

- Relationship under mutual benefit between work associates to compete during work hours improves public relations (H13 proved).
- Irrespective of work experience women employees showed emotional maturity on handling situations (H14 disproved).
- Women at senior positions not only enjoy financial benefits but also shoulder additional and critical responsibilities which call for emotional maturity (H15 proved).
- No significant difference was found while testing the impact of eldercare responsibility on emotional intelligence (H16 disproved).
- Emotional maturity is high in women having children of different ages as intensively and voluntarily they need to handle many issues effectively (H17 proved).
- Women employees are capable of handling barriers that exists during mode of transport (H18 proved).

In summary it is clear that work-life balance is being aimed at by the women and is achieved because of their high coping mechanisms which are reflected in emotional maturity. However, the stresses and strain of this balancing act are affecting the psychological wellbeing of the women. A lot of them do experience a sense of guilt for not having been able to spent time with the family; primarily the reason could be that women feel that their primary role is that of a home maker and career comes next, but when work role demands prioritize the family, the balancing act results in either a compromise or a sacrifice.

Recommendations

Analyses of the results in the study have highlighted certain issues and conflicts experienced by working women. They are able to execute their roles effectively. However, more measures are required both from the organization and personal side for achieving effective work-family balance. Some of the measures that may be made operational are as follows:

Recommendations to organizations

- **Providing crèche facilities:** In the multiple roles of women major stress is experienced in balancing the obligations in the roles as a mother and an employee. The tension is more when the children are in infancy stage or small. Hence organization may provide support by creating child care facilities in the workplace. The psychological trauma of leaving the children is reduced and helps for better concentration. Law has supported this cause but it is not in practice in most of the private organizations.
- **Creation of help desk or counseling centre** supports the employee in ventilating their feelings and getting apt advice and direction. Counseling can take place at a personal and also in career related aspects. The counselor needs to be a professional who understands the organizational policies and also relates with the employees easily. Hence care is required in identifying and placing a suitable person in the role of a counselor.
- **Recreational facilities:** Providing an opportunity for recreational facilities has become necessary in recent times. To relieve the work related tensions, to make use of rest period effectively and also to bring out the latent talent among the employees indoor and outdoor recreational facilities need to be put in place by the management. Some of the employees themselves may be made in-charge of these activities which in turn will make them feel that they are contributing for the organization.
- **Mentoring:** Mentoring consists of establishing in formal relationships between junior and senior colleagues or peers. These relationships contribute to career and family aspects like coaching, protecting, awareness, handling challenging work etc. Having mentors in the organizations benefits in a twofold way from the employee side. It results in job satisfaction, clarity in career progress, commitment for the mentor and the mentor also derives satisfaction and job involvement in the role.
- **Networking:** fostering and nurturing healthy employee relationships is beneficial to the organization. Net working can take place at an individual

group and department levels. It is a small group where members express their thoughts freely and trust each other. Thus the sharing provides for a lot of psychological support and the employees feel belongingness to the group.

- Providing for special leave assistance: one of the ways in which job insecurity feelings and dilemmas of work-life can be over is by providing a grant of assistance of special leave. Hence the employees may be given options of sabbatical leave, part time working or flexi-time working to meet the demands of the home. Those employees may be allowed to comeback and place in such positions without much loss of seniority.

Recommendations to women employees

There is no prescriptive way of balancing work-life roles. Each individual will be facing challenges which are special and unique only to them. However, certain aspects and factors do contribute for realizing work-life balance. Some of them which emerged from research are:

- Women need to have clarity in their personal and career goals.
- Sequential planning in the career should also collaborate with the needs and necessities at home particularly with children.
- Women also may prioritize family and career alternatively left to avoid certain types of tensions and dissatisfactions.
- The goals need to synchronize with resources and capabilities available at any given time.
- A positive attitude definitely brings about a change in perceptions which lowers the tensions both in work place and in personal life.
- Since the broad perception of the society about women is that of a home maker and so while opting to work a good understanding needs to be developed between the couples and other family members.
- The time spent with children may be utilized for creating awareness and understanding about the work related roles.
- Women need to create some personal space and time for themselves to pursue their personal interest, hobbies etc... In a day at least fifteen to thirty minutes is devoted in pursuit of this interest, women will definitely feel regenerated.

- Women in the organizations may plan for a “Retreat” (away from routine) to rejuvenate themselves

Suggestions for further research

- The present study was conducted on 443 women and may be a larger sample including dual career couples may be researched.
- The gendered nature of workplace indicates the possibility of variations in the work and family experiences of men and women. The findings can be checked against gender in future to see if there are any gender differences.
- The sample had a predominant bias in the age group of 23-35 years. Hence further study may compare women in early stages of career with women in later stages of career.
- The study identified eight predictors of role efficacy variable and twelve predictors of emotional intelligence variable. These new factors would help in orienting and furthering research in work-life balancing linkages.

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