WORK-LIFE BALANCE CHALLENGES AMONG WOMEN EXECUTIVES IN INDIAN IT COMPANIES: A SPECIAL FOCUS ON CHENNAI

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ABSTRACT:

The information technology companies know and understand that the happy and successful work life balance enhances employee's involvement, productivity and shows a great sign of development in the performance contributing towards the growth and sustainability of the company as whole. The IT companies many of them have contributed unique technology and program to address the achievement of work life balance of the employees especially women professionals working in software companies. the aim of the study is an attempt to analyze the reasons, issues and challenges which hinder work life balance of women employees. The beta coefficient is negative as per the regression analysis and it explains that every unit decrease in institutional support, family support, welfare entitlements, interpersonal relationship will increase the job stress level of the women executives of IT companies.The most observed problem is the interpersonal relationship which hinders not only the job environment but also the family environment. The situation is evaluated on both sides which has positive attitude and the negative attitude. The women executives having experience in IT sector handle it with same experience and don't have any major issues or impact on the institution relationship and family relationship. The freshers and mid-career women executives face more problems in handling interpersonal dimensions of work place and carry that to their family environment which affects not only the personal domain but also the intuitional environment and hinders in their performance resulting in job stress and makes work life balance unmanageable factor.

Key Words: Work life balance; Women Executives; Indian IT Employees; Corporate culture in IT Industry; Workplace challenges; Work stress

INTRODUCTION:

The concept of work life balance can be clearly understood by learning the meaning of the word balance. A proper equilibrium between work – the career goal, nature of work, skill development, continuous learning, working for ambition and life – health, personal care, family, spirituality, relaxation. The healthy work culture and environment gives birth to work life balance. The reduction of stress and improved health condition is achieved with work pleasure. The current trend of the job market throughout the world is surveyed as most of the companies are campaigning to hire millennial generation for the job vacancy. Earlier more focus was on Gen X population hiring for job requirement but now the need, expectation, life style and time has changed.

Gen X is more hard working and they comprise their personal needs and desires for having a happy work life and show excellence in performance. Today the millennial generation is totally contradicting with the nature of Gen X generation. The millennial generation is not ready to take the job as it's available but they want the job which suits their life style. They are not ready to give up their family or the personal need for the job instead they are in search of the companies which suit their need and personal demand and also the life style.

The introduction of work life balance was found in very early years somewhere in 80's. This was the time period when more women were found to join the work population who are married and had small children. The need was also acknowledged by the companies at that time in a limited way and also not by all of them. The impact of the work life misbalance was studied and found to be very serious action. The impact was expected to be on the growth and productivity of the company, work quality and customer service, high cost of health and medical and HR policies and strategies.

The work life balance is important in today's environment. The importance and benefits enjoyed through happy work life balance is evidently proven. The challenges are also equally high in achieving the work life balance. The current Indian environment is seeing more and more women force is joining the job market. The need, cost of living and standard of living of the families today are vastly transforming and changing at par with the western culture. The Information

147

technology companies created a huge impact on the life style of the employees and their families. Such transformation is demanding a huge responsibility from the individual putting lots of pressure and challenges to balance their work with the family. Inspite of all the problems and issue still our Indian families are finding a way out to handle the pressure of misbalance of work and life. The places where they fail, the organizations and companies lend their supporting hand to facilitate them to frame a strategy formulated through well-defined trainings, seminars and workshops to handle work life balance. Dissatisfaction in work, feel depressed, and always tensed about the work. Sometimes individuals are left alone or they have no choices left and lose control over things. Less time for everything and always run short of time, always think of the things which are not happening or not able to complete it and strongly feel that some part of your life is dominating you thoroughly. Everything is happening to you and you are not managing anything, somebody is dictating terms to your life and you follow it are some of the symptoms to know that the work life balance is not good in one's life. The broad step to have better work life balance is to have priority in work, be sure in what you want and what you do, time frame for all official and personal work, telecommunicate, have a mentor, keep editing yourself both officially and personally. Always have boundaries for work and relaxation, take leave, take break, take vacation and enjoy life.

Role of Information Technology Companies in WLB: The information technology companies know and understand that the happy and successful work life balance enhances employee's involvement, productivity and shows a great sign of development in the performance contributing towards the growth and sustainability of the company as whole. The IT companies many of them have contributed unique technology and program to address the achievement of work life balance of the employees especially women professionals working in software companies. Wipro have a special program named MITRA specially concentrating on the counseling programs for the employees. IBM is the one and the first IT Company to introduce child care system. The other company named Mind Tree has a software program which deals and heals the mental, physical and spiritual wellness of the people. CISCO has introduced in-house wellness center to handle the diet and health of the employees. The physical, psychological and best work environment is considered as the best three strategy to address the

148

work life balance and its done so effectively in Patni Computer system. Global Logic makes initiative in remote working model along with effective training and mentoring models. Accenture focus and pioneers on the flexi system of work. The model deals with how you work, from where you work. The innovative training programs enhances the skill of the employees and also helps in building the communication skill which increases the productivity of the employees. HCL is world known for employee care and in addressing women issue. They have their own blog for discussion and organize the training programs to euip the women employees with the cope up strategy to manage the responsibilities of both work place and family driven.

Women Employment: The women are 48% out of the total population. The women have not benefitted anything from the rapidly growing Indian economy. Another fact is that nearly 65% of women are literate as compared to men. As far as the participation of women in the labour force of India is considered, it's very low. Even though women are highly educated then men the contribution towards work force is found to be only one fourth. The few studies explained that the rate is found to be very low because of low rural jobs and transformation of rural to urban is hampering the job market and opportunity for women. It is also felt that the women have dropped their jobs post demonetization. The women in the families gave way to the male for getting better job and staying back at home. It is strongly felt that the gender bias is still prevailing in the country as far as women employment is concerned.

Information Technology and women employment: Women population prefers to work in IT companies at a higher rate. The reason found behind this was the policies and certain unique features which are only present in the IT based companies. The policies which attract more and more women to build career in IT firms are: the attrition rate is very low as the employees get all the privileged benefits. Moreover, the women employees are secured with their job when they go for maternity leave. The returnship policy of the IT companies make them comfortable to come back to same place and designation with same monetary benefits encourage and motivate other women crowd to prefer and get equip to get selected in IT companies. The sexual harassment and gender bias which is much talked in the society is not found in these companies. The few IT companies like TCS and HCL and proven a zero-tolerance policy against the sexual harassment

149

and gender bias issues as support to women. A special benefit is given in permitting leaves for new moms to handle their new born with any fear of getting fired from the job. To be very specific there are also few IT companies which has started supporting female employees for their infertility treatment.These all makes a priority in choices for women to work in IT companies.

Statement of the problem:

For the past 15 years the overall performance of IT industry depends only on the efficient employees, especially the knowledge of women employees who play a very vital part for the development of the IT industry in global market. In the present scenario, 34% of women employees are working under the categories of various positions of IT sector, the recent survey projects that quality of work life balance of women employees in IT industry is steadily decreasing over a period from 85% to 52% in the last ten years and more over 80% of women employees in this industry have more health issues and they are also not in the position to balance their family as well as high pressure working environment even though the women employees contribution is constantly supporting for the development of IT industry. Hence, the aim of the study is an attempt to analyze the reasons, issues and challenges which hinder work life balance of women employees. Hence, the present study is taken up for conducting research under the title "Work Life Balance challenges among Women Executives in Indian IT Companies: A Special focus on Chennai."

OBJECTIVES OF THE STUDY:

1. To identify women employee's perception and satisfaction of work life balance.
2. To analyse the impact of work life balance on the performance of women employees.

REVIEW OF LITERATURE:

The reviews taken for the study are for the last 10 years to understand the concept of work life balance in different time frame, and to get clear idea on framing the objectives and the various statistical tools to be applied for the selected study. The hypothesis framing is considerably made easy by referring different articles and research work of various authors on the work life balance. Moreover, to understand the nature of the Information Technology industry and the category of

150

the companies lined up under such industry as BPO, KPO and so on. The work culture and the demographic information of the employees working in such IT and ITES companies are understood through the literature.

Abdullah Bandar, Wong and Saili (2017), the research was done to examine the impact of work environment factors on the work life balance of the service industry. The factors like support of supervisor, environment at work place and peer support are considered as independent variable and work life balance as dependent variable. The analysis was performed to know the relationship and it was found that the supervisory support and work environment are significantly associated with the work life balance of the employees working in various service sector industries.

Falola, Damilade, Ahaka, Oludayo (2018), the study was conducted among the bank employees to find out how the work life balance predicts the change in the behavior of the employees. The important factors of the study were the dependent support, time and flexible work method, time for social activities. The study suggested that the companies need to concentrate more on work life balance programmes and also the policies related to work life balance. Also the need of knowing the level of usage of such policies by the employees of the bank.

J.Neelima, Dr.MS.Narayana (2017), the study was carried out to analyse the WLB position of the banking sector. The researcher has taken eight dimensions to analyse the factors influencing the WLB of the female employees working in banking companies. The banking sector is the prominent sector was the percentage ratio of female employees is more in numbers. The various factors analyzed are satisfactory level of expectations, work intruding the life, stress of excess work, extended working hours and normal long hours of working, not getting personal time, child care and family time, financial incentives and commitments. The findings of the study explain that the work climate and environment is satisfactory and the female employees are not happy with transfers and relocations as they don't want to leave their family and go. WLB policies of banks are also acceptable at some level.

Lekha Raj and Mr.Ashok Kumar (2017), the author conducted the study with the objective of analyzing the unit impact of work and personal dimensions on work life balance. The study was

151

taken up among the 50 women employees working in IOCL. The study revealed that the main variable which explain that there is no association between age and work balance. The variation in age explains the level of balance in work life executed by the women employees of IOCL. The relationship between the designation and work life balance shows that the highly designated women employees manage and balance work life at higher level comparing to junior employees and middle level employees.

R.Sellaappan, A.Narmaadha (2016), the research was on women employees of IT companies work life balance. The researcher adopted random sampling method to collect the data through structured questionnaire from 723 respondents working in IT companies and the companies located in Chennai. The findings of the study are the variable job stress and leave policies are negatively associated with work life balance and the financial facilities, support of family, other incentives and benefits and the interpersonal relationship are positively associated. A prime challenge affecting the work life balance and making it harder are the job stress from the job and the leaves which are not availed due to work pressure and targets. Also the experiences and age are other important factors which influence the work life balance. The study found that more experienced and the women falling under the age group of 35 years and below 25 years is finding work life balance as greatest challenge.

Tewathis Nidhi (2014), nearly 150 women IT employees were approached to find the level of work life balance, the analysis of the collected data exposed that the majority of the women find very difficult to manage the personal life and their work. Most of the IT companies in Delhi have initiated many work life balance programmes and activities to help the women employees in their challenges and problems. Still it's found that Inspite of providing part time job opportunities, flexible timings and childcare facility the women are finding challenges in managing their professional and personal lives.

Javed Menon and Nelissa (2018), Women define thus define as the employee wife and self the three rules are prominent in a life nowadays the lifestyle demands perfection in all the three rules as a mother as a wife as employee as an individual the lifestyle doesn't permit the woman in the current situation to satisfy and bring perfection in her roles she compromises on one to make the

152

other perfect the complication are not external but its internal for a woman basically the women are kind of a person who want to to prove do and show perfection and professionalism in all the responsibilities sheet 1 this kind of mindset disturbs routine and consistency of life the sustainability and success of a woman as a individual as a family E and as a employee you only depends on full feeling fulfilling the role of the woman the relationships health and overall happiness lies in the hands of women in the changing world the style the culture the skill the excellence the competency women need to balance all this to make her life happy and joyful.

P.Fulfagar (2017), the study concentrates on the motivational factors for handling the work life balance. IT industry have different work schedules timings and expectations of employees and the employees. This industry is considered to be highly paid industry and the success of employee retention is found to be high in IT sector. The goal of individual employee is to successfully grow in the career ladder. The individual success will effect on the organisation. Growth effectiveness of organisation is achieved only through the employee development. The organisation should take initiative to find out the motivational factors to make the employees comfortable and happy at work which will reflect on their family. The study identified the different motivational factors which are positively correlated with work life balance. The mean score of the motivational factors is high among the middle aged woman which explains that the women are happy and self-motivated to balance their life and work.

Sudharsan and Chokalingam (2018), The study highlighted the need of the job market and the scenario prevailing in Bangalore city for the job requirement. Individual profiles don't match the demands of the companies. The standard of living in Bangalore city is considered to be high to maintain the family e their commitments and the responsibilities the financial commitments and Expectations keep on increasing along with the career development. To strengthen the relationship and the bonding of the work and life women have to work extra mile to balance both The findings of the study explain that the unequal work allotment, unfavorable relationships discrimination among the employees creates stress and frustration. The stress has reduced the moral and motivation of the employees resulting in performance and less productivity. The negativity of the work impacts the family at a huge level. The organisation should create more

153

scope and training programs for the employees to make them feel equal and balanced among others.

A.Rahaman and Jannat (2015), Women empowerment is a part to work life balance. The study the study includes top companies in a developing economy considering the challenges and the problems emerging in the level of Hierarchy. To analyse the degree of work life balance of women employees. The demand and the growth in the developing economics are very fast. The woman contribution in all the sectors of developing economy is comparatively high the need expectation of the women employees analyzed using the regression to find out the impact on the employee efficiency. The Expectations increases then need for productivity, to prove the individual efficiency and achieve the financial goal. Companies where the ratio of women workers are high need to concentrate more on balancing the work life conflict as it has direct impact on the career growth resulting in affecting the productivity of the organisation.

O.M.Ashtankar, 2016, the study focuses more on the individual impact and challenge faced by the woman employees in balancing work and life. Increased working hours and also the extended hours to complete the work made difficult to a allot time for individual development. In the present scenario the need of the family and the social status compels both husband and wife to do the job. The conflict created by the work like balance was handled with proper solution to handle with dispute and the role of the institutions in helping the employees to manage the work like balance.

Jawaharrani and Dr.Susi, 2015, Do the employees of IT company are satisfied by the job, the different type of employees work and IT companies in the dimensions of their families a totally different and how these employees manages life balance. To test these hypothesis 500 samples reflected from the Bangalore city and it was found that there is a positive correlation between the factors of work like balance and the satisfactory level of the life of the employees and the family. Working professionals having highest satisfaction has very less conflict in managing work and their personal life.

The variousresearches has been focused on the general topic of work life balance including work life conflicts and work life balance practices; however, very limited research has been directed towards the personal environment and work environment of an employee. The focus of this study is also to find out their expectations and satisfaction in both environments. The time zone and the environment are totally different for the study. The IT Company's status and work model has vitally changed in today's global environment. After reviewing the various articles it's found that the work life balance of service sectors is studied with common factors.

RESEARCH METHODOLOGY:

The present study has adopted both descriptive and analytical methodologies. The descriptive methodology has been focused on review in the literary evidences that are available through external and internal sources. Since the study is based on the expectation, perception and their satisfaction thereon. Measurement of satisfactory level is with respect to work life balance. Hence the analytical process has become inevitable, resulting in the adoption of analytical methodology. A questionnaire has been designed in eight segments consisting of personal data, Institutional and family support, determinant of job stress, and quality of work life balance of women executives in IT Industry. This research has primarily been based on the primary data collected from the selected respondent women executives of the selected IT Companies in Chennai.

The study targets the work life balance of women employees working in IT companies, located in Chennai. The selected companies rank high in having women population and their issues and conflicts are also rated high. Normally the women employees of chosen companies face job stress, work-family conflicts, organization issues which resulted in various problems such as divorce, high attrition rate etc., such problems persist high in some IT companies and such five companies namely TCS, Wipro, CTS, Infosys and HCL were chosen for the study of work life balance of women employees. The study was conducted among the women employees of these selected companies for better organization performance and for better work life balance. The sample size is 530.

Data Analysis and Discussions:

Correlation Analysis, Multiple Regression Analysis and Structural Equation Model (SEM) are used to verify the hypothesis stated. The test is used to analyse the data to verify and find the highly significant variables influencing the factors of work life balance and also the variables of dimensions influencing the work life balance factors.

The correlation between the various factors of work life balance is analyzed using correlation analysis and results are interpreted accordingly.

Table 1: Pearson Correlations coefficient between the various dimensions of factors affecting work life balance of women executives of IT companies

		Quality of Work Life
Institutional Support	Pearson Correlation	.416(**)
	Sig. (2-tailed)	.000
	N	530
Family Support	Pearson Correlation	.698(**)
	Sig. (2-tailed)	.000
	N	530
Welfare Entitlements	Pearson Correlation	.736(**)
	Sig. (2-tailed)	.000
	N	530
Interpersonal Relationship	Pearson Correlation	.653(**)
	Sig. (2-tailed)	.000
	N	530
Work Life Balance Harder	Pearson Correlation	-.614(**)
	Sig. (2-tailed)	.000
	N	530
Job Stress	Pearson Correlation	-.582(**)
	Sig. (2-tailed)	.000
	N	530

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

The correlation coefficient between institutional support and quality of work life balance is 0.416, which indicate 41.6 percentage positive relationships between institutional support and quality of work life balance and is significant at 1% level. The correlation coefficient between

family support and quality of work life balance is 0.698, which indicate 69.8 percentage positive relationships between family support and quality of work life balance and is significant at 1% level. The correlation coefficient between quality of work life balance and welfare entitlements is 0.736, which indicate 73.6 percentage positive relationships between quality of work life balance and welfare entitlements manner and is significant at 1% level. The correlation coefficient between quality of work life balance and interpersonal relationship is 0.653, which indicate 65.3 percentage positive relationships between quality of work life balance and interpersonal relationship and is significant at 1% level. The correlation coefficient between quality of work life balance and work life balance harder is -0.614, which indicate 61.4 percentage negative relationships between quality of work life balance and work life balance harder and is significant at 1% level. The correlation coefficient between quality of work life balance and job stress is -0.582, which indicate 58.2 percentage negative relationships between quality of work life balance and job stress and is significant at 1% level. The dimensions of the factors of work life balance of women executives of IT companies with regard to institutional support, family support, welfare entitlements and interpersonal relationship are positively correlated as per the analysis. It is evident from the correlation analysis that the increase in institutional and family support increases the quality of work life balance. The increase in welfare entitlements are also positively correlated and supports to maintain quality work life balance at 73.6% by the women executives working in IT companies. The work life balance harder and job stress of women executives of IT companies are negatively correlated with quality of work life balance which explain further that the increase in hardship of work life balance will decrease the quality of work life balance by 61.4%. The increase in job stress by 58% in women executives of IT companies will decrease the quality of work life balance. The work life balance becomes harder and retaining of work life balance becomes a challenge as per the analysis.

Table 2: Pearson Correlations coefficient between the various dimensions of factors affecting work life balance of women executives of IT companies

		Impact on Performance
Institutional Support	Pearson Correlation	.290(**)
	Sig. (2-tailed)	.000
	N	530
Family Support	Pearson Correlation	.614(**)
	Sig. (2-tailed)	.000
	N	530
Welfare Entitlements	Pearson Correlation	.619(**)
	Sig. (2-tailed)	.000
	N	530
Interpersonal Relationship	Pearson Correlation	.591(**)
	Sig. (2-tailed)	.000
	N	530
Work Life Balance Harder	Pearson Correlation	-.443(**)
	Sig. (2-tailed)	.000
	N	530
Job Stress	Pearson Correlation	-.429(**)
	Sig. (2-tailed)	.000
	N	530
Quality of Work Life	Pearson Correlation	.584(**)
	Sig. (2-tailed)	.000
	N	530

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

The correlation coefficient between institutional support and impact on performance is 0.290, which indicate 29.0 percentage positive relationships between institutional support and impact on performance and is significant at 1% level. The correlation coefficient between family support and impact on performance is 0.614, which indicate 61.4 percentage positive relationships between family support and impact on performance and is significant at 1% level. The correlation coefficient between impact on performance and welfare entitlements is 0.619, which indicate 61.9 percentage positive relationships between impact on performance and welfare entitlements manner and is significant at 1% level. The correlation coefficient between impact on performance and interpersonal relationship is 0.591, which indicate 59.1 percentage positive

relationships between impact on performance and interpersonal relationship and is significant at 1% level. The correlation coefficient between impact on performance and work life balance harder is -0.443, which indicate 44.3 percentage negative relationships between impact on performance and work life balance harder and is significant at 1% level. The correlation coefficient between impact on performance and job stress is -0.429, which indicate 42.9 percentage negative relationships between impact on performance and job stress and is significant at 1% level. The correlation coefficient between impact on performance and quality of work life balance is 0.584, which indicate 58.4 percentage positive relationships between impact on performance and quality of work life balance and is significant at 1% level. The dimensions of the factors of work life balance of women executives of IT companies with regard to institutional support, family support, welfare entitlements, interpersonal relationship and quality of work life balance are positively correlated as per the analysis. It is evident from the correlation analysis that the increase in institutional and family support increases the impact on performance of the women executives of IT companies. The increase in welfare entitlements are also positively correlated and supports to maintain performance at 61.9% by the women executives working in IT companies. The work life balance harder and job stress of women executives of IT companies are negatively correlated with impact on performance which explain further that the increase in hardship of work life balance will decrease the performance by 44.3%. The increase in job stress by 42.9% in women executives of IT companies will decrease the performance. The work life balance becomes harder and the retaining of performance becomes challenge.

The factors of work life balance, institutional support, family support, welfare entitlements, interpersonal relationship is positively correlated and explains that increase in institutional support, family support, welfare entitlements, interpersonal relationship will increase the performance and will impact positively to show greater performance and helps to retain the quality of work life balance.

Data Analysis using Multiple Regression Analysis:

The determination of statistical relationship between two or more variables is calculated using regression analysis. Here simple regression is used which uses two variables for analysing the relationship. One variable (independent) is the cause of the behaviour of another one (dependent). The multiple correlation analysis is performed when there are more than two independent variables and the equation describing such relationship is called as the multiple regression equation.

An appropriate mathematical expression is derived applying regression analysis for finding values of a dependent variable on the basis of independent variable. It is thus designed to examine the relationship of a variable Y to a set of other variables $X_1, X_2, X_3 \ldots \ldots \ldots X_n$. the most commonly used linear equation in $Y = b_1 X_1 + b_2 X_2 + \ldots \ldots + b_n X_n + b_0$

Here Y is the dependent variable, which is to be found. X_1, X_2,… and X_n are the known variables with which predictions are to be made and b_1, b_2,….b_n are coefficient of the variables. In this study, the dependent variable is **impact on performance**; Independent variables are Quality of Work Life, Institutional Support, Job Stress, Interpersonal Relationship, Family Support, Welfare Entitlements, Work Life Balance Harder and analysis are discussed as follows:

Dependent variable   : **impact on performance** (Y)

Independent variables   : **Institutional Support (X_1); Family Support (X_2); Welfare Entitlements (X_3); Interpersonal Relationship (X_4); Work Life Balance Harder (X_5); Job Stress (X_6); Quality of Work Life Balance (X_7)**

Multiple R value   : 0.672

R Square value   : 0.451

F value   : 61.343

P value   : <0.001**

Table 3: Variables in the Multiple Regression Analysis of factors of Work life balance of women executives working in IT companies

Variables	Unstandardized Coefficients	Standard error of Beta	Standardized Coefficients	t value	p value
Constant	66.341	7.386	-	0.898	0.370
X_1	-0.165	0.074	-0.091	-2.233	0.026
X_2	0.448	0.121	0.231	3.706	<0.001**
X_3	0.268	0.124	0.150	2.162	0.031
X_4	0.415	0.159	0.168	2.617	0.009
X_5	-0.039	0.103	-0.028	-.375	0.707
X_6	-0.011	0.076	-0.011	-.144	0.885
X_7	0.247	0.059	0.217	4.175	<0.001**

a. Dependent Variable: Impact on Performance

The multiple correlation coefficient based on the analysis is 0.672 measures the degree of relationship between the actual values and the predicted values of the **Impact on performance**. Because the predicted values are obtained as a linear combination of Quality of Work Life(X_7), Institutional Support(X_1), Job Stress(X_6), Interpersonal Relationship(X_4), Family Support(X_2), Welfare Entitlements(X_3), Work Life Balance Harder(X_5), the coefficient value of 0.672 indicates that the relationship between **Impact on performance** and the **seven** independent variables is quite strong and positive.

TheCoefficient of DeterminationR-squaremeasures the goodness-of-fit of the estimated Sample Regression Plane (SRP) in terms of the proportion of the variation in the dependent variables explained by the fitted sample regression equation. Thus, the value of R square is0.451 simply means that about 45.1% of the variation in **Impact on performance** is explained by the estimated SRP that uses **Quality of Work Life(X_7), Institutional Support(X_1), Job Stress(X_6),**

Interpersonal Relationship(X_4), Family Support(X_2), Welfare Entitlements(X_3), Work Life Balance Harder(X_5) as the independent variables and R square value is significant at 1 % level.

The multiple regression equation is;

$$Y = 66.341 + (-0.165) X_1 + 0.488X_2 + 0.268X_3 + 0.415 X_4 + (-0.039) X_5 + (-0.011) X_6 + 0.247 X_7$$

Here the coefficient of X_2 is 0.448 represents the partial effect of **family support** on **Impact on performance**, holding the other variables as constant. The estimated positive sign implies that such effect is positive that **Impact on performance** would increase by 0.448 for every unit increase in **family support** and this coefficient value is significant at 1% level. The coefficient of X_3 is 0.268 represents the partial effect of **welfare entitlements** on **Impact of performance**, holding the other variables as constant. The estimated positive sign implies that such effect is positive that **Impact of performance** would increase by 0.268 for every unit increase in **Welfare entitlements** and this coefficient value is not significant at 1% level. The coefficient of X_4 is 0.415 represents the partial effect of **Interpersonal relationship** on **Impact of performance**, holding the other variables as constant. The estimated positive sign implies that such effect is positive that **Impact of performance** would increase by 0.415 for every unit increase in **Interpersonal relationship** and this coefficient value is not significant at 1% level The coefficient of X_7 is 0.247 represents the partial effect of **Quality of work life balance** on **Impact of performance**, holding the other variables as constant. The estimated positive sign implies that such effect is positive that **Impact of performance** would increase by 0.247 for every unit increase in **Quality of work life balance** and this coefficient value is not significant at 1% level. The coefficient of X_1 is -0.165 represents the partial effect of **Institutional support** on **Impact of performance**, holding the other variables as constant. The estimated negative sign implies that such effect is negative that **Impact of performance** would decrease by -0.165 for every unit decrease in **Institutional support** and this coefficient value is not significant at 1% level. The coefficient of X_5 is -0.039 represents the partial effect of **work life balance harder** on **Impact of performance**, holding the other variables as constant. The estimated negative sign implies that such effect is negative that **Impact of performance** would decrease by -0.039 for every unit increase in work life balance hardship and this coefficient value is not significant at 1% level.

162

The coefficient of X_6 is -0.011 represents the partial effect of **Job stress** on **Impact of performance**, holding the other variables as constant. The estimated negative sign implies that such effect is negative that **Impact of performance** would decrease by -0.011 for every unit increase in **Job stress** and this coefficient value is not significant at 1% level

Based on standardized coefficient, **Family support** (0.231) is the most important factors to extract **Work life balance**, followed by **Quality of work life balance** (0.217), **Interpersonal relationship** (0.168), **Welfare entitlements** (0.150), **Job Stress** (-0.011), **Work life balance harder** (-0.028), **Institutional support** (-0.091).

The Impact on performance as dependent variable Y and the Quality of Work Life(X_7), Institutional Support(X_1), Job Stress(X_6), Interpersonal Relationship(X_4), Family Support(X_2), Welfare Entitlements(X_3), Work Life Balance Harder(X_5) as independent variables explain the positive and negative relationship between the dependent and independent variables. The beta coefficient is negative as per the regression analysis and it explains that every unit increase in job stress and hardship of work life balance will decrease the performance of the women executives of IT companies by 2.8% and 1.1% respectively. The beta coefficient is positive as per the analysis and it explains that every unit increase in family support, welfare entitlements, interpersonal relationship, quality of work life balance the performance of women executives of IT companies will increase the performance by 44.8%, 26.8%, 41.5% and 25% respectively.

In Table 4, the dependent variable is **Job Stress**; Independent variables are Institutional Support, Interpersonal Relationship, Family Support, Welfare Entitlements, and analysis is discussed as follows:

Dependent variable   : **Job Stress** (Y)

Independent variables   : **Institutional Support (X_1); Family Support (X_2); Welfare Entitlements (X_3); Interpersonal Relationship (X_4)**

Multiple R value   : 0.664

R Square value   : 0.440

F value   : 103.300

P value : <0.001**

Table 4: Variables in the Multiple Regression Analysis of factors of Work life balance of women executives working in IT companies

Variables	Unstandardized Coefficients	Std. Error of Beta	Standardized Coefficients of Beta	t Value	p Value
Constant	100.911	3.633		27.774	<0.001**
X_1	-0.502	0.069	-0.286	-7.327	<0.001**
X_2	-0.236	0.115	-0.125	-2.041	0.042
X_3	-0.268	0.114	-0.155	-2.364	0.018
X_4	-0.523	0.153	-0.219	-3.419	0.001**

a. Dependent Variable: Job Stress

The multiple correlation coefficient based on the analysis is 0.664 measures the degree of relationship between the actual values and the predicted values of the **Job Stress**. Because the predicted values are obtained as a linear combination of Institutional Support(X_1), Family Support(X_2), Welfare Entitlements(X_3), Interpersonal Relationship(X_4), the coefficient value of 0.664 indicates that the relationship between **Job Stress** and the **four** independent variables is quite strong and positive.

TheCoefficient of DeterminationR-squaremeasures the goodness-of-fit of the estimated Sample Regression Plane (SRP) in terms of the proportion of the variation in the dependent variables explained by the fitted sample regression equation. Thus, the value of R square is0.440 simply means that about 44% of the variation in **Job Stress** is explained by the estimated SRP that uses **Institutional Support(X_1), Family Support(X_2), Welfare Entitlements(X_3), Interpersonal Relationship(X_4),** as the independent variables and R square value is significant at 1 % level.

The multiple regression equation is;

Y = 100.911 + (- 0.502) X_1 + (-0.236) X_2 + (- 0.268) X_3+ (-0.523) X_4

164

Here the coefficient of X_1 is -0.502 represents the partial effect of **Institutional support** on **Job Stress**, holding the other variables as constant. The estimated negative sign implies that such effect is negative that **Job Stress** would increase by -0.502 for every unit decrease in **Institutional support** and this coefficient value is significant at 1% level. The coefficient of X_2 is -0.236 represents the partial effect of **Family support** on **Job Stress**, holding the other variables as constant. The estimated negative sign implies that such effect is negative that **Job Stress** would increase by -0.236 for every unit decrease in **Family support** and this coefficient value is not significant at 1% level. The coefficient of X_3 is -0.268 represents the partial effect of **welfare entitlements** on **Job Stress**, holding the other variables as constant. The estimated negative sign implies that such effect is negative that **Job Stress** would decrease by -0.268 for every unit decrease in **welfare entitlements** and this coefficient value is not significant at 1% level. The coefficient of X_4 is -0.523 represents the partial effect of **Interpersonal relationship** on **Job Stress**, holding the other variables as constant. The estimated negative sign implies that such effect is negative that **Job Stress** would increase by -0.523 for every unit decrease in **Interpersonal relationship** and this coefficient value is not significant at 1% level.

 Based on standardized coefficient, **Institutional support** (0.286) is the most important factors to extract **Work life balance**, followed by **Interpersonal relationship** (0.219), **Welfare entitlements** (0.155), **Familysupport** (0.125). The Job stress as dependent variable Y and the Institutional Support(X_1), Interpersonal Relationship(X_4), Family Support(X_2), Welfare Entitlements(X_3), as independent variables explain the positive and negative relationship between the dependent and independent variables. The beta coefficient is negative as per the regression analysis and it explains that every unit decrease in institutional support, family support, welfare entitlements, interpersonal relationship will increase the job stress level of the women executives of IT companies by 50%, 23.6%, 26.8% and 52% respectively. The analysis explains that to reduce the job stress and to make quality work life balance with appreciable performance there should be a unit increase in family support, welfare entitlements, interpersonal relationship, institutional support towards women executives of IT companies.

In this study, the dependent variable is **Quality of work life balance**; Independent variables are

Institutional Support, Interpersonal Relationship, Family Support, Welfare Entitlements, job stress, work life balance harder and analysis is discussed as follows:

Dependent variable : **Quality of work life balance** (Y)

Independent variables : **Institutional Support (X_1); Family Support (X_2); Welfare Entitlements (X_3); Interpersonal Relationship (X_4); Work life balance harder (X_5); Job Stress (X_6)**

Multiple R value : 0.783

R Square value : 0.613

F value : 137.787

P value : <0.001**

Table 5: Variables in the Multiple Regression Analysis of factors of Work life balance of women executives working in IT companies

Variable	Unstandardized Coefficients	Std. Error of Beta	Standardized Coefficients of Beta	t Value	p Value
Constant	28.390	5.322		5.334	<0.001**
X_1	0.013	0.055	0.008	0.229	0.819
X_2	0.375	0.088	0.219	4.256	<0.001**
X_3	0.705	0.087	0.448	8.151	<0.001**
X_4	0.093	0.117	0.043	0.794	0.428
X_5	-0.304	0.075	-0.252	-4.055	<0.001**
X_6	-0.010	0.056	-0.011	-0.179	0.858

a. Dependent Variable: Quality of Work Life Balance

The multiple correlation coefficient based on the analysis is 0.783 measures the degree of relationship between the actual values and the predicted values of the **Quality of work life balance**. Because the predicted values are obtained as a linear combination of Institutional Support(X_1), Job Stress(X_6), Interpersonal Relationship(X_4), Family Support(X_2), Welfare

166

Entitlements(X_3), Work Life Balance Harder(X_5), the coefficient value of 0.783 indicates that the relationship between **Quality of work life balance** and the **six** independent variables is quite strong and positive.

TheCoefficient of DeterminationR-squaremeasures the goodness-of-fit of the estimated Sample Regression Plane (SRP) in terms of the proportion of the variation in the dependent variables explained by the fitted sample regression equation. Thus, the value of R square is0.613 simply means that about 61.3% of the variation in **Quality of work life balance** is explained by the estimated SRP that uses **Institutional Support(X_1), Job Stress(X_6), Interpersonal Relationship(X_4), Family Support(X_2), Welfare Entitlements(X_3), Work Life Balance Harder(X_5)** as the independent variables and R square value is significant at 1 % level.

The multiple regression equation is;

$$Y = 28.390 + 0.013\ X_1 + 0.375 X_2 + 0.705 X_3 + 0.093\ X_4 + (-0.304)\ X_5 + (-0.010)\ X_6$$

Here the coefficient of X_1 is 0.013 represents the partial effect of **Institutional support** on **Quality of work life balance**, holding the other variables as constant. The estimated positive sign implies that such effect is positive that **Quality of work life balance** would increase by 0.013 for every unit increase in **institutional support** and this coefficient value is not significant at 1% level. The coefficient of X_3 is 0.705 represents the partial effect of **welfare entitlements** on **Quality of work life balances**, holding the other variables as constant. The estimated positive sign implies that such effect is positive that **Quality of work life balance** would increase by 0.705 for every unit increase in **Welfare entitlements** and this coefficient value is not significant at 1% level. The coefficient of X_4 is 0.093 represents the partial effect of **Interpersonal relationship** on **Quality of work life balance**, holding the other variables as constant. The estimated positive sign implies that such effect is positive that **Quality of work life balance** would increase by 0.093 for every unit increase in **Interpersonal relationship** and this coefficient value is not significant at 1% level. The coefficient of X_2 is 0.375 represents the partial effect of **Family support** on **Quality of work life balance**, holding the other variables as constant. The estimated positive sign implies that such effect is positive that **Quality of work life balance** would increase by 0.375 for every unit increase in **Family support** and this

167

coefficient value is significant at 1% level. The coefficient of X_5 is -0.304 represents the partial effect of **Work life balance harder** on **Quality of work life balance**, holding the other variables as constant. The estimated negative sign implies that such effect is negative that **Quality of work life balance** would increase by 0.304 for every unit decrease in **hardship of work life balance** and this coefficient value is significant at 1% level. The coefficient of X_6 is -0.010 represents the partial effect of **Job stress** on **Quality of work life balance**, holding the other variables as constant. The estimated negative sign implies that such effect is negative that **Quality of work life balance** would decrease by -0.010 for every unit increase in **Job stress** and this coefficient value is not significant at 1% level

Based on standardized coefficient, **welfare entitlements** (0.448) is the most important factors to extract **Work life balance**, followed by **Family support** (0.219), **Interpersonal relationship** (0.043), **Institutional support** (0.008), **Job Stress** (-0.011), **Work life balance harder** (-0.2528).

The Quality of Work Life as dependent variable Y and the Institutional Support(X_1), Job Stress(X_6), Interpersonal Relationship(X_4), Family Support(X_2), Welfare Entitlements(X_3), Work Life Balance Harder(X_5) as independent variables explain the positive and negative relationship between the dependent and independent variables. The beta coefficient is negative as per the regression analysis and it explains that every unit increase in job stress and hardship of work life balance will decrease the quality of work life balance of the women executives of IT companies by 30% and 10% respectively. The beta coefficient is positive as per the analysis and it explains that every unit increase in institutional support, family support, welfare entitlements, interpersonal relationship of women executives of IT companies will increase the quality of work life balance by 13%, 37.5%, 70.5% and 9.3% respectively.

STRUCTURAL EQUATION MODEL (SEM) ON WORK - LIFE BALANCE:

A model was developed by using analysis of moment structure (AMOS 16.1). A model is fit to ensure the work life balance of women employees in IT industry in Chennai. In this model factors such as Institutional support, Family support, Welfare entitlements and Interpersonal relationships are taken as observed variables (measured through variables and reduced as factors)

168

and Work life balance in IT industry is taken as unobserved variable. e1, e2, e3 and e4 are error terms (residuals) for Institutional support, Family support, Welfare entitlements and Interpersonal relationships.

The variables used in the structural equation model are:

I. **Observed, endogenous variables**

   Factors making Work – Life Balance harder

   Job Stress

   Quality of Work – Life Balance

   Impact on performance

II. **Observed, exogenous variables**

   Institutional Support

   Welfare Entitlements

   Family Support

   Inter – personal Relationship

III. **Unobserved, exogenous variables**

   1. e1: Error term for Factors making Work – Life Balance harder

   2. e2 : Error term for Job Stress

   3. e3 : Error term for Quality of Work – Life Balance

   4. e4 : Error term for Impact on performance

Hence number of variable in the SEM is

   Number of variables in our model   :   12

   Number of observed variables   :   8

   Number of unobserved variables   :   4

   Number of exogenous variables   :   8

   Number of endogenous variables   :   4
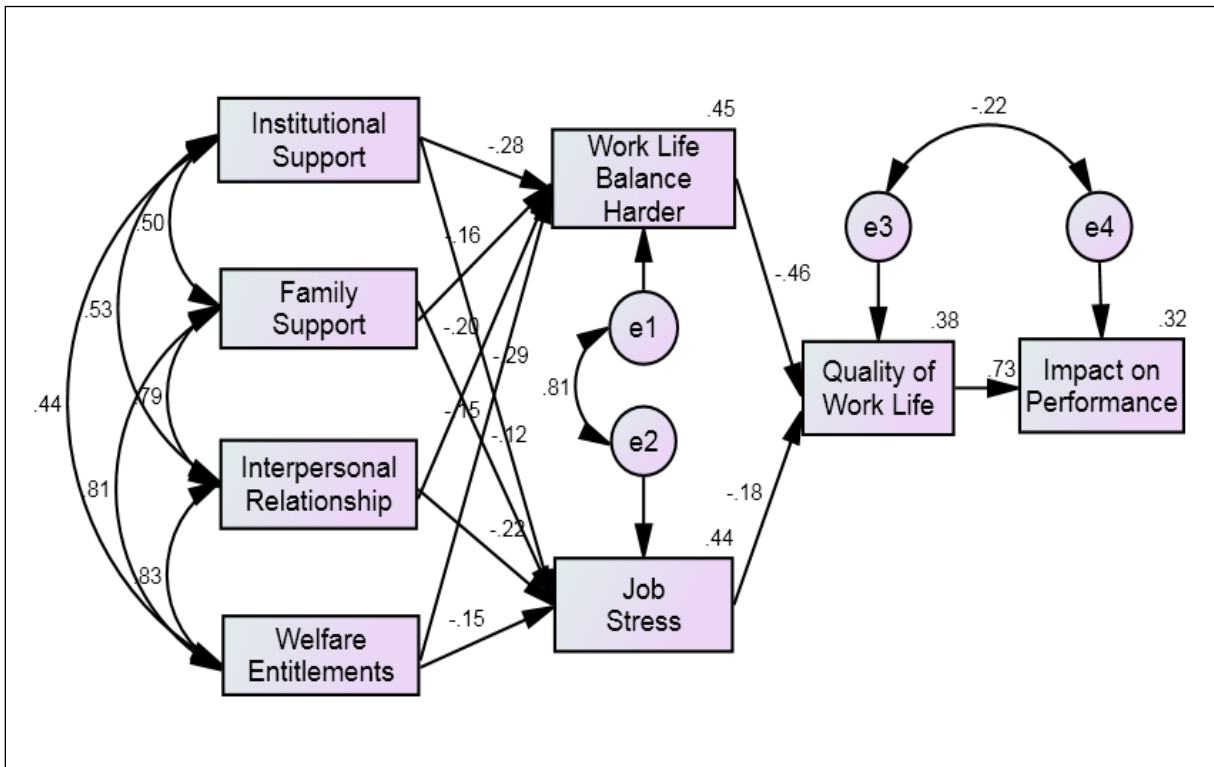
Structural Equation Model (SEM) based on Standardised Coefficient on Work Life Balance

Table 6: Variables in the Structural Equation Model Analysis

Variables			Unstandardised co-efficient (B)	S.E of B	Standardised co-efficient (Beta)	t value	P value
Work Life Balance harder	<---	Institutional Support	-0.372	0.051	-0.281	7.289	<0.001**
Work Life Balance harder	<---	Family Support	-0.231	0.086	-0.162	2.688	0.007
Work Life Balance harder	<---	Inter-Personal Relationship	-0.363	0.114	-0.201	3.189	0.001**

Variables			Unstandard ised co-efficient (B)	S.E of B	Standard ised co-efficient (Beta)	t value	P value
Work Life Balance harder	<---	Welfare Entitlements	-0.193	0.085	-0.147	2.278	0.023
Job stress	<---	Institutional Support	-0.502	0.068	-0.286	7.355	<0.001**
Job stress	<---	Family Support	-0.236	0.115	-0.125	2.048	0.041
Job stress	<---	Inter-Personal Relationship	-0.523	0.153	-0.219	3.432	<0.001**
Job stress	<---	Welfare Entitlements	-0.268	0.113	-0.155	2.373	0.018
Quality of Work Life Balance	<---	Work Life Balance harder	-0.551	0.089	-0.457	6.164	<0.001**
Quality of Work Life Balance	<---	Job stress	-0.159	0.067	-0.175	2.371	0.018
Impact on performance	<---	Quality of Work Life Balance	0.823	0.066	0.726	12.537	<0.001**

Note: ** denotes significant at 1% level

The above table explains that, unstandardized coefficient of Institutional support on factors making work life balance harder is -0.363 represents the partial effect of Institutional support on factors making work life balance harder, holding the other path variables as constant. The estimated negative sign implies that such effect is negative that hardship of work life balance would decrease by 0.372 for every unit increase in Institutional support and this coefficient value is significant at 1% level.

The above table explains that, unstandardized coefficient of Family support on factors making work life balance harder is -0.231 represents the partial effect of Family support on factors

making work life balance harder, holding the other path variables as constant. The estimated negative sign implies that such effect is negative that hardship of work life balance would decrease by 0.231 for every unit increase in Family support and this coefficient value is significant at 1% level.The above table explains that, unstandardized coefficient of Interpersonal relationship on factors making work life balance harder is -0.353 represents the partial effect of Interpersonal relationship on factors making work life balance harder, holding the other path variables as constant. The estimated negative sign implies that such effect is negative that hardship of work life balance would decrease by 0.363 for every unit increase in Interpersonal relationship and this coefficient value is significant at 1% level.

The above table explains that, unstandardized coefficient of Welfare entitlements on factors making work life balance harder is -0.193 represents the partial effect of Welfare entitlements on factors making work life balance harder, holding the other path variables as constant. The estimated negative sign implies that such effect is negative that hardship of work life balance would decrease by 0.193 for every unit increase in Welfare entitlements and this coefficient value is significant at 1% level.

The above table explains that, unstandardized coefficient of Institutional support on Job Stress is -0.502 represents the partial effect of Institutional support on Job Stress, holding the other path variables as constant. The estimated negative sign implies that such effect is negative that Job Stress would decrease by 0.502 for every unit increase in Institutional support and this coefficient value is significant at 1% level.The above table explains that, unstandardized coefficient of Family support on Job Stress is -0.236 represents the partial effect of Family support on Job Stress, holding the other path variables as constant. The estimated negative sign implies that such effect is negative that Job Stress would decrease by 0.236 for every unit increase in Family support and this coefficient value is significant at 1% level.

The above table explains that, unstandardized coefficient of Interpersonal relationship on Job Stress is -0.523 represents the partial effect of Interpersonal relationship on Job Stress, holding the other path variables as constant. The estimated negative sign implies that such effect is

negative that Job Stress would decrease by 0.523 for every unit increase in Interpersonal relationship and this coefficient value is significant at 1% level.The above table explains that, unstandardized coefficient of Welfare entitlements on Job Stress is -0.268 represents the partial effect of Welfare entitlements on Job Stress, holding the other path variables as constant. The estimated negative sign implies that such effect is negative that Job Stress would decrease by 0.268 for every unit increase in Welfare entitlements and this coefficient value is significant at 1% level.

The above table explains that, unstandardized coefficient of factors making work life balance harder on Quality of work life balance is -0.551 represents the partial effect of factors making work life balance harder on Quality of work life balance, holding the other path variables as constant. The estimated negative sign implies that such effect is negative that Quality of work life balance would decrease by 0.551 for every unit increase in factors making work life balance harder and this coefficient value is significant at 1% level.The above table explains that, unstandardized coefficient of Quality of work life balance on Job Stress is -0.159 represents the partial effect of Quality of work life balance on Job Stress, holding the other path variables as constant. The estimated negative sign implies that such effect is negative that Job Stress would decrease by 0.159 for every unit increase in Quality of work life balance and this coefficient value is significant at 1% level.

The above table explains that, unstandardized coefficient of Impact on Performance on Quality of work life balance is 0.823 represents the partial effect of Impact on Performance on Quality of work life balance, holding the other path variables as constant. The estimated positive sign implies that such effect is positive that Performance of women executives working in IT companies would increase by 0.823 for every unit increase in Quality of work life balance and this coefficient value is significant at 1% level. Based on Standardised coefficient, impact of performance (0.726) is most influencing path in this SEM model, followed by quality of work life balance (0.457), job stress (0.286) and so on.

SUGGESTIONS AND RECOMMENDATIONS:

The suggestions and recommendations to improve the work life balance of the women executives of IT companies are as follows:

1. The women executives who are impacted more by the factors like family support, need to be assigned in simple projects in the early days of their employment and same working time to be followed for a particular period to build confidence in individual women executive and also to build the trust of the family on such individual women employees towards the work they are involved and institution they are working with.

2. The women executives of IT companies must be trained to handle their job and complete their projects on scheduled time to avoid unnecessary delays, stress and extended working hours to complete the task.

3. IT industry is globally connected and relocation of job is a part of the job contract, the women executives who prefer to work in the IT companies should know the rule of relocation and handle such things with their family consent.

4. IT companies are mostly located in metro cities in India, the traffic and travel challenges are known to everyone, the individual women executives must know to handle this and avoid such issues and make this as a prime reason for work life balance.

5. Company must consider giving the same designation and salary to the women executives while returning from maternity leave. The women employees must be treated with same respect and dignity after leave.

6. The welfare entitlements as per company norms should be sanctioned to all the women employees from time to time based on the years of experience and the level of performance. Seniority need not be a part of each and every decision.

7. The company should work on a system and procedure to handle work life balance for every employee both men and women. In recent days not only women but also men are facing lots of challenges in managing work life balance.

CONCLUSION:

It is observed whatever the challenges may be still the preference for working in IT companies are more among the women population. The most observed problem is the interpersonal relationship which hinders not only the job environment but also the family environment. The situation is evaluated on both sides which has positive attitude and the negative attitude. The women executives having experience in IT sector handle it with same experience and don't have any major issues or impact on the institution relationship and family relationship. The freshers and mid-career women executives face more problems in handling interpersonal dimensions of work place and carry that to their family environment which affects not only the personal domain but also the intuitional environment and hinders in their performance resulting in job stress and makes work life balance unmanageable factor.

On the other side, highly attractive job offers are available for all levels of educated women population. The demand is high and supply is also equally adjusted which results in appreciable welfare benefits and too much of competition as there is too many employees for the same role and same project with similar expertise. The same creates a challenge and motivation to achieve the set target within scheduled time resulting in job stress leading to frustration, fear and worries affects their family life. The IT companies must design varieties of social activities within the employees to build the better interpersonal relationship and remove the gender bias among the employees. Further IT companies should arrange more social activities involving the family of the women employees to build the confidence in the family about the job culture and the people around the institution. Quality work life balance is the need of the hour. The IT companies must work towards helping and supporting the women executives in all ways to have quality work life balance. The companies must design a system to reduce the hardship of balancing work and life for women executives. The welfare benefits and medical, casual and maternity leaves need to be approved as required to have more commitment by the women executives towards their job and also to show the best performance.

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