of family is another vital aspect required for women employees to maintain a balance in their professional and personal life. An important relation exists among demographic variable and approach of work-life balance for female working professionals (Kumari & Devi, 2014). A positive relation is observed among marital status, years of experience, their age and work-life balance for women employees. The studies performed by Mani (2013) has identified that unmarried women were



able to give positive contribution to work than married women. This is proved from this study as seen in the figure 6 where the majority of the respondents were single.

There are some adaptive strategies being followed by women employees as shown in figure 23, leave policies such as sick leave, planned leave and extended maternity leave are utilized to a greater extent while house-keeper and child minder services also acts as convenient aids. When the working hours is fixed or if they work for their specified working hours along with the provision of more work from home option, it would be beneficial for them in obtaining their work-life balance by rebalancing work-life as seen from figure 10, 11 and 12. This is also evidenced by Banu, Durairandian and Tajuddin (2015). An affirmative answer to the research question ‘Does working long hours relate in affecting work life balance?’ is obtained stating that women experience greater difficulty in balancing work and family. Working longer hours has affected their well-being and family activities. The above evidences suggest that improvements in HR policies is needed to increase work-life balance which is elaborated by Shravanthi, Deshmukh and Deepa (2015) about the HR policies that are essential for maintaining a balance in work and life. This study was done using purposive sampling, a non-probability sampling technique which is evident that the results cannot be generalised but trends are highlighted in this discussion.

As stated by Saunders et al. (2016), Pearson correlation was used for finding the relationship between different variables. Correlation analysis between long working hours, satisfaction level of employees and work-life balance were validated and the Hypothesis – long working hours affects work-life balance was not rejected whereas Hypothesis - work-life balance offered is sufficient was rejected.

Charles Brian Handy, an Irish author and most influential living management thinker, specializing in Organizational behaviour and management, in his classic book ‘Understanding Organization’ (1976) insists that the key to successful organizations, lies in their innovative mindset in understanding the needs and motivations of the employees working for them. Accordingly, it is critical that work-life initiatives are built not only around the amount of time and distance namely long working hours and long-distance travel, but also on the specific initiatives that would alleviate the work-life balance of women employees.

## **6.2 Practical Implications of the Study**

This research is useful for both organizations and women employees. From the perspective of organization, it is more essential to ensure the work-life balance for all employees especially to women employees. By failing to provide this, may result in reducing employee's satisfaction/performance in working, which in-turn could affect the profit or business of the organization. From women employees' perspective, the areas that has a negative impact on their well-being should be recognised. Importance of balancing work and family should be understood.

Valk and Srinivasan (2011) have stated the factors affecting work-life balance and they feel that it can be achieved by setting more priorities in both their work and personal life. Therefore, the findings of this study reveal that the well-being of women employees benefits not only them but also the organization as well. So, in future organizations need greater flexibility in work-life balance.

If any budding entrepreneur wants to start a company in future, this study could give insights about the need of work-life balance along with some suggestion for implementing the same.

Though it is more challenging to find the best-fitting strategy that could be adopted for an organization it is crucial to have pilot schemes to identify the best-fitting scheme for an organization (Panduraj, Balu and Poorani, 2013; Bharathi and Mala, 2016). Therefore, a collaborative approach should be used for the implementation of work-life initiatives.

## **CHAPTER SEVEN – CONCLUSION AND RECOMMENDATIONS**

### **7.1 Conclusion**

As a result of contemporary technological and organisational changes, academics and employers are deeply concerned about work-life balance for a healthy work environment and more productive work force. The main objective of this research is to provide a holistic picture of the work-life balance of Indian women employees in IT and Banking sectors. To sum up, this goal was achieved by adopting the considered objectives.

The review of literature has shown that research have been carried out to analyse the work-life balance of women employees working in different sectors in India individually, but a comparative analysis of work-life balance of women employees working in IT and Banking sectors has not been done so far. Therefore, the present study gives an insight on the challenges and issues faced by working women with special reference to Chennai city. Working in these two sectors inevitably puts stress on women to a large extent.

Factors on work-life balance may be related to an individual or it may be work related, family related and work and family related. The study came up with the following main findings on the factors affecting the work-life balance of Indian women employees.

It is inferred that long work hours and commuting long distances to work are some challenges faced by women employees. The research reveals that majority of the organisations do not have proper initiatives for work-life balance designed to facilitate women employees. A great number of respondents feel that work-life balance awareness of organisations in India, is either satisfactory or of lower level than the general required standards. This research also sheds light on the social and economic factors affecting the work-life balance of the Indian women employees. It is derived that most of the respondents have a minimum qualification of a Bachelor's Degree which reveals the higher level of education of working women in India. Results also showed that single women are more in numbers compared to married women indicating the increasing desire for working in IT and Banking jobs by single women early in their career. Excitingly, fewer than 10% have reported un-supportive

family to be reason for conflict in work-life balance. While, majority of the female employees feel that work-stress and long-distance travel are major reasons, some of them have stated that un-supportive work environment creates an imbalance. Examining the reason for these it was observed that majority of them may need to work for 8-10 hours per day and they may be required to work after the specified working hours. So, this factor is one major reason that affects the work-life balance and by examining the long-distance travel factor it could be observed that women employees who are married and work for about 8-10 hours are required to travel quite long from home to work-place and back. So, this travel time and distance also affects their work-life balance majorly. The findings of this research states that there are not many initiatives provided by the organization regarding work-life balance and it is only at a satisfactory level.

Hence, it can be stated that the social and economic factors affecting the work-life balance of Indian working women employees, is due to organizations failing to offer innovative work-environment. Therefore, it is clear that organizational support is very important in facilitating good work-life balance.

Comparison of the work-life balance of women employees in IT and Banking sectors, shows that awareness level is lower in Banking sector and satisfactory in IT sector. In regard to employee satisfaction, it is almost equal in Banking sector, but IT has a greater number of employees not contented with their work-life balance. Adaptive strategies followed by the employees to maintain a balance in their work-life is highly valuable. Majority of them feel that leave policies such as sick leave, planned leave and maternity leave helps them more in achieving it. Additionally, child minder and house-keeper services are preferred lesser than the leave policies with about 2.6% and 5.8% only. Among the initiatives offered by the organization, employees find that work-from-home is highly beneficial, followed by time-off and job sharing. From this it can be summarized that majority of the female employees prefer relational help over others. Many researchers like Adams et al., (1996), Ezzedeen and Swierez (2002), Fisher-McAuley et al., (2003) and Haar and Bordoel (2008) are of the view that work-life balance have an impact on family, career and life. Job stress leads to a sense of emptiness in them. It is concluded from this research that most Indian women employees of IT and Banking sectors are working under pressure and stress. More the imbalance, more difficult it is for the women

employees and for the organizations. Work-life balance is accomplished when women employees feel dually satisfied with their personal and professional life. Therefore, various initiatives of work-life balance create a mutual benefit to the employees, organizations and the society.

Hence, it can be concluded on the basis of this findings that lack of contentment of Indian women employees in IT and Banking sectors would definitely bring a negative impact to the performance of the organizations. This study contributes to the earlier area of research on work-life balance of Indian women employees. To conclude, the words of Noel Gallagher are recollected “I don’t live to work: I work to live.” which means life is mostly pivoted on the job when we live to work and if we work to live then our job is naturally a means to an end.

## **7.2 Further Research**

The current research has focused on attaining work-life balance for women employees in IT and Banking sectors of India. Though there are numerous studies being done on this concept there exists not many initiatives in India for the same. Further research on the efforts involved to enhance the methods of imparting work-life balance approaches and to take it up as a key concept by the organizations would prove to be very useful and effective on change management. Similar to this study, some further explorations can be replicated with samples from other types of institutions such as engineering, environment, healthcare, law, education to name a few. Besides, similar research on work-life balance of men employees working with the same or other sectors will be an interesting area of future research. Because this study used data solely from respondents from Chennai city, it would be useful to know whether or not similar results can be found with other cities in India or other countries.

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## Appendix

# Work-life Balance of Indian women employees working in IT and Banking sectors.

Dear participant,

This is Deepa Panneerselvam, I am currently pursuing my Masters in International Business at National College of Ireland. As a part of my research, I would like to perform an analysis about work-life balance of Indian women employees working in IT and Banking sector. A case study in Chennai City. The upcoming questions are framed for analyzing the same and I look forward for your voluntary participation. Additionally, I would like to keep you informed that neither the name of the participant nor the organisation/company details are collected in this survey. Also, I am ensuring that the entries made in this survey will be kept confidential.

Thank you for the time and support. If you have any questions regarding this survey at any instance, please feel free to reach me at [x18207456@student.ncirl.ie](mailto:x18207456@student.ncirl.ie) OR [deepspanneer@gmail.com](mailto:deepspanneer@gmail.com).

1. I agree to participate in this survey and the information provided by me to be used for the analysis.

*Check all that apply.*

Yes

2. (1) Please indicate the age group you belong to:

*Mark only one oval.*

20-29

30-39

40-49

Above 50

3. (2) Please specify your highest qualification:

*Mark only one oval.*

- Diploma
- Bachelors Degree
- Post-Graduate
- Doctorate
- Master's
- Other: \_\_\_\_\_

4. (3) Please specify your Marital Status:

*Mark only one oval.*

- Single
- Married
- Married with children
- Divorced
- Other: \_\_\_\_\_

5. (4) Why do you go for work?

*Check all that apply.*

- Support family financially
- Economic independence
- Passion
- To serve the society
- Other:  \_\_\_\_\_

6. (5) Please mention your field of work:

*Mark only one oval.*

IT

Banking

7. (6) Please mention your years of experience:

\_\_\_\_\_

8. (7) Please mention your current role:

\_\_\_\_\_

9. (8) Please mention your total hours being spent at office in a day?

*Mark only one oval.*

Within 6 hours

6-8 hours

8-10 hours

10-12 hours

More than 12 hours

10. (9) Do you perform office work after reaching home/after working hours?

*Mark only one oval.*

Yes

No

Sometimes

11. (10) Do you work on weekends?

*Mark only one oval.*

- Yes  
 No  
 Sometimes

12. (11) Does working more than the specific hours affect your work-life balance?

*Mark only one oval.*

- Yes  
 No  
 I do not work extra hours/weekends

13. (12) Please indicate the distance between your residence and work place:

*Mark only one oval.*

- Within 5 Kilometres  
 6-15 Kilometres  
 16-30 Kilometres  
 More than 30 Kilometres

14. (13) How do you travel to your workplace?

*Mark only one oval.*

- Public transport  
 Own transport  
 Office transport  
 Other: \_\_\_\_\_

15. (14) Does the distance to travel between home and workplace affects your work-life balance:

*Mark only one oval.*

Yes

No

16. (15) What do you think to be more challenging for maintaining the appropriate work-life balance?

*Check all that apply.*

Un-supportive family

Work stress

Long distance travel

Un-supportive work environment

Other:  \_\_\_\_\_

17. (16) Are there any initiatives of work-life balance available in your organisation?

*Mark only one oval.*

Yes

No

18. (17) If Yes, for the previous question then please specify the work-life balance available in your organisation:

*Check all that apply.*

Time off

Work from home

Job sharing

Break in career

Day care and nursery at subsidized rates

Other:  \_\_\_\_\_



19. (18) How often are work-life balance initiatives promoted in your organisation:

*Mark only one oval.*

- Always
- Sometimes
- Never

20. (19) What level of awareness does your management have about work-life balance:

*Mark only one oval.*

- Very high
- High
- Satisfactory
- Low

21. (20) What coping strategies of work-life balance are available for you:

*Check all that apply.*

- House keeper
- Sick leave
- Planned leave
- Compensation leave
- Child minder

Other:  \_\_\_\_\_

22. (21) Are you satisfied with the level of work-life balance offered by your organisation?

*Mark only one oval.*

- Yes
- No

23. (22) What recommendations would you suggest to your organisation for improving the work-life balance of women employees:

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