A study on work life balance of women in Chennai

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ABSTRACT: In organizations and on the home front, the challenge of work life balance is rising to the top of many women employers' and employees' consciousness. This subject interests almost everyone with a professional career. This widespread interest is partly due to its reflection on all aspects of life. For those who think that the main objective in life is to work, their career becomes the core of life. However, people have limited time and therefore have to perform many other activities other than their jobs. Without a balance between the two, many mishaps can be experienced in both. There is no perfect, one size fits all, balance you should be striving for. The best work life balance is different for each of us because we all have different priorities and different lives. Certainly this needs to be seen in the context of wider societal values concerning, for example, family responsibilities. A comparative analysis across European countries might help to shed some light on this issue. In acknowledging that the analysis has not dealt adequately with comparative issues, there is a need to identify the key dimensions of a sound comparative analysis of work-life balance.
Key words: Work life, social values, corporate and proportion.

I.   INTRODUCTION

Times have changed. From the time the husband earned, and the wife stayed at home. To the time now when the husband earns and the wife earns too. But the wife still cooks and washes and runs the house. So, women cannot maintain a balance between the two. Although, over the years women in India have struggled to establish an identity and create a mark in the social as well as in the organizational platforms. But now with more and educational institutions training more and more women to enter professional careers, the situation has drastically changed the scenario. Work Life Balance (WLB) is not a new concept. Work-Life Balance does not mean an equal balance. Trying to schedule an equal number of hours for each of your various work and personal activities is usually unrewarding and unrealistic. Life is and should be more fluid than that. Your best individual work-life balance will vary over time, often on a daily basis. The right balance for you today will probably be different for you tomorrow. The right balances for you when you are single will be different when you marry, or if you have children; when you start a new career versus when you are nearing retirement. There is no perfect, one-size fits all, balance you should be striving for. The best work- life balance is different for each of us because we all have different priorities and different lives.

II.   REVIEW OF LITERATURE

Marckinus(2006)in his articleWomen at a Crossroads: identity, influences and choices has said that the ability of professional mothers to integrate work and family is not well understood. He has said that there are many individual –level factors that influence the ability to juggle multiple demands across life domains. An important factor to explore is the meaning individuals give to the various roles of work, family and self, which is dependent on what, is important to them their own values and beliefs and the choices they make as to how much time they spend in each domain. These factors determine how they manage the demands from the different domains as well as how they integrate these domains successfully to achieve personal and professional level.

Jeff Hyman and Juliette summers (2007) in their article Work and Life: Can Employee Representations Influence Balance? explains that employers do have voice in family friendly employment policies within the organizations .These policies appeared to be widespread and deeply embedded in enterprises that have recognized unions.

Fran Drukeas (2009)   in his article Companies and Their Employees Realize Value Through Employer- Sponsored Child Care Benefits has said that for working parents, their challenge is often related to sourcing, quality child care solutions. Today, manyemployers are stepping into work life challenge and have conveniently begun offering child care benefits that support employees. He has

concluded that with variety of child care programs that are available in market today, the organizations can realize direct benefits in reducing turnover, and absenteeism and increasing productivity and enhancing the corporate image as an employer choice.

Cathleen Benko, Molly Anderson (2010) in their book Corporate Lattice: Achieving High Performance in the Changing World of Work has said that the workplace isn't what it used to be--and neither is the workforce. Today's companies have fewer hierarchical layers. The nature of work is also more virtual, collaborative, and transparent than at any previous time. Information flows move every way, shifting from top-down to all-in. And the workforce is forever altered too. Sweeping changes in expectations across backgrounds, experiences, generations, and gender are challenging long-held, inflexible beliefs of the relationship between work and life--and the very meaning of success. These transformations, observe Cathy Benko and Molly Anderson, are also upending the ways people advance along their career paths. Careers zig and zag. Work is what you do, not where you go. The traditional corporate ladder, firmly rooted in the industrial era, offers a one-size-fits-all view of the world of work. In this book, the authors argue convincingly that a lattice model is better suited for today's global business environment. The Corporate Lattice provides a framework to scale options for how careers are built, how work is done, and how participation is fostered. The corporate lattice model offers leaders a strategic approach to making the most of the shifting landscape by: Recognizing that there is no longer a universal view of success but rather a multiplicity of ways to grow and contribute.

III. RESEARCH METHODOLOGY

Research methodology has helped to solve the research problem systematically. It may take research as a science to study how research done scientifically. In this, we study the various steps that generally adopted by a researcher in studying the research problem along with the logic behind them. It is necessary for the researcher to know, not only the research methods/techniques, but also methodology. Researcher need to know which method/technique is relevant and which is not, and what would they mean and indicate it and why.

3.1. RESEARCH DESIGN

A research design is the plan, structure and strategy of investigation conceived so as to obtain answers to research questions and to control variance. Fundamental to the success of any formal research is sound research design. A good research design has the following characteristics namely,
➢ Problem definition.
➢ Specific methods of data collections and analysis.
➢ Time required for research.
➢ Estimate of expenses to incur.

In this study, the researcher has adopted Descriptive Research Design. Descriptive research includes surveys and fact-finding enquires of different kinds. The major purpose of descriptive research is description of the state of affairs, as it exists at present. In social science and business research, we quite often use the term Ex-post facto research for descriptive research studies.

3.2. SAMPLING DESIGN

The methodology adopted in this study was stratified random sampling. Division of a population into smaller groups called as strata. In stratified random sampling, the strata formed based on their members sharing a specific attribute or characteristic. Random samples from each stratum taken in a number proportional to the stratum's size when compared to the population. These subsets of the strata then pooled to form a random sample.

TABLE: 3.2.1
RELIABILITY ANALYSIS

ITEMS	NUMBER OF ITEMS	CRONBECH ALPHA SCORE
Problems faced in balancing work and family life.	12	0.923
Problems encountered to bring up children.	7	0.905
Individual strategies adopted to manage this	7	0.728

problem.		
Safety measures provided by the organisation. Organisational policies on safety of women employees.	7 7	0.781 0.826
Various welfare measures provided for women employees.	16	0.904
Support from family members to balance work and family life.	8	0.809

Source: Primary data

The above table shows that the validity of the questionnaire .The obtained information scored and statistically treated with the aim of calculating the reliability coefficient. The above test proves that the questionnaire is 73% reliable i.e., 0.73 high level of internal consistency of the questionnaire was duly established.

TABLE: 3.2.2
POPULATION

IT companies	Total women employees
Cognizant	2586
Infosys	1346
TCS	3284
Wipro	3020
Total	10236

Source: Primary data

3.3. SAMPLE SIZE
A sample of 561 respondents constituted the data for analysis.

3.4. DATA COLLECTION
The task of data collection begins after a research problem defined and research design chalked out. While deciding about the method of data collection to use for the study, the researcher should keep in mind two types of data viz. Primary data and secondary data.

Here, this thesis applied both the primary data and secondary data. Primary data collected afresh and for the first time, happened to be original in character through questionnaire. Secondary data collected from Books, Journals, Magazines, Newspaper, Projects, and Websites.

3.5. LIMITATIONS OF THE STUDY
The findings cannot generalize with reference to semi-urban and rural employees.

The study based on geocentric approach. Hence, it confines to only I.T employees in the city of Chennai. Therefore, the basic psychograph may not be as varied as would have been if done nation-wide.

Though extreme care taken during the sample survey to bring out all the relevant factors and several cross checks to ensure the reliability of the data collected, the information supplied by the employees, sources of data, might not be completely free from recall bias.

Due to the policy of the organization, it is very difficult to get into the organization for survey.

3.6. STATISTICAL TOOLS
ANOVA Test used for testing if there is any significant difference between three or more averages.

Chi-Square used to test if the two variables are   statistically associated with each other significantly.

Table 1 : Designation

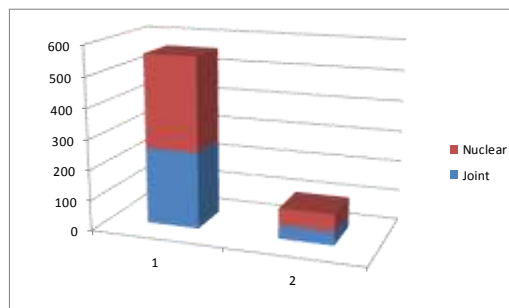|	No. of respondents	Percentage
Senior level	84	15.0
Middle level	363	64.8
Junior level	113	20.2
Total	**560**	**100.0**

SOURCE:PRIMARY DATA
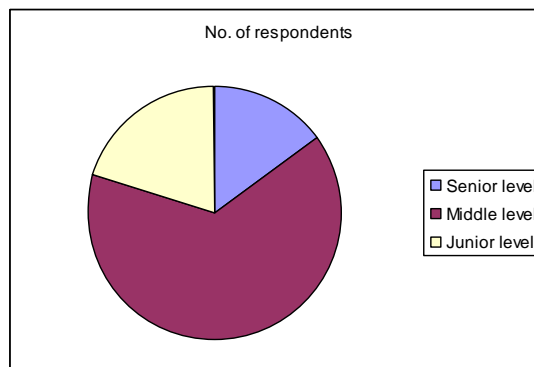
Out of the 560 respondents 64.8% of the women employees that is around 363 were middle level employees. And 113 women employees were in the category of junior level employees. And 84 women employees 15% were in the category of senior level employees.

Table 2: Type of family

|	No. of respondents	Percentage
Joint	253	45.2
Nuclear	307	54.8
Total	**560**	**100.0**

Out of the 560 respondents 253 were in joint family system around 45.2% and 307 were in nuclear family system around 54.8%.

Table:3
EXPERIENCE OF THE RESPONDENTS

Experience of the respondents	No. of respondents	Percentage
Below 2 yrs	64	11.4
2 - 5 yrs	331	59.1
5 - 10 yrs	112	20
Above 10 years	53	9.5
Total	**560**	**100**
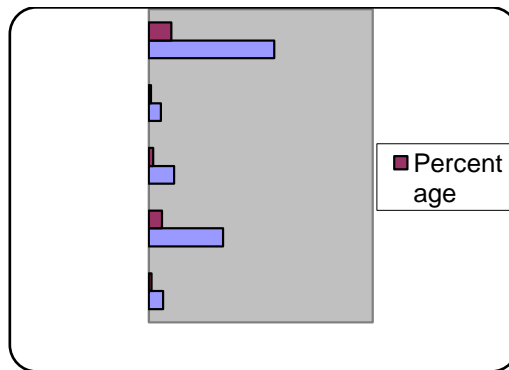
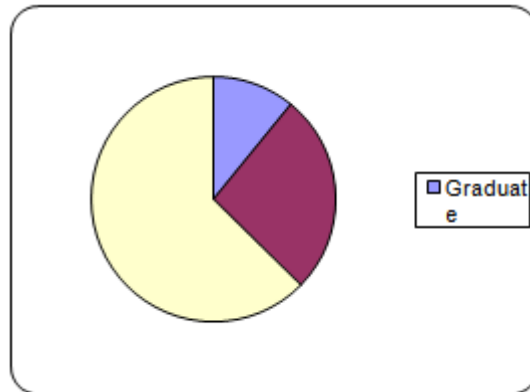Out of the 560 respondents only 53 were above 10 years of experience. And 112 were around 5-10 years of experience. And 331 respondents had around 2-5 years of experience. And only 64 had below 2 years of experience.

Table 4: Education

|	No. of respondents	Percentage
Graduate	61	10.9
P.G	148	26.4
Professionals	351	62.7
Total	**560**	**100**

Out of the 560 respondents 61 were graduates around 10.9% and the post-graduates were around 148 they formed 26.4% of the total population. And only 61 respondents were graduates.

TABLE: 8 NUMBER OF CHILDREN

No. of children	No. of respondents	Percentage
Nil	81	14.5
1 child	359	64.1
2 children	120	21.4
Total	**560**	**100**

SOURCE:PRIMARY DATA
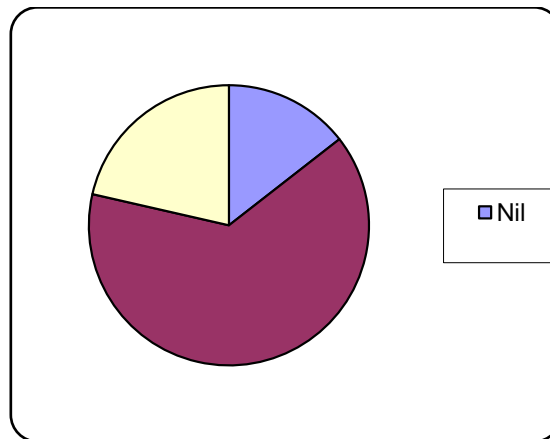
Out of the 560 respondents 81 around 14.5% had no children. And 359 around 64.1% had 1 child. And 120 of the respondents 21.4% had 2 children.

IV. DATA PREPARATION AND SUGESSTIONS

MULTIPLE COMPARISION TEST:I
Null hypothesis Ho: There is no significant difference between designations with respect to Problems encountered to bring up children

	Sum of Squares	df	Mean Square	F	p-value
Between Groups	17.097	2	8.548	.409	.665
Within Groups	11654.896	557	20.924		
Total	11671.993	559			

Interpretation: Since p>0.05, the null hypothesis is accepted at 5% level of significance.   Hence there is no significant difference between designations with respect to Problems encountered to bring up children.
MULTIPLE COMPARISION TEST_II

Null hypothesis Ho: There is no significant difference between designations with respect to Individual strategies adopted to manage the problems.

Designation	N	Mean	Std. Deviation
Senior level	84	25.6905	4.39325
Middle level	363	25.9284	5.17435
Junior level	113	25.0531	4.96926
Total	560	25.7161	5.02691

Between Groups	66.084	2	33.042	1.309	.271
Within Groups	14059.772	557	25.242		
Total	14125.855	559			

Interpretation: Since p>0.05, the null hypothesis is accepted at 5% level of significance. Hence there is no significant difference between designations with respect to Individual strategies adopted to manage the problems.

MULTIPLE COMPARISION TEST III
Null hypothesis Ho: There is no significant difference between designations with respect to Safety measures provided by the organization for women employees.

	Sum of Squares	df	Mean Square	F	p-value
Between Groups	28.940	2	14.470	.490	.613
Within Groups	16447.460	557	29.529		
Total	16476.400	559			

	N	Mean	Std. Deviation
Senior level	84	25.3810	5.27532
Middle level	363	24.7521	5.50983
Junior level	113	25.0177	5.30159
Total	560	24.9000	5.42907

Interpretation: Since p>0.05, the null hypothesis is accepted at 5% level of significance. Hence there is no significant difference between designations with respect to Safety measures provided by the organization for women employees.

MULTIPLE COMPARSION TEST :IV
Null hypothesis Ho: There is no significant difference between designation with respect to Organizational policies on safety of women employees

	N	Mean	Std. Deviation
Senior level	84	17.8333	4.30979
Middle level	363	17.7906	3.95419
Junior level	113	19.0265	3.80662
Total	560	18.0464	4.00375

	Sum of Squares	df	Mean Square	F	p-value
Between Groups	136.118	2	68.059	4.296	.014
Within Groups	8824.675	557	15.843		
Total	8960.793	559			

Interpretation: Since p<0.05, the null hypothesis is rejected at 5% level of significance. Hence there is significant difference between designation with respect to Organizational policies on safety of women employees.

Multiple comparison test :

(I) Designation	(J) Designation	p-value
Senior level	Middle level	.996
	Junior level	.116
Middle level	Senior level	.996
	Junior level	.016
Junior level	Senior level	.116
	Middle level	.016

Interpretation: Multiple comparison test is used to find which two groups are significantly different. From the above table it is observed that there is significant difference between junior level and middle level employees with respect to Organizational policies on safety of women employees. Junior level employees are much satisfied with the policies on safety of women employees.

MULTIPLE COMPARISION TEST- V
Null hypothesis Ho: There is no significant difference between designations with respect to various welfare measures provided for women employees working in IT industry

	N	Mean	Std. Deviation
Senior level	84	53.3571	9.70734
Middle level	363	52.9669	9.73369
Junior level	113	55.8142	9.24425
Total	560	53.6000	9.68136

	Sum of Squares	df	Mean Square	F	p-value
Between Groups	704.414	2	352.207	3.795	.023
Within Groups	51689.986	557	92.801		
Total	52394.400	559			

Interpretation: Since p<0.05, the null hypothesis is rejected at 5% level of significance.   Hence there is

significant difference between designations with respect to welfare measures provided for women

employees working in IT industry

Multiple comparison test:

(I) Designation	(J) Designation	p-value
Senior level	Middle level	.946
	Junior level	.210
Middle level	Senior level	.946
	Junior level	.024
Junior level	Senior level	.210
	Middle level	.024

Interpretation: Multiple comparison test is used to find which two groups are significantly different. From the above table it is observed that there is significant difference between junior level and middle level employees with respect to welfare measures provided for women employees working in IT industry. Junior level employees are much

satisfied with the welfare measures provided for women employees working in IT industry.

MULTIPLE COMPARSION TEST-VI
Null hypothesis Ho: There is no significant difference between designation with respect to Support from family members to balance work & family life.

	N	Mean	Std. Deviation
Senior level	84	29.3690	4.69242
Middle level	363	27.4298	5.84490
Junior level	113	28.5133	5.74785
Total	560	27.9393	5.70565

	Sum of Squares	Df	Mean Square	F	p-value
Between Groups	303.187	2	151.594	4.719	.009
Within Groups	17894.748	557	32.127		
Total	18197.936	559			

Interpretation: Since p<0.05, the null hypothesis is rejected at 5% level of significance. Hence there is significant difference between designation with respect to Support from family members to balance work & family life.

(I) Designation	(J) Designation	p-value
Senior level	Middle level	.019
	Junior level	.578
Middle level	Senior level	.019
	Junior level	.208
Junior level	Senior level	.578
	Middle level	.208

Interpretation: Multiple comparison test is used to find which two groups are significantly different. From the above table it is observed that there is significant difference between senior level and middle level employees with respect to support from family members to balance work & family life.

Support is good for senior level employees as compared to middle level employees.

MULTIPLE COMPARSION TEST-VII
Null hypothesis Ho: There is no significant difference between designations with respect to Support from spouse.

	N	Mean	Std. Deviation
Senior level	84	15.2738	3.04722
Middle level	363	14.0937	3.30528
Junior level	113	14.3097	3.39926
Total	560	14.3143	3.30736

	Sum of Squares	df	Mean Square	F	p-value
Between Groups	95.009	2	47.504	4.396	.013
Within Groups	6019.677	557	10.807		

	Sum of Squares	df	Mean Square	F	p-value
Between Groups	95.009	2	47.504	4.396	.013
Within Groups	6019.677	557	10.807		
Total	6114.686	559			

Interpretation: Since p<0.05, the null hypothesis is rejected at 5% level of significance. Hence there is significant difference between designations with respect to Support from spouse.

Multiple comparison test:

(I) Designation	(J) Designation	p-value
Senior level	Middle level	.013
	Junior level	.127
Middle level	Senior level	.013
	Junior level	.830
Junior level	Senior level	.127
	Middle level	.830

Interpretation: Multiple comparison test is used to find which two groups are significantly different. From the above table it is observed that there is significant difference between senior level and middle level employees with respect to Support from spouse. Spouse support is more for employees in senior level.

.MULTIPLE COMPARISION TEST-VIII
Null hypothesis Ho: There is no significant difference between designation with respect to Support from other family members

	N	Mean	Std. Deviation
Senior level	84	14.0952	2.97629
Middle level	363	13.3361	3.55579
Junior level	113	14.2035	3.21869

	N	Mean	Std. Deviation
Senior level	84	14.0952	2.97629
Middle level	363	13.3361	3.55579
Junior level	113	14.2035	3.21869
Total	560	13.6250	3.42548

	Sum of Squares	df	Mean Square	F	p-value
Between Groups	86.696	2	43.348	3.730	.025
Within Groups	6472.554	557	11.620		
Total	6559.250	559			

Interpretation: Since p<0.05, the null hypothesis is rejected at 5% level of significance. Hence there is significant difference between designations with respect to Support from other family members.

Multiple comparison test:

(I) Designation	(J) Designation	p-value
Senior level	Middle level	.185
	Junior level	.976
Middle level	Senior level	.185
	Junior level	.032
Junior level	Senior level	.976
	Middle level	.032

Interpretation: Multiple comparison test is used to find which two groups are significantly different. From the above table it is observed that there is significant difference between middle level and junior level employees with respect to support from other family members. Support from other family members is good in middle level than junior level for employees in senior level.

V. DISCUSSION AND CONCLUSION

This brief overview has addressed the nature of work-life balance, considered why it is an issue of

contemporary interest, outlined a simple framework within which it can be analysed and presented selected findings from recent research. All this raises a number of issues for W/O psychologists. In much of the empirical and policy-oriented writing, too little consideration is given to the nature and operationalisation of work-life balance. There is also uncertainty about the circumstances under which it becomes an issue for key stakeholders. In this context we should note that most of the research has concentrated on the reactions of individual workers to their circumstances when the concept implies that they are part of wider social systems where other stakeholders have legitimate concerns. There are unresolved issues about what constitutes a good work-life balance or even whether this is something that we should consider. Certainly this needs to be seen in the context of wider societal values concerning, for example, family responsibilities.

In promoting this topic, W/O psychologists need to be aware of the social construction of the debate. As social pressures grow to deal with work-life imbalance and as perceptions of a generational shift in attitudes harden, business organizations need to formulate a response. A comparative analysis across European countries might help to shed some light on this issue. In acknowledging that the analysis has not dealt adequately with comparative issues, there is a need to identify the key dimensions of a sound comparative analysis of work-life balance.

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