

**WORK-LIFE-BALANCE OF WORKING WOMEN:
A COMPARATIVE STUDY ON HIGHER
EDUCATION AND IT SECTOR**

THESIS

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CHAPTER-5

FINDINGS, CONCLUSION AND SUGGESTIONS

5.1 Findings

5.1.1 Findings on Demographic information

Based on age, majority of respondents (49.0 %) were of age less than equal to 25 years, 32.3 % of respondents were of 25-35 years and only 13.7 respondents were of age more than equal to 35 years. 83.0 % of respondents are “married” and 17.0 % of respondents are “single”. Based on the nature of organization 100 % each of respondents are working in higher education and IT sector. Based on designation, in the higher education sector, 46 (30.67 %) respondents are professor, 38 (25.33 %) respondents are supporting staff, 37 (24.67 %) respondents are the assistant professor and 29 (19.33 %) respondents are technical staff while in IT sector, 42 (28 %) respondents are a data analyst, 39 (26 %) respondents are system analyst, 26 (17.33 %) respondents are project director and 20 (13.33 %) respondents are the team leader. According to income, majority of respondents (32.7 %) having income between 20000 to 30000, (33.3%) respondents having income between 30000 to 50000, 20.0 respondents having income between 50000 to 70000. Only 14.0 respondents having income above 70000. On the basis experience, the majority of respondents (22.7 %) were having 5 to 6 years, (29.0 %) respondents having 6-7 years (46.7 %) respondents having 8-10 years' experience. Above 10 years' respondents were having experience of (1.7 %) years.

5.1.2 Findings on Level of Agreement

The primary data was obtained from the respondents are converted to numerical data and then the data are fitted with statistical tools to get the desired results. The levels of agreement that one has been presented in various tables according to the categories of respondents. The %ages of their levels of agreement were discussed.

1. It is certain that majority of respondents 111 (37.0 %) always work more than 12 hours in a day, 62(20.7 %) respondents often normally work more than 12 hours in a day, 58 (19.3 %) respondents at times work more than 12 hours in a day, 47 (15.7 %) respondents rarely normally work more than 12 hours in a day, 22 (7.3 %) respondents never normally work more than 12 hours in a day.

2. Further, majority of respondents 151 (50.0 %) not able to balance their work-life, 54(18.0 %) respondents often not able to balance their work-life, 47(15.7 %) respondents sometimes not able to balance their work-life, 34(11.3 %) respondents rarely not able to balance their work-life and 14(4.7 %) respondents never balance their work life.
3. It is ascertained that the majority of respondents 160 (53.3 %) always worry about their work, 61 (20.3 %) respondents often worry about their work, 35(11.7 %) respondents sometimes worry about their work, 28(9.3 %) respondents rarely worry about their work, 16(5.3 %) respondents never worry about their work.
4. It is ascertained that the majority of respondents 156(52.0 %) always work in shifts, 52(17.3 %) respondents often work in shifts, 45(15.0 %) respondents at times work in shifts, 35(11.7 %) respondents rarely work in shifts, 12(4.0 %) respondents never work in shifts
5. It is ascertained that the majority of respondents 170(56.7 %) always unable to spend enough time with their family, 54(18.0) respondents often unable to spend enough time with their family, 40(13.3 %) respondents sometimes unable to spend enough time with their family, 29(9.7 %) respondents rarely unable to spend enough time with their family, 7(2.3 %) respondents never unable to spend enough time with their family.
6. It is ascertained that the majority of respondents 158(52.7 %) always miss quality time with their family or friends because of pressure of work, 57(19.0 %) respondents often miss quality time with their family or friends because of the pressure of work, 42(14.0 %) respondents sometimes miss quality time with their family or friends because of pressure of work, 35(11.7 %) respondents rarely miss quality time with their family or friends because of pressure of work, 8(2.7 %) respondents never miss quality time with their family or friends because of the pressure of work.
7. It is certain that majority of respondents 171(57.0 %) respondents always feel tired or depressed because of work, 50(16.7 %) respondents often feel tired or depressed because of work, 32(10.7 %) respondents sometimes feel tired or depressed because of work, 29(9.7 %) respondents rarely normally feel tired or depressed because of work, 18(6.0 %) respondents never feel tired or depressed because of work.

8. It is certain that majority of respondents 104(24.7 %) always able to get time for working out, 63(21.0 %) respondents often able to get time for working out, 60(20.0 %) respondents sometimes able to get time for working out, 49(16.3 %) respondents rarely able to get time for working out 24(8.0 %) respondents never able to get time for working out.
9. It is certain that majority of respondents 129(43.0 %) always take special initiatives to manage their diet, 75(25.0 %) respondents often take special initiatives to manage their diet, 36(12.0 %) respondents sometimes take special initiatives to manage their diet, 36(12.0 %) respondents rarely take special initiatives to manage their diet, 24(8.0 %) respondents never take special initiatives to manage their diet.
10. It is certain that majority of respondents 111 (37.0 %) strongly agree flexible working hours is important to be included in the policy, 62(20.7 %) respondents agree that flexible working hours important to be included in the policy, 58(19.3 %) respondents are neutral about it, 47(15.7 %) respondents disagree that flexible working hours important to be included in the policy and 22(7.3 %) respondents strongly disagree that flexible working hours important to be included in the policy.
11. It is ascertained that majority of respondents 112(37.3 %) strongly agree that holidays/paid time-off is important and to be included in the policy, 77(25.7 %) respondents agree that Holidays/paid time-off is important to be included in the policy, 55(18.3 %) respondents are neutral about it, 48(16.0 %) respondents disagree that holidays/paid time-off is important and to be included in the policy 8(2.7 %) respondents strongly disagree that holidays/paid time-off is important to be included in the policy.
12. It is a certain that, majority of respondents, 97(32.3 %) strongly agree that job sharing is important and to be included in the policy, 62 (20.7 %) respondents agree that job sharing is important and to be included in the policy, 60(20.7 %) respondents are neutral about it, 42(14.0 %) respondents disagree that job sharing is important and to be included in the policy, 39(13.0 %) respondents strongly disagree that job sharing is important and to be included in the policy.
13. The data show is that majority of respondents 85(28.3 %) strongly agree that work career break/sabbaticals are important and to be included in the policy, 70(23.3 %) respondents

agree that career break/sabbaticals are important and to be included in the policy, 70(23.3 %) respondents are neutral about it, 65(21.7 %) respondents disagree that career break/sabbaticals are valuable and to be included in the policy, 70(23.3 %) respondents strongly disagree that career break/sabbaticals are valuable and to be inserted in the policy.

14. It is certain that majority of respondents 83(27.7 %) strongly agree that counselling services are valuable and to be inserted in the policy 67(22.3 %) respondents agree that counselling services are important and to be included in the policy, 70(23.3 %) respondents are neutral about it, 65(21.7 %) respondents disagree that counselling services are valuable and to be included in the policy, 70(23.3 %) respondents strongly disagree that counselling services are important and to be included in the policy.
15. It is ascertained that majority of respondents 86(28.7 %) strongly agree that health programs are important to be included in the policy, 85(28.3 %) respondents agree that health programs are important to be included in the policy, 73(24.3 %) respondents are neutral about it, 46(15.3 %) respondents disagree that health programs are important to be included in the policy, 10(3.3 %) respondents strongly disagree that health programs are important to be included in the policy.
16. It is ascertained that, majority of respondents 99(33.0 %) strongly agree that family support programs are important to be included in the policy, 57(19.0 %) respondents agree that family support programs are important to be included in the policy, 54(18.0 %) respondents indifferent that family support programs are important to be included in the policy, 53(17.7 %) respondents disagree that family support programs are important to be included in the policy, 37(12.3 %) respondents strongly disagree that family support programs are important to be included in the policy.
17. It is ascertained that majority of respondents 112(37.3 %) strongly agree that paid maternity/paternity leaves are important to be included in the policy, 77(25.7 %) respondents agree that paid maternity/paternity leaves are important to be included in the policy, 55(18.3 %) respondents are neutral about it, 48(16.0 %) respondents disagree that paid maternity/paternity leaves are important to be included in the policy, 8(2.7) respondents strongly disagree that paid maternity/paternity leaves are important to be

included in the policy.

18. It is ascertained that majority of respondents, 158(52.7 %) strongly agree that opportunity to return to the same job after maternity/paternity leave is important to be included in the policy, 57(19.0 %) respondents agree that opportunity to return to the same job after maternity/paternity leave important to be included in the policy, 42(14.0 %) respondents are neutral about it, 35 (11.7 %) respondents disagree that opportunity to return to the same job after maternity/paternity leave important to be included in the policy, 8(2.7 %) respondents strongly disagree that opportunity to return to the same job after maternity/paternity leave important to be included in the policy.
19. It is ascertained that 216 (72.0 %) respondents suffered from the stress-related disease,84(28.0 %) respondents are not suffered from the stress-related disease.
20. It is ascertained that, according to 226(75.3 %) respondents, organization have a separate policy for WLB while according to 74(24.7 %) respondents, organization do not have a separate policy for WLB.
21. It is ascertained that, according to 219(73.0 %) respondents, the organization should encourage the involvement of family members in work achievement reward function while according to 81(27.0 %) respondents, the organization should not encourage the involvement of family members in work achievement reward function. It is certain from the table, according to 206(68.7 %) respondents, if employees have good work-life-balance, the organization will be more effective and successful, according to 94(31.3 %) does not think so.
22. It is ascertained that, according to 215 (71.7 %) respondents, the organization should “arrange social functions” at times suitable for families, while according to 85(28.3 %) respondents, the organization should not arrange social functions at times suitable for families.
23. It is ascertained that 199 (66.3 %) respondents, WLB policy in the organization should be “customized” to individual needs while 101(33.7 %) respondents do not think so.

24. It is observed that majority of respondents 115 (38.3 %) normally work in a week, 93(31.0 %) respondents work 5 days normally in a week,35(11.7 %) respondents work 6 days normally in a week and 30(10.0 %) respondents work less than 5 days in a week.
25. It is observed that majority of respondents 104 (34.7 %) work more than 12 hours normally in a day,63(21.0 %) respondents work 8 to 9 hours normally in a day, 60(20.0 %) respondents work 9 to 10 hours normally in a day, 49 (16.3 %) respondents work 10 to12 hours normally in a day, 24(8.0 %) respondents work 7 to 8 hours normally in a day.
26. It is observed that 170(56.7 %) respondents manage their work stress from yoga, 54 (18.0) respondents use meditation, 40(13.3 %) respondents use entertainment, 29(9.7 %) respondents use dance for managing stress arising from work, and 7(2.3 %) respondents use music to manage stress arising from work.

5.1.3 Findings on Hypotheses Testing

1. To check the significant difference in the WLB of women working in the IT sector and in the Higher Education-sector with respect to psychological stress, t-test was used. It was found that the *p-value* is smaller than 0.05, which shows in the table null hypothesis is rejected. This implies that there is a substantial(significant) difference between the WLB of women working in the IT sector and in the Higher Education sector w.r.t. psychological stress.
2. In order to check the significant difference in organization policy of IT sector and Higher Education Sector with respect to work-life balance, t-test was used. it was found that *p-value* is smaller than 0.05, which shows in the tablethat “null” hypothesis is rejected. This implies that there is a significant difference between organization policy of IT sector and Higher Education Sector w.r.t.WLB of working women.
3. To compare the work-life balance of women working in IT and higher education sector, t-test was used. It was found that p-value is smaller than 0.05, which shows that the null hypothesis is rejected. This implies that there is a significant difference between women working in IT sector and Higher Education sector. Women working in IT sector easily balance their work-life as compared to women working in the higher education sector.

4. To check the significant difference between influencing factors affecting the work-life balance of working women in the IT sector and the higher education sector, t-test was used. It was found that p-value is smaller than 0.05, which shows that the null hypothesis is rejected. This implies that there is a significant difference between influencing factors affecting the work-life balance of working women in the IT sector and the higher education sector.
5. To check the correlation between the policies of the organization and the WLB of working women, the Pearson correlation test was run. With the aid of the Pearson correlation test, it is found that the relationship between the policies of the organization and the work-life balance of working women is statistically significant ($r = .946$, $p < 0.05$). Therefore, the researcher rejects the null hypothesis and accept the alternate hypothesis. Hence, it is concluded that there is a significant relationship between the policies of the organization and the work-life balance of working women.
6. To check the significant difference between demographic variables (age, income, marital status, experience and designation) and work-life balance of working women, t-test and ANOVA was run. Using Independent sample t-test, it was found that p-value is smaller than 0.05, which shows that the null hypothesis is rejected. This implies that there is a substantial (significant) difference between demographic variables like age and WLB of working women.
7. By applying ANOVA, F value is 8.033 ($p = .000$) which is statistically significant. Therefore, the null hypothesis is rejected, it is concluded that there is a significant impact of the designation of the IT sector on the work-life balance of working women. Since the null hypothesis is rejected, to know the significant difference between different designation groups. The post-hoc test was applied. With respect designation on the work-life balance of working female's significant difference was found between "System analyst, Team leader, Data analyst, Data entry operator and Project Director, System analyst, Data analyst, Data entry operator. Thus, the result indicates that there is a significant impact of the designation of IT sector respondents on the work-life balance of working women. This implies that the perception of designation groups is different.

8. To check the impact of designation on WLB; ANOVA test was run. It is found that for WLB, F value is 5.800 ($p = .001$) which is statistically significant. Therefore, the null hypothesis is rejected, it is concluded that there is a significant impact of the designation of the education sector (on the work-life balance of working women. Since the null hypothesis is rejected, to know the significant difference between different designation groups. Post-hoc test was applied. With respect designation on the work-life balance of working female's significant difference was found between "Prof., Technical staff, supporting staff and Asst. Prof., Technical staff, Supporting staff. Thus, the result indicates that there is a significant impact of the designation of IT sector respondents on the work-life balance of working women. This implies that the perception of designation groups is different.
9. To check the effect of income on WLB; ANOVA test was run. It is found that for WLB, F value is 5.558 ($p = .005$) which is statistically significant. Therefore, the null hypothesis is rejected, it is concluded that there is a significant impact of income of respondents on the work-life balance of working women. Since the null hypothesis is rejected, to know the significant difference between different income groups. Post-hoc test was applied. With respect income on the work-life balance of working female's significant difference was found between "Rs. 30000 - 50000, Rs. 50000 – 70000", and "Rs. 20000 - 30000, Rs. 50000 – 70000". Thus, the result indicates that there is a substantial impact of income of respondents on the WLB of working women. This implies that the perception of income groups is different.
10. To check the impact of “marital-status” on WLB, t-test was run. By using Independent sample t-test, it was found that *p-value* is smaller than 0.05, which shows that the “null” hypothesis is rejected. This implies that there is a substantial (significant) difference between demographic variables like-status and WLB of working women.
11. To check the effect of “experience” on WLB; ANOVA test was run. It is found that for WLB, F value is 5.113 ($p = .002$) which is statistically significant. Therefore, the “null” hypothesis is rejected. It is concluded that there is a note-able impact on the “experience” of respondents on the WLB of working women. Since the null hypothesis is rejected, to know the significant difference between different experience groups, Post-hoc test was

applied. With respect experience on the WLB of working women, significant difference was found between "6-7 years, 8-10 years, Above 10 years, and 5-6 years, 6-7 years, 8-10 years". Thus, the result indicates that there is a note-able impact on the "experience" of respondents on the WLB of working women. This implies that the perception of experience groups is different.

5.2 Conclusion

This study has been piloted to quantify the WLB of working women in Higher Education and IT sectors in the current era and to identify that how much women are satisfied from their work and able to maintain the effective relationship between personal and professional lives.

The sample survey has revealed that the women working in the Higher Education and IT Sector are facing too many conflicts in discharging their personal and professional responsibilities and causing their health issues by generating acute stress and anxiety and even they do not find time for their relaxation and take care of their health issues.

It is found that flexible learning has increased the working hours for the women, working in the Higher Education sector. Most of the time, they remain busy in preparing their lectures, managing/conducting the classes in addition to other responsibilities related to admissions, attendance, fee, exams, record keeping, administrative work, etc. This has drastically increased the working hours in the education sector. Women working in this sector have to work from early morning to late night in a very hattrick and time-bound manner and this is impacting the personal lives of the working women, employed in this sector.

The study also revealed that the "women working in the IT Sector" are mostly working in the Shifts (from 8 to 12 hours/day and night shifts) and most of them are also working on weekends. The work culture in the IT Sector is totally different and demanding due to technical and target oriented business sector. The technology is moving very fast and women working in the sector; have to keep themselves updated at par with the new technology to retain their jobs. They face every-day, a challenging day; as they have to achieve the targets set by the organization along with the solution of the technical problems.

This study concluded that "work-life balance is highly significant and needs a balance between the family and work with satisfaction without any psychological distress". The study also showed that major conflicts occur between 'professional and personal lives' of married working women due to the factors: long working hours, increased work pressure, target-oriented work, career aspects, travelling time, child care, old parents care and fulfilment of the routine day to day domestic responsibilities.

5.3 Recommendations

- 1 Special training programs for working women be arranged to keep them updated with the latest technical knowledge and skills.
- 2 The working hours (normally 8 hours with upper cap) should be maintained uniformly in both the sectors' and women should not be compelled to work beyond their upper capacity of work.
- 3 The verified transportation should be provided to working women with adequate security arrangements, so that they may travel without any fear in the late hours.
- 4 The sabbatical leave should be provided to working women to acquire a higher qualification, as this will enhance the efficiency of the employees.
- 5 The policy for awards, recognitions and promotion be formulated to motivate the working women in both the sectors.
- 6 The stress buster/relaxation activities at the workplace should be introduced to lower down the stress level of the working women.
- 7 The family and parental support programs and counselling for the family members of the working women be arranged to make them understand the work environment and work culture of the organization.
- 8 Periodically health checkup camps/facilities be introduced for the working women.
- 9 The policy to join back on the same position after the maternity leave, in the organization, be introduced.
- 10 The 'work from home culture' should be encouraged in both the organizations, as this will help to retain the employee for a long period.
- 11 The women should be given "equal pay scale-for equal work" irrespective of the gender.

5.4 Scope for Future Research

Following are the main scope of future research:

1. WLBof working women has become asignificantconcernfor all organizations. The dimensions of work-life-balance measured in this study can be tested in other manufacturing sectors like mining, brick kiln, rubber industry, construction work etc.
2. As this study only throws an overall light on of work-life-balance aspects of “working women” only, whereas for future research each dimension of work-life-balance pertaining to male and female employees can be undertaken by the future researchers.
3. The “right of detachment from work” after the close of office working hours can be studied as another dimension.
4. Further, the research can be undertaken by the researchers on the following sectors, as a large number of women are working in these sectors:
 - 4.1 'Work-Life Balance in the Garment Industry'
 - 4.2 'Work-Life Balance in Health sector'
 - 4.3 'Work-Life Balance in the Banking sector'
 - 4.4 'Work Life Balance in Government departments'
5. A study on "Equal Pay for Equal Work" irrespective to gender inequality can be undertaken by future researchers.

