Work life balance of women employees in the information technology industry

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ABSTRACT

In this research paper, an attempt has been made to find the professional and personal challenges and enhancers for work life balance amongst working women through a survey of 186 women working in the IT sector in India. The main challenges in professional life were found to be extended/odd working hours, travel time between home and workplace and participation in additional jobs and assignments. In personal life, the main stresses were guilty of not being able to take care of self and elders at home. Social media interaction was found to be stress busters for most women. Most women would prefer flexible timing, and supportive spouse, family and friends as well as an environment conducive for work at the office.

Key words: Work-Life Balance, Professional life Challenges, Personal life Challenges, Professional life Enhancers, Personal life Enhancers, Social Media Involvement.

1. Introduction

Indian families are undergoing rapid changes due to the increased pace of urbanization and modernization. Indian women belonging to all classes have entered into paid occupations. At the present time, Indian women's exposure to educational opportunities is substantially higher than it was some decades ago, especially in the urban setting. This has opened new vistas, increased awareness and raised aspirations of personal growth. This, along with economic pressure, has been instrumental in influencing women's decision to enter the work force. Work life Balance of women employees has become an important subject since the time in today's world where both men and women equally share the responsibility of earning for the betterment of their family life. Hence it is very necessary to know how the women balance very professional and domestic life. In the initial stages, women had to struggle a lot to establish their identity in this competitive world, both in the society as well as in the professional life. In the widely cited article on work-family conflict, Greenhaus and Beutell (1985) distinguish three main factors that contribute to work-life conflict. The three components of conflict are behaviour, time and stress. The notion that patterns or behaviours expected in one role may be in opposition with the desired characteristics of another role is referred as behaviour-based conflict. The extra time spent in work precludes individuals from investing that time in personal relationships is defined as Time-based conflict and stress-based conflict suggests that one domain is affectedly the stress brought out in another section.

1.1 The objectives of the study

The primary aim and objective of this study is to observe how women employees, especially those belonging to the information technology (IT) sector, balance their professional and personal aspect. The objective is studied considering their demographic aspects in relation to a set of factors considered to be challenging and enhancing the work life balance (WLB) in professional and personal aspect. The objectives can be outlined as follows:

- To identify and analyze the profession and personal related factors challenging the work-life balance amongst working women in the IT Companies.
- To identify and analyze the professional and personal enhancers relating to work life balance amongst working women in the IT Companies.

2. Literature review

Hochschild (1997) has observed that to enhance commitment to an organization, the promotion of work life balance policies is of a compulsory interest to the governing body. Hyman et al. (2003) discovered that the work-related factors which intrude the non-work of employees' lives are organizational pressures clubbed with lack of work centrality. Such intrusions often manifest themselves differently depending on the type of work, extent of autonomy and organizational support (Hyman et al. 2003; Atkinson and Meager 1986). According to Fisher and Layte (2003) three distinct sets of measures of work-life balance, were identified namely proportion of free time, the over-lap of work and other dimensions of life, and the time spent with other people. Burke (2002) noted that an organization that supports work life balance is preferred by both women and men. The benefit for Men appeared to be more than women. Satisfaction was more for Men when their achievement in job was more even at the cost of ignoring the family. On the other hand, women emphasized the need to strike a balance between work and family sources for their gratification. Women feel unhappy, disappointed and frustrated when work prevents them from taking care of their family. Women do not like the crisscrossing of the boundaries between work and home.

Marcinkus et al., 2007 found that there is a positive association in work based support for women with job satisfaction, organizational commitment and career achievement. Baral (2010) studied 485 employees working in varied organizations in India found that working men and women in India experience more work family enrichment than the work family conflict. It was also found that there were no gender differences in the employee perception of work family enrichment. Frone et al. (1992a) in their randomly drawn sample of 631 comprising 278 male and 353 female respondents also found that work to family conflict is more prevalent than family to work conflict. Their study suggested that family boundaries be more permeable to work demands than are work boundaries to family needs. Valcour and Hunter (2005) found that greater flexibility and independence can be experienced by working from home, but it can result in people working longer than their office timings which included weekends and evenings. The quality of life is significantly impacted by the home environment. Home working could be stressful, if young children have to be supervised. Kandel *et al*. (1985) examined the relationship of marital, occupational and house work roles amongst married women. They found that the family roles create less strain and stresses when compared to occupational and household roles among the married women. Chassin *et al*. (1985) found three types of conflicts in their research on a sample of 83 working parents who have pre-school kids. These differences were related to (a) the demands of multiple roles,

(2) between role expectations of self and spouse, and (3) lack of congruence between expectation and reality of roles. De Bruin and Dupuis, (2004) and Greenblatt (2002), emphasized the integration of the work and non-work roles of employees. Then the levels of multiple-role conflict, and the associated stress and job-dissatisfaction, can be minimized or avoided. Zimmerman (2003) examined the strategies that working couples adopt in an attempt to strike a balance between family and work. They studied 47 middle-class, working parents who have children to be successful in balancing family and work. They identified six general collaborative themes namely shared housework, mutual and active involvement in child care, joint decision-making, equal access to and influence over finances, value placed on both partners work life goals and shared emotion work. Chow and Ig (2007) found that there is a need for laying more emphasis on the designing and implementing social policy from a gender perspective. Creating more awareness of gender equality, empowerment of women as decision makers will have a long-term positive impact in organizations. They suggested that organization need to devise long-term strategies to equip women with personal growth, inclusiveness and equality in the workplace.

Bachmann (2000) and Schwartz (1994) found that work arrangements such as flexi-time, telework ethic are depicted as an important component of an individual's work preference towards work time. There is a suggestion that such work arrangements will help the employee achieve a better blend between their work and non-work activities. This will assist the organizations recruit, retain and motivate their workforce. Thompson et al. (1999) found that work and folk cultivation is a collective perception by members of an organization that it "supports and values the integration of employees' work and family lives". Indian families are undergoing rapid changes due to the increased pace of urbanization and modernization. Indian women belonging to all classes have entered into paying jobs. At the present time, Indian women's exposure to educational opportunities is substantially higher than it was some decades ago, especially in the urban context. This has opened new vistas, increased awareness and raised aspirations of personal growth. This, along with economic pressure, has been instrumental in influencing women's decision to enter the workforce. Work life Balance of women employees has become an important issue since the time in today's world where both men and women equally share the responsibility of earning for the betterment of their family life. Hence it is really necessary to know how the women balance very professional and domestic life.

Valk and Srinivasan (2011) in their study of the work and family related factors in women IT professionals in India revealed six major themes namely family influence on life choices, attempts to negotiate multi-role responsibilities, self and professional identity, work life challenges and the combating strategies, organizational policies and practices and social reinforcement. Panisoara and Serban (2013) in their study examined the impact of marital status on work-life balance in order to enable the organizations to conceive and implement appropriate motivational policies. They found that no significant level of work- balance existed in the four categories of employees namely unmarried, married without kids, married with children under 18, married with children over 18. Shelton et al (2008) explored the challenges in managing work-family conflict for minority entrepreneurs. They sampled African-American, Mexican-American, Korean-American, and White business owners. Their study found that the difficulty of managing work-family conflicts was higher in Korean-American and Mexican-American entrepreneurs due to the necessity to cater to greater role demands, and subsequently, higher levels of difficulty in managing. Moreover, the negative impact was found between business performance and difficulty in managing work-family conflict. Wheatley (2012) found that the barrier to women employees achieving work-life

balance is the existence of work-group cultures. The over-lap between work and non-work activities created challenges of allocating time. Amongst others travel-to-work, issues in getting space to park their car were found to be creating conflict leading to stress in balancing work.

Hyman and Summers (2004) challenged the assumptions and consequences on the Government's approach to help employees balance their work and domestic responsibilities. The identified seven major problems associated with current UK practice over work-life balance. These are concerns of unevenness of adoption of practices across different sectors and organizations, lack of formalization of policies at organizational levels, restricted opportunity of being heard from employees in the origination and execution of policies, the business centric nature of policies, no evidence of working hours reduction, the intrusion of tangible and intangible factors in domestic life and women conducting domestic responsibilities irrespective of their status of employment. Grady and McCarthy (2008) in their study defined that work-life integration is an outcome of the complex relationship between the dynamics of employment and personal factors. They found the balance between work and life is achievable through the funding and coordination of multiple activities which included the organization's interest. Children were given first priority by the respondents exhibiting a deep sense of motherhood. Factors like work stimulation, challenges, achievement and enrichment were given high importance and sought more self-care time to balance work and family. Desai et al (2011) found that home-based working women had less stress, able to adjust better and were more satisfied with their careers. Doherty (2004) in the study on working life balance initiatives for women in the hospitality industry explored the main barriers to advancement into managerial roles. It was found that managerial roles called for long working hours. Rehman, and Roomi (2012) found that achieving work-life balance is one of the key drivers of motivation for women entrepreneurs. The challenges identified were insufficient time, gender bias, social and cultural norms of a patriarchal Islamic society.

3. Research methodology

For the purpose of study 200 questionnaires were circulated among the women employees of various IT companies in Hinjewadi, Pune, India from which only 186 were complete and could be used for the data analysis.

The nature and professional routine of the Information Technology organization has become a global concern with regard to the Work-Life Balance for its employees. Coping up with different time zones, 24/7/365 nature of fast paced digital operations contributed to this concern. Ironically technology has added to the speed of operation, rather than easing the work practice. Employees in this knowledge industry are expected to work long hours and cope with tougher deadlines. Today's world literally doesn't go to sleep. With all the above mentioned concerns regarding work – life balance this work focuses on researching on certain key professional and personal challenges and enhancers to work life balance for women employees in the Information Technology Industry. The following are the research questions under consideration.

1. How does the profession or work related factors influence the work life balance of women employees in the Information Technology Companies?
2. How do personal / home related factors influence the work life balance of women employees in the Information Technology Companies?

3. What are the different initiatives to ensure work life balance from both professional and personal perspectives of working women in the IT Companies?

The questionnaire method was adopted to collect the data from the respondents. Likert's five-point scale was used to compile the responses for the question relating to Work Life Balance. These scores ranged from Strongly Agree (5) to Strongly Disagree (1).

The data collected from the questionnaires were analyzed using Collected data was analyzed using Statistical Packages Social Sciences (SPSS) Version 20. Cronbach Alpha for reliability test, descriptive statistics and multivariate analysis of variance (MANOVA) was conducted to test the hypothesised model (please refer to figure 1).

3.1 Dependent Variables:

1. Professional Challenges to Work – Life Balance
2. Personal Challenges to Work-Life Balance
3. Social Media Involvement and Work-Life Balance
4. Professional Enhancers to Work-Life Balance
5. Personal Enhancers to Work-Life Balance

3.2 Control Variables / Independent Variables

1. Age of respondents: 70% of the respondents belonged to the age bracket of less than thirty, 26% of the respondents belong to the age bracket of 30-40 years and only approximately 4% of the respondents are more than forty years.
2. Marital Status of respondents: 24% of the respondents are unmarried, about 73% of the respondents are married, while the balance 3% is equally comprised of divorcee and widow respondents.
3. Work Experience of respondents: About 43% of the respondents had less than 5 years of experience, nearly 52% of the respondents had 5-10 years of experience, nearly 4% of the respondents have 10-15 years of experience and only 1% of the respondents have 15-20 years of work experience. 69% of the respondent's job are technical in nature, about 13% of the respondent' job are Managerial in nature, while nearly 18% of the respondent's nature of the job are techno-Managerial. 66% of the respondents are in operational level job, while about 33% of the respondents have in middle management and only 1 % of the respondents belonged to upper management.
4. 78% of the respondents work for 40-50 hours per week while 21% of the respondents work for 50-60 hours per week and only 1% of the respondents belong to the more than 60 hours per week category.
5. Family Composition of respondents: 49% of the respondents have one child, about 38% of the respondents have no children and about 13% of the respondents have two children.

3.3 Definitions of constructs

This study has adopted the definitions introduced by Fisher-McAuley, Stanton, Jolton, and Gavin (2003).

Professional Challenges to Work Life Balance (POC) can be defined different aspects of work interfering with personal life. The challenges mean that personal life is suffering because of organizational and job related factors resulting in the individuals neglecting personal life. Employees find it difficult to man work experience both work and non work activities, finding sufficient time for non – work activities, and missing on personal activities. Some of the variables included in the professional challenges construct are codified as given in Table 1.

Table 1: Codification of Variables for Professional Challenges Construct

Professional Challenges (POC)	Code
Extended / Odd Working Hours	POC_1
Always connected to office work through conference calls	POC_2
Official Travel within short notice	POC_3
Frequent Official Travel for longer durations	POC_4
Check back with the office even when away on a vacation	POC_5
Involved in additional jobs/assignments	POC_6
Non-supportive attitude of superiors	POC_7
Non-supportive attitude of colleagues	POC_8
Travel time between home and work	POC_9
Pursuing education /courses/training for career growth	POC_{10}

Personal Challenges to Work Life Balance (PEC) focuses on factors is defined as those set of factors that impact the Work Life Balance from a personal perspective. These may be triggered from family, home and self resulting in less or inadequate support from family to professional life. These factors can also affect an individual's productivity in the workplace and professional career. The variables forming part of personal challenges construct considered in this survey are tabulated in table 2.

Table 2: Codification of Variables for Personal Challenges Construct

Personal Challenges (PEC)	Code
Husband frequently/continuously travels or employed in another city/state	PEC_1
Non-supportive nature of other family members	PEC_2
Not enough time spent on taking care of babies	PEC_3
Not enough time spent on taking care of dependent elders	PEC_4
Non-supportive nature of friends and relatives	PEC_5
Inadequate attention to own needs	PEC_6
Feeling of Depression or hypertension	PEC_7

Social media (SM) are a group internet-based application that builds on the ideological and technological foundations of web 2.0 and that allow the creation and exchange of User Generated Content. The article on the challenges and opportunities of social media defined what is and what is not Social Media, and brought out certain key opportunities and challenges of social media namely collaborative projects, blogs, content communities, social networking sites, virtual game worlds, virtual social worlds (Kaplan and Haenlein, 2010). The involvement of individuals in social media in terms of time spent, content sharing and seeking, networking can influence the Work Life Balance. Social media tools like Facebook, Twitter, LinkedIn, and You Tube can come a long way in impacting the work-life balance of individuals. Table 3 lists out the factors considered to analyze the impact of social media construct on work life balance.

Table 3: Codification of Variables for Social Media Involvement Construct

Social Media Involvement (SM)	Code
It is a hindrance to my work-life balance	SM_1
It enables faster ventilation of stress	SM_2
It fosters real-time interpersonal communication	SM_3
It supports me to link up with dear ones at times of distress	SM_4
Social media presence eats into my physical time at home and work	SM_5

Professional Enhancers to the Work Life Balance (POE) is defined as those organizationally driven factors that can facilitate and support employees to experience a favorable environment for balance their work and personal life. These factors mainly focus upon certain best practices that organization imparts to enhance the quality of work life. Some of the factors considered in analyzing the professional enhancers are given in the table 4 below.

Table 4: Codification of Variables for Professional Enhancement Factors Construct

Professional Enhancement Factors (POE)	Code
Flexible Working Hours	POE_1
Career Breaks / Sabbaticals	POE_2
Paid Time-offs for family bookings	POE_3
Regular health checkups and counselling	POE_4
Outbound self-development programs	POE_5
Parenting and Family support programs	POE_6
Pick-up and drop service to and from office	POE_7
Insurance plans for self and family	POE_8
Conducive / supportive work environment	POE_9
Work from home	POE_{10}

Personal Enhancers to Work Life Balance (PEE) can be defined as those factors which emerge of the individuals' personal relationship/involvement including his family, friends, society, personal routine etc. Some of the relevant factors considered in this study for

validating the construct of Personal Enhancers to Work Life Balance are presented in the table 5 given below.

Table 5: Codification of Variables for Personal Enhancement Factors Construct

Personal Enhancement Factors (PEE)	Code
Regular exercises and fitness schedule	PEE_1
Yoga and meditation	PEE_2
Balanced diet and sufficient sleep	PEE_3
Involvement in hobbies	PEE_4
Supportive and caring husband	PEE_5
Understanding and supportive family members and friends	PEE_6
Availability of reliable and consistent servant maid (outsourced domestic help)	PEE_7
Proximity and accessibility of reliable crèche facility for minors	PEE_8
Participation in spiritual and cultural activities	PEE_9
Participation in social work	PEE_{10}

3.4 Theoretical model

The objectives of the research study as mentioned above are analyzed through the model presented in Figure 1. The outcome of our will measure the impact of the control variables on the five constructs explained in the previous section. The model hypothesizes the impact of the control variables on the five constructs. Multivariate Analysis of Variance (MANOVA) was used for testing the hypothesis (presented in figure 1) about the impact of all the selected control variables on the dependent variables.

4. Research findings

This section presents the results of the analysis conducted for data reliability, descriptive statistics and multivariate analysis of variance.

4.1 Reliability tests

The reliability score of the data collected to analyse, for the purpose of this project was 0.90, which confirms that the data collected was highly reliable, as the questions were very relevant, the respondents could very well understand the questions and the questionnaires were not time consuming as the responses were formatted in Likert's scale.

4.2 Descriptive statistics

In the professional challenges to make life balance the top three agreeable factors (score >3.75 out of 5) were found for factors like extended/odd working hours, travel time between home and workplace and participation in additional jobs and assignments.

In the personal challenges to make life balance the top three agreeable factors (score >3.50 out of 5) were found in inadequate attention to own needs, not enough time spent on taking care of dependent elders, and feeling of depression and high blood pressure.

In the social media involvement of employees and work life balance the top three agreeable factors (score >3.5 out 5) were social media involvement enables to connect with dear ones at times of distress, social media involvement enables faster ventilation of stress and it fosters real-time interpersonal communication.

All the professional enhancement factors to work life balance had a high agreeable score from the respondents (> 4 out of 5). The top three factors amongst them were conducive and support work environment, flexible working hours and working from home.

In the personal enhancement factors to work life balance, out of 10 factors chosen for study 8 factors had a high agreeable score of more than 4 out of 5. The top three agreeable factors were understanding and supportive family and friends, balanced diet and sufficient sleep and supportive and caring husband.
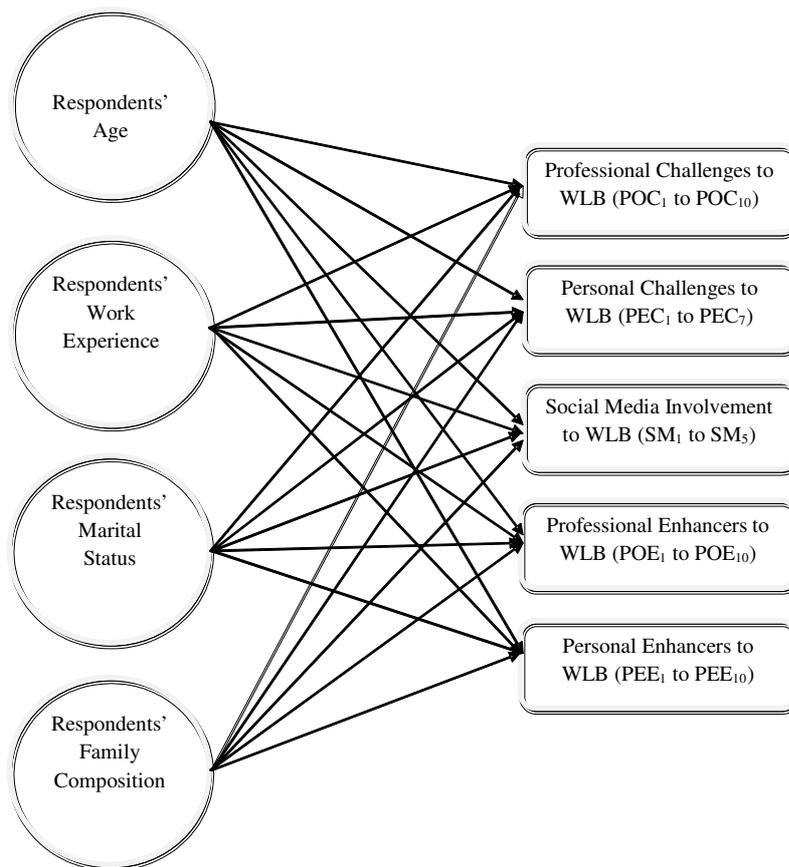
Figure 1: Theoretical model for Multivariate Analysis of Variance (MANOVA)

4.3 Pairwise comparison results

Overall no significant difference was found between the age groups of the respondents and their perception towards the professional challenges to work life balance. However on post-hoc analysis of the variables based on between subject-effects *on additional jobs/assignment* and *non-supportive nature of colleagues* had significant relationship with the age of the employees. The combination of age groups of less than 30 and 30-40 contributed to the significance. The details are presented in table 6.

Table 6: Pairwise Comparison for Age of Respondents and Professional Challenges to WLB
(Factors that contribute to significant relationships only)

Pairwise Comparisons							
Dependent Variable	(I) Age	(J) Age	Mean Difference (I-J)	Std. Error	Sig.[b]	95% Confidence Interval for Difference[b]	
						Lower Bound	Upper Bound
Involved in additional jobs/assignments	< 30	30-40	-.448[*]	.180	.041	-.882	-.014
Non-supportive attitude of colleagues	< 30	30-40	-.449	.198	.033	-.927	.028
Based on estimated marginal means							
*. The mean difference is significant at the .05 level.							
b. Adjustment for multiple comparisons: Bonferroni.							

From the table 7 presented below, it can be found from amongst the four categories of work experience group "less than 5, 5-10, 10-15 and 15-20, the combination of respondents belonging to experience of 10-15 and less than 5 years has contributed to the prevalence of a significant relationship between work experience and the professional challenge variable listed above.

Table 7: Pairwise Comparison for Work Experience of Respondents and Professional Challenges to WLB
(Factors that lead to significant relationships only)

Pairwise Comparisons							
Dependent Variable	(I) Work Exp	(J) Work Exp	Mean Difference (I-J)	Std. Error	Sig.[b]	95% Confidence Interval for Difference[b]	
						Lower Bound	Upper Bound
Non-supportive attitude of colleagues	10-15	<5	1.18[*]	.438	.048	.01	2.35
Based on estimated marginal means							
*. The mean difference is significant at the .05 level.							
b. Adjustment for multiple comparisons: Bonferroni.							

Overall there were no significant differences found between the age of the respondents and their perception towards the personal challenges to work life balance. There no between subject-effects of age groups of the employees on seven variables of the personal challenges construct.

No significant differences were found between the age of the respondents and their perception on the social media involvement to work life balance. There no between subject-effects of age groups of the employees on five variables of the social media involvements construct.

Overall no significant difference was found between the age of the respondents and their perception towards the professional enhancement factors to work life balance. However on further analysis between subject-effects of age groups for *outbound self-development programs (p = 0.012)* and *parenting and family support programs ((p = 0.014) was* found which is presented in table 8. There was significance difference between in employees' age group of less than 30 and 30-40 years for the two factors.

Table 8: Pairwise Comparison of Age of Respondents and Professional Enhancement Factors to WLB
(Factors that lead to significant relationships only)

Pairwise Comparisons							
Dependent Variable	(I) Age	(J) Age	Mean Difference (I-J)	Std. Error	Sig.[b]	95% Confidence Interval for Difference[b]	
						Lower Bound	Upper Bound
Outbound self-development programs	< 30	30-40	-.380[*]	.130	.012	-.696	-.065
Parenting and Family support programs	< 30	30-40	-.411[*]	.140	.011	-.748	-.074
Based on estimated marginal means							
*. The mean difference is significant at the .05 level.							
b. Adjustment for multiple comparisons: Bonferroni.							

The age of the respondents had no significant relationship with the personal enhancement factors to work life balance. The full set of 10 variables constituting the construct personal enhancement factors were not tempted by any of the age group of the employees.

From an overall perspective there was a significant difference between the work experience of the respondents and professional challenges to work life balance. The significance was contributed by the combination of respondents belonging to experience of 10-15 and less than 5 years which is presented in table 9.

Table 9: Pairwise Comparison for Work Experience of Respondents and Professional
Challenges to WLB
(Factors that contribute to significant relationships only)

Pairwise Comparisons							
Dependent Variable	(I) Work Exp	(J) Work Exp	Mean Difference (I-J)	Std. Error	Sig.[b]	95% Confidence Interval for Difference[b]	
						Lower Bound	Upper Bound
Non-supportive attitude of colleagues	10-15	<5	1.18[*]	.438	.048	.01	2.35
Based on estimated marginal means							
*. The mean difference is significant at the .05 level.							
b. Adjustment for multiple comparisons: Bonferroni.							

No significant relationship was found between the work experience of the respondents and their perception of the personal challenges to work life balance. None of the 7 variables explaining the construct personal challenges were impacted by the work experience of the respondents.

Though the overall multivariate test results showed no significant relationship between the work experience of the respondents and social media involvement, it was found that on analyzing the test results of between-subject effects of the 5 variables defining social media involvement construct, one item namely 'social media fosters real-time interpersonal communication' was significantly different from the 5-10 years and 10-15 years work experience strata of the sample. The results are presented in table 10.

Table 10: Pairwise Comparison for Work Experience of Respondents and Social Media
Involvement to WLB
(Factors that contribute to significant relationships only)

Pairwise Comparisons							
Dependent Variable	(I) Work Exp	(J) Work Exp	Mean Difference (I-J)	Std. Error	Sig.[b]	95% Confidence Interval for Difference[b]	
						Lower Bound	Upper Bound
It fosters real-time interpersonal communication	10-15	5-10	.923[*]	.319	.026	.071	1.774
Based on estimated marginal means							
*. The mean difference is significant at the .05 level.							
b. Adjustment for multiple comparisons: Bonferroni.							

The test of the significant relationship of the work experience of the respondents with the professional enhancement factors is given in table 11. It was found that three variables namely outbound self-development programs (p = 0.037), parenting and family support programs (p = 0.043) and conducive/supportive work environment (p = 0.006) out of the ten

defining the construct was significantly different for work experience level of less than 5 years and 10-15 years respectively.

Table 11: Pairwise Comparison for Work Experience of Respondents and Professional Enhancement Factors to WLB

(Factors that contribute to significant relationships only)

Pairwise Comparisons							
Dependent Variable	(I) Work Exp	(J) Work Exp	Mean Difference (I-J)	Std. Error	Sig.[b]	95% Confidence Interval for Difference[b]	
						Lower Bound	Upper Bound
Outbound self-development programs	<5	10-15	.788*	.290	.043	.015	1.561
Parenting and Family support programs	<5	5-10	-.363*	.127	.028	-.701	-.025
Conducive / supportive work environment	< 5	10-15	-.519*	.191	.044	-1.030	-.008
Based on estimated marginal means							
*. The mean difference is significant at the .05 levels.							
b. Adjustment for multiple comparisons: Bonferroni.							

The test of the significant relationship of the work experience with personal enhancement factors did not yield any of the 10 variables significantly impacted by the work experience strata of the sample. There was no significant relationship found between the marital status of the employees and the professional challenges to work life balance in all the 10 variables defining the construct. Between the marital status of the employees and personal challenges to make life balance also there was no significant relationship found in any of the 7 variables that defined the personal challenges construct. The test for a significant relationship between marital status and social media involvement yielded no significance in any of the 5 variables defining the social media involvement construct. The multivariate analysis conducted to examine the association between respondents' marital status with professional enhancement factors found that there is an important relationship.

A significant difference was observed between the need for parenting and family support programs for women of different marital status (p=. 0013). From the table 12 it can be found from amongst the four categories of marital status the combination of respondents belonging to the unmarried and married, divorcee and widow have contributed to the prevalence of a significant relationship. A significant relationship was found between the marital status of respondents and personal enhancement factors. The test of between-subject effects of multivariate analysis found that four of the ten variables forming part of the personal enhancement construct viz., balanced diet and sufficient sleep, supportive and caring husband, understanding and supportive family members and acquaintances and the availability of reliable and consistent servant maid were significantly different for women of various marital status. Table 13 presents the results.

Table 12: Pairwise Comparison for Marital Status of Respondents and Professional
Enhancement Factors to WLB
(Factors that contribute to significant relationships only)

Pairwise Comparisons							
Dependent Variable	(I) Marital Status	(J) Marital Status	Mean Difference (I-J)	Std. Error	Sig.[b]	95% Confidence Interval for Difference[b]	
						Lower Bound	Upper Bound
Parenting and Family support programs	Unmarried	Married	-.311	.143	.184	-.692	.070
	Divorce	Widow	1.667	.677	.089	-.140	3.473
Based on estimated marginal means							
*. The mean difference is significant at the .05 level.							
b. Adjustment for multiple comparisons: Bonferroni.							

Table 13: Pairwise Comparison for Marital Status and Personal Enhancement Factors to
WLB
(Factors that contribute to significant relationships only)

Pairwise Comparisons							
Dependent Variable	(I) Marital Status	(J) Marital Status	Mean Difference (I-J)	Std. Error	Sig. [b]	95% Confidence Interval for Difference[b]	
						Lower Bound	Upper Bound
Supportive and Caring Husband	Married	Unmarried	.630[*]	.133	.000	.275	.984
	Married	Divorcee	1.207[*]	.451	.048	.005	2.410
	Married	Widow	1.207[*]	.451	.048	.005	2.410
Understanding and supportive family members and friends	Married	Unmarried	.370[*]	.117	.011	.058	.683
Based on estimated marginal means							
*. The mean difference is significant at the .05 level.							
b. Adjustment for multiple comparisons: Bonferroni.							

It can be found that the combination of all the four categories of marital status of respondents have contributed to the prevalence of a significant relationship between marital status and the given personal enhancement factors listed above.

There was no significant relationship found between the family composition of the respondents and the professional challenges to work life balance. None of the 10 variables forming part of the construct was significantly related to any of the types of family composition of the respondents.

The test for significant relationship between the family composition of the respondents and the personal challenges to work life balance yielded significance relationship in one out of the seven variables namely husband frequently/continuously travels or employed in another city/country. The table 14 presented below show that the significance was contributed by the family composition strata self and children and self, husband children and seniors.

Table 14: Pairwise Comparison for Family Composition of Respondents and Personal Challenges to WLB
(Factors that contribute to significant relationships only)

Pairwise Comparisons							
Dependent Variable	(I) Family Composition	(J) Family Composition	Mean Difference (I-J)	Std. Error	Sig.[b]	95% Confidence Interval for Difference[b]	
						Lower Bound	Upper Bound
Husband frequently / continuously travels or employed in another city / country	Self and children	Self, husband, children and elders	-2.382[*]	.777	.025	-4.590	-.175
Based on estimated marginal means							
*. The mean difference is significant at the .05 level.							
b. Adjustment for multiple comparisons: Bonferroni.							

The test for a significant relationship between family composition and social media involvement yielded no significance in any of the 5 variables defining the social media involvement construct.There was significant relationship found in between family composition of the respondents and one variable of professional enhancement construct namely parenting and family support program, and such significance were given by all the family composition strata. The table 15 presents the results

Table 15: Pairwise Comparison for Family Composition of Respondents and Professional Enhancement Factors to WLB
(Factors that contribute to significant relationships only)

Pairwise Comparisons							
Dependent Variable	(I) Family Composition	(J) Family Composition	Mean Difference (I-J)	Std. Error	Sig.[b]	95% Confidence Interval for Difference[b]	
						Lower Bound	Upper Bound
Parenting and Family support programs	Self and parents	Self, husband and children	-.595[*]	.171	.006	-1.079	-.110

	Self and parents	Self, husband, children and elders	.836*	.251	.010	.123	1.549

Based on estimated marginal means
*. The mean difference is significant at the .05 level.
b. Adjustment for multiple comparisons: Bonferroni.

The test of the significant relationship between the family composition and personal enhancement factors to work life balance is presented in table 16. It is found that four out of the ten variables in the construct differ significantly by family composition. These variables are supportive and caring husband, understanding and supportive family members and supporters, the availability of reliable and consistent servant maid and proximity and availability of reliable crèche facility for minors. All the family composition strata contributed to the significant relationship.

Table 16: Pairwise Comparison for Family Composition of Respondents and Personal Enhancement Factors to WLB
(Factors that contribute to significant relationships only)

Pairwise Comparisons							
Dependent Variable	(I) Family Composition	(J) Family Composition	Mean Difference (I-J)	Std. Error	Sig.[b]	95% Confidence Interval for Difference[b]	
						Lower Bound	Upper Bound
Supportive and caring husband	Self, husband and children	Self and children	2.052*	.549	.002	.493	3.611
	Self, husband and children	Self and parents	.655*	.160	.001	.201	1.109
	Self, husband, children and elders	Self and children	1.971*	.575	.008	.337	3.605
	Self, husband and children	Self, children and elders	.597*	.179	.010	.089	1.105
Understanding and supportive family members	Self, husband and children	Self and parents	.405*	.140	.042	.008	.802

and friends	Self, husband and children	Self, children and elders	.465*	.156	.034	.020	.909
Availability of reliable and consistent servant maid (outsourced domestic help)	Self, husband and children	Self and parents	.560*	.189	.035	.022	1.099
Proximity and availability of reliable crèche facility for children	Self and parents	Self and parents	.733*	.210	.006	.136	1.329
Based on estimated marginal means							
*. The mean difference is significant at the .05 level.							
b. Adjustment for multiple comparisons: Bonferroni.							

5. Recommendations

Work – Life Balance is a challenging issue for IT leaders, managers and has also attracted the attention of researchers. Work/life balance, in its broadest sense, is defined as a satisfactory level of involvement or 'fit' between the multiple roles in a person's lifetime. In this climate managing the boundary between home and work is becoming more challenging especially for the women employees. In the Indian context women are the ones who need to take care of the children, look after the home front and simultaneously manage their professional life as well. This has caused lots of stress and pressure to the women employees. As IT profession is a knowledge based profession it needs abundant applications of knowledge. This knowledge has to be updated in accordance with the recent developments to keep the company ahead in the competition. Due to this, irrespective of the gender the employees work for long hours without sufficient breaks. As a result it becomes very difficult for the women employees to balance their work life and professional life. The movement of the nuclear family in the recent days is adding to the woes. From this study we could know that many women have recommended that work from home and flexible timings of the company are the best options and the strategies to maintain a healthy work life balance. Here are a few more recommendations given by the women working in IT sector:

1. Travel time from home to workplace to be lessened. Kwan (1999) had found that women have higher fixity constrain than their male counterparts irrespective of her employment status and they will travel long distances for work than men for employment. Such fixity constrains get moderated if there are more helping hands for domestic employment.
2. Supportive people at office, family and around us are the main source of balance. Job mobility has taken women farther from relatives and friends who might lend a hand, and made it harder to make close friends of neighbors who could help out

(Hochchild, 1997). In Scandinavian countries fathers take two days paid weeks off. Further, long parental leaves at the first two years of childbirth by both parents enhances the parental involvement in child rearing and is found to be good for socio-psychological upbringing of children

3. Sick leaves, recreational activities and strict working hours to be confirmed.
4. No communication with the employee when he/she is on leave will be welcomed.
5. Support from family, setting the right expectation with senior management and realistic goals.
6. Try to work at your designated hours and try to spend more time with family. Part time jobs are preferred by earning women but not as much by career women (Higgins, 2000). It helps women better time management by reduction of work family interference. Teleworking are preferred by women with school going children as it helps them balance their traditional roles of care giving mother and working woman (Hilbrecht et al., 2008).
7. Employers should have crèche facility within the company premises. In certain countries like France there is excellent child care infrastructure and state takes responsibility of day care of children, seniors and other dependents which relieve working women stress and strain of dual responsibility (Hantrais and Hackers, 2005)
8. Job rotation is essential for maintaining work life balance.
9. Work from home at least 2-3 days a week will help better work life balance. Indulge in activities that are mind refreshing like pursue a hobby or pursue some art

Thus women Employees of the IT companies expect a lot of flexibility in the working rules along with various facilities as well as a good pay package so that their professional and personal aspects are well balanced with equal significance to both the aspects of their lives.

5.1 Limitations of the Research Study and Scope for Further Research

1. The sample was limited to IT organizations in Pune city.
2. The study was conducted under the assumption that the information given by the respondents is authentic and there is minimum bias in responding to the questionnaire.
3. The outcome of the study cannot be generalized as the data will be collected only from a section of employees in a particular industry.
4. The time factor and resources were a challenge to restrict the scope and sample size for this study.

5.2 Conclusion and scope for further research

Though the study has been confined to only It Professionals, the results of the study have in fact opened up several avenues for further researches in the aspect of work life balance. Large-scale and in depth researches on this subject have been envisaged in association with specialized institutions.   There is immense scope for researches on this topic in India. Focused studies on work life balance of women employees could be initiated in order to bring about a good awareness about the problems women face while balancing their personal and professional lives. Work life balance being treated as a separate and core aspect, making it compulsory for all the levels of employees are agreed. But it is strongly opined that in order to produce its full effectiveness, it should be gradually aligned with other core employee

friendly programs of the society. One of the important objectives of Corporate Responsibility is ensuring good work life balance by being flexible with their employees. Further research towards how can the aspect of work life balance be associated with the Companies would bring about a mutual understanding and synergies of employee retention.

In India, consequent to exploding human population, the quality of the work environment has been deteriorating, despite many focused efforts. The root cause for such a distressing state of affairs can be traced to the inclusion of only limited concepts of work life balance in the company agenda, and ineffective operational process by the managers, due to lack of adequate knowledge and training of the same. Further studies on the efforts to improve the means of infusing work life balance concepts among the managers of the organisations would surely prove effective on change management in the mind-sets of managers to take up work life balance as key concept. The researcher strongly believes that the challenge of effecting a change rests with the attitude of the employers and the employees towards each other, who will be responsible for improving the work life balance of future employees and ensure a safe and happy workplace.

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