CHAPTER - VI

SUMMARY OF FINDINGS, SUGGESTIONS AND CONCLUSION

"Now, I have always believed that women are not victims, we are agents of change. We are drivers of progress, we are makers of peace- all we need is a fighting change"

-Hillary Clinton.

CHAPTER - VI

SUMMARY OF FINDINGS, SUGGESTIONS AND CONCLUSION

6.1 INTRODUCTION

Work is considered as a part of life. Human resource studies show that work and life could be related by totally different concepts. The nature of work itself has changed from 9 to 5 affair to a 24 hour, 7 day society, where customers expect services at times to suit them (CIPD 2007). Technology, such as the cell phone, internet and other emerging gadgets instead of lessening the 'Work pressure' ensures that the employee is almost available for work at all times. Changing workforce demographics has made it difficult for many individuals to balance the conflicting demands of work and family. These difficulties forced the re-examination of old form of coordinating work and family life. Problem of balancing work and family aroused when organizations faced with the prospect of losing those talented men and women who are unable to cope with the dual demands of work and family, which initiates the organizations to reconsider outdated personnel policies and expectations (Champoux 1978).

Work life balance is an issue for managers in all types of work, at all levels of the organization and in all kinds of sectors. The traditional gender roles place a higher priority on domestic obligations for women. A women manager who is tried and stressed from work is less likely to have energy and patience in caring the household work. The manager whose personal relationship have been neglected and broken

down is less likely to bring enthusiasm and concentration to their work. Getting a satisfactory work life balance maximizes the positive spill-over between work and the rest of our lives, and minimizes the negative spillover.

India's educated professional women are a significant asset that should no longer be undervalued and under-utilized. In India, socio economic changes have played key roles in changing the career patterns and professional roles of women. The Government emphasized the need to empower and provide training programmes to women to enable them to enter into the corporate and increase the GDP of our country. To alleviate the conflict between work and family domains, companies must be urged to develop work family programs and policies that aim at enhancing job flexibility and releasing domestic burdens of managerial women (Mathew & Panchanatham 2009**).**

In view of the existing scenario of women mangers, a number of relevant issues must be considered in formulating and implementing appropriate strategies for making workplace better for women managers. The study discloses that there exist many different kinds of social and cultural barriers that prevent women managers from performing well, and advancing to top positions. 'Glass ceiling' is still prevalent in reality. The root causes for these barriers as well as prejudices and cultural biases against women should be identified and must be done away with.

The main objectives of the present study are to analyze the critical factors that influence the work life imbalance of women managers. For this study, 500 respondents were selected with the help of convenient sampling technique. The

present study is an empirical one and the required data have been collected from various published and unpublished documents. In order to collect primary data the researcher has used interview technique.

6.2 REVIEW OF LITERATURE

Today's social and ideological trends suggest that work life balance issues would become increasingly important in the new millennium. Increasing participation of woman in the workforce, greater number of dual-earner family and increasing care for the old people bring in new responsibilities and new challenges to the society. Unpleasant work characteristics are consistently found to 'spillover' and 'crossover' into the family domain. There has been a continuous research in the field of work life balance. Reviews reveal that no effort has been made to analyze work life balance issues in the service sectors. Hence, this study is carried in the service sectors. The present study focuses attention on work life balance issues in five service sectors such as Bank, Insurance, IT and BPO, Hotel and Communication sector.

6.3 WORK LIFE BALANCE

The chapter 'Work life balance' explains the basic knowledge of the origin of work life balance concept in the world. It explains the various theories related to work life balance and problems of working women. The chapter throws light on how women managers face various type of pressures in the job and when they come back home they have to battle with the equally perplexing problems and tensions of their

family and home. It also studies the influence of demographic factors on work life balance issues. The following results are obtained from the analysis.

1. In case of time management, it is found that among the unmarried respondents 48.5 percent of the respondents are highly satisfied with the time management when compared to married respondents where only 10.1 percent of them are highly satisfied with the time management. It is also noted that 29.3 percent are highly dissatisfied with their time management compared to unmarried respondents which were 9.7 percent (Table 3.2).

2. The null hypothesis framed is that there is no significant association between the satisfaction on time management and the marital status of the respondents. The chi-square test reveals that the calculated chi-square value (30.487) is greater than the table value (9.49) and the result is significant at 5 percent level. Hence the null hypothesis is rejected and alternative hypothesis is accepted. It can be concluded that married women are not satisfied with their time management (Table 3.3).

3. In case of performance according to plan, it is inferred that out of 294 married respondents, 62.9 percent are not able to perform according to their plan (Table 3.4).

4. The null hypothesis framed is that there is no significant association between the marital status of the respondents and their performance according to plan. The chi-Square test reveals that the calculated value (35.374) is greater than

the table value (3.84) and the result is significant at 5 percent level. Hence the null hypothesis is rejected and the alternative hypothesis is accepted (Table 3.5).

5. In case of workouts planning, the survey shows that out of 500 respondents,188 of them (37.6 percent) do their workouts as they have planned and 312 (62.4 percent) are not able to do their workouts as they have planned (Table 3.6).

6. In case of work pressure, it is observed that many women managers take home the pending work, out of 412 respondents 33 percent of the respondents take home their work, 28.2 percent of the respondents postponed their work, 20.4 percent of the respondents avoid their work and 18.4 percent of the respondents assign work to somebody (Table 3.7).

7. In case of periodical medical examination, it is found that majority of the respondents (66.2 percent) do not undergo periodical medical examination irrespective of the age (Table 3.8).

8. In case of health problems it can be seen that feeling angry and irritable is given the highest score, followed by back aches which ranked 2nd, frequent cold and headache which ranked 3rd, continual tiredness which ranked 4th, menstrual problem which ranked 5th, anxiety/breathing Problems which ranked 6th and high Blood Pressure which ranked 7th. It is found that feeling angry and irritable is given 1st rank by the respondents and the 2nd rank is

given to back aches, and lowest rank is given to high blood pressure (Table 3.9).

9. The data shows that one third of the respondents lack concentration and focus on work due to stress, followed by 26.2 percent of the respondents have no commitment to work (Table 3.10).

10. In case of controlling the stress level, the study shows that enough sleep is given the 1st rank, seek social support is given the 2nd rank, learn to mange is given the 3rd rank, keep positive attitude, be assertive instead of aggressive, exercise regularly, eat healthy well balanced meals, and rely on drugs reduces the stress are given 4th, 5th, 6th, 7th and 8th rank respectively. It is clear that more number of respondents prefer to have enough sleep to control their stress level (Table 3.11).

11. It is found that in case of managing stress over all in all the sectors major responses is given for music, followed by yoga, meditation and entertainment (Table 3.12).

12. The null hypothesis framed is that there is no significant association between the women managers working in different service sectors and their ways of managing stress. The chi-square test reveals that the calculated value (37.847) is greater than table value (31.4). Hence the null hypothesis is rejected. From the analysis it can be inferred that there is a significant association between

women working in different service sectors and their ways in managing stress (Table 3.13).

13. From the opinion level of women managers regarding the family factors that hinders the efficiency in the office, most of the women managers reported that they have to make alternative arrangement, the mean score denoted was 3.78, followed by unable to work additional hours with a mean score of 3.51, which is followed by frustration towards the subordinates with a mean score of 3.32 (Table 3.14).

14. In case of fulfilling the needs of the children, it is found that among the married working women managers, 53.1 percent of the respondents feel that they were unable to fulfill the needs of the children. Women managers are guilty-conscious in not fulfilling the needs of their children (Table 3.15).

15. The survey shows that more than one third (36.6 percent) of the respondents showed a sense of dissatisfaction in case of love and care shown towards the children. It is also inferred that 42.8 percent of the respondents generally perceive they are satisfied towards the love and care shown to their children (Table 3.16).

16. The data shows that in case of changes in the behavior of the children due to dual role it is clear that most of the respondents feel that there is psychological change (32.6 percent) in their children (Table 3.17).

17. It is inferred that in Hotel sector, 59.1 percent of the respondents are dissatisfied with their time spent for personal interest and hobbies. It is also noted that 55.7 percent of the respondents working in Insurance sector, and 51.7 percent of the respondents working in Communication sector are dissatisfied with their time spent for personal interest and hobbies. It is also noted that 50.2 percent of women managers totally are dissatisfied with the time spent for personal interest and hobbies. Thus, it can be concluded that women managers are not able to spend their time for personal interest and hobbies which they pursue as interesting (Table 3.18).

18. In case of missing social events, the data shows that among the unmarried 43.7 percent rarely miss the social events and 40.5 percent of the married respondents often miss social events in the family (Table 3.19).

19. The null hypothesis states that there is no significant association between the marital status of the respondents and missing social events in their family. The chi-square test reveals that the calculated value (31.965) is greater than the table value (9.49) and the result is significant at 5 percent level. Hence the null hypothesis is rejected and the alternative hypothesis is accepted (Table 3.20).

20. In case of Glass ceiling competition, it is observed that 34.6 percent agreed that they face glass ceiling competition and 4.8 percent neither agree nor disagree to the opinion on glass ceiling competition. Thus it can be concluded that glass ceiling is a common barrier among the women managers in all the sectors (Table 3.21).

21. In case of sexual harassment at the workplace, it is inferred that 19.2 percent of the women managers face sexual harassment and 80.8 percent do not face sexual harassment at workplace. Thus it is concluded that majority of the women managers do not face sexual harassment (Table 3.22).

22. In case of type of sexual harassment at workplace, it is concluded that 43.7 percent of the respondents feel verbal or non-verbal conduct of sexual nature, and very meager respondents face physical contact advances and sexually colored remarks.

23. In case of own method of working, the data reveals that among the 500 respondents in the study, 152 (30.4 percent) of the respondents have answered that they were able to choose their own method of working and 348 (69.6 percent) of the respondents have negatively answered that they were not able to choose their own method of working. Majority of the respondents were not able to choose their own method of working. Thus it leads to work family conflict (Table 3.24).

24. In case of changing jobs, it is evident that 60.8 percent of the women managers prefer to change jobs due to their hectic work schedule (Table 3.25).

25. The null hypothesis states that there is no association between the women managers working in different service sectors with their opinion to change the job. Chi-Square test reveals that the calculated value (10.334) is greater than the table value (9.49). Hence the null hypothesis is rejected and the alternative

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hypothesis is accepted. Hence it is concluded that there is a significant association between women managers working in different service sectors with their opinion to change the job (Table 3.26).

26. In order to examine the satisfaction of work life balance by the respondents, a multiple regression analysis was undertaken. The dependent variable taken was work life balance. The independent variable selected were age, marital status, experience, annual income, type of family, and sector. The power of the regression model is represented by the R^2. It is healthy with .662, and the F test of the model shows that the significance of the model is high as the significance of F is .000 which is less than .05.

27. From the regression equation, it is clear that, only experience has turned to be non- significant at 5 percent level of significance. Age, sector, annual income, marital status, type of the family are statistically significant at 5 percent level of significance.

6.4 WORK LIFE BALANCE OF MANAGERIAL WOMEN

1. The factors and issues regarding work life balance are analyzed using principal component factor analysis, and are depicted. The table exhibits the rotated factor loadings for the 37 statements (factors) which influences work life balance of the women working in different service sectors. It is clear from the table that all the 37 statements had been extracted into seven factors, namely F1, F2, F3,F4,F5,F6 and F7. The factors were identified with new

names F1-Time based factors, F2-Strain based factors, F3-Supportive network, F4-Gender Discrimination, F5-Stress Related factors, F6- Dependent Care, F7- Leave Strategies (Table - 4.1).

2. In order to test the impact of the seven factors identified in factor analysis, multiple linear regression analysis has been employed to analyze the factors affecting work life balance of women managers working in different service sectors such as Banking, Insurance, IT & BPO, Communication sectors and Hotel sectors. All the seven factors (predictor variables) were accepted in the model as significant (R=.83 , R^2=0.69). From the multiple regression analysis it is concluded that all the seven factors have significant impact on work life balance of the women managers working in different service sectors at 5 percent level of significance.

6.5 SECTOR WISE ANALYSIS OF THE CRITICAL FACTORS AFFECTING WORK LIFE BALANCE

The service sectors are ranked first, second, third according to the problems faced by the women managers in these service sectors. It is inferred from the above mean score that women managers working in IT & BPO and Hotel sector face more problems in tackling their work and life compared to other sectors under study.

Work life balance is a common challenge throughout the industrialised world. The organisation needs to design work place and human resource policies that would

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enable workers with family to carry on both family and work responsibility. The following suggestions are recommended in the various service sectors under study.

6.6 SUGGESTIONS FOR BANKING SECTOR

From the sector wise analysis it is found that women managers in banking sector are not able to devote time for their personal interest and hobbies, have to work for long hours, have less social support and face gender discrimination.

Women managers in private and public sector banks forgo promotion out of the fear of causing dislocation in the family. Women employees by their inherent fragile health suffer more from high work pace, high psychological pressure, and sitting position. Sedentary nature of bank jobs make the women employees more vulnerable to severe headache, backache, pain in neck and shoulders and eye strain. In view of hectic work schedule and heavy workload, women executives find it challenging to strike work life harmony.

In other words the inability to give up conventional domestic obligations as a home maker cast additional strain on women officers across the bank. Besides women executives across the bank have to be away from the family on account of official meeting, inspection and assignment. This widens the gap in the relation between the women executives and the family members. Respondents feel that they give less importance to childcare, eldercare responsibilities and for sick disabled adult and children. All the inconvenience and discomfort suffered by the women executives in

their professional journey as cited above have the potential to influence the work efficiency of the subjects thereby striking the quality of work performance.

Based on the difficulties faced by women managers in the banking sector the following suggestions can be enforced.

1. Women managers in public and private banks face networking problems. They do not freely interact with the society out of the fear of being taken in a wrong manner. Identifying proper customers poses a difficult task for the women managers due to less social interaction and allotment of loans based on the security of the clients even though after careful examination may create problems compared to the decision of the male counterparts. It is recommended that proper mechanism be designed to provide information about the customers and be communicated to women managers.

2. Since executives like Deputy manager, Branch manager and Chief manager cannot leave the bank without tallying the account and all the authoritative decision are based on the women managers, family members of women managers suffer more and the executives concerned experience more mental stress than the male counterparts. It upsets the psychological well being of the women managers. Therefore it is advisable that the sector should see that long work culture be reduced to some extent.

3. Gender discrimination is sometimes prevalent in Banking sector. When the performance appraiser happens to be a male chauvinist, the appraiser shows

ones bias in the appraisal exercise. Similarly when the subordinates happens to be a male chauvinist they willfully disobey the instructions of the women managers and deliberately prolong the work. It is also found that women managers do not get any cooperation from the peers in other department of the bank which is necessary for the organisation's success. When it comes to recommending disciplinary action with the errant subordinates on the ground of insubordination, women managers feel nervous to recommend penal action. Thus the inefficiency syndrome continues to mar the work efficiency by male subordinates. This problem should be taken into consideration by the sector and the sector should monitor and take action if this situation prevails.

6.7 SUGGESTIONS FOR INSURANCE SECTOR

Most insurance companies follow standard HR policies and procedures, of which some of the policies like fixed work timing, leave from work and counseling has a direct impact on employees in balancing work and life. In general the women manager experiences the pressure of the work role or the family role due to either one of the roles being compromised in order to fulfill the other role. It is understood from the research that family role is often compromised for the fulfillment of the work role or work role is seldom compromised.

Women managers in Insurance sectors also face time based conflict, strain based conflict, gender discrimination, stress related factors, supportive network, dependent care issues and leave strategies problems to some extent. Based on the

difficulties faced by women managers in the Insurance sector the following suggestions can be implemented.

1. Women marketing managers compared to other administrative manager have field work. The shyness to socially interact with the customers, the absurd questions posed by some customers and the meeting of the customers during late hours to procure policies, poses a threat and inconvenience especially to women managers than the male managers. Women managers also fear of their job security when their particular target is not achieved. Usually in private insurance companies the respondent are thrown out, if their particular target is not achieved. The sector should see that in fixing targets proper consideration should be provided for women. The sector should also encourage male marketing managers in procuring policies during late hours from the customers.

2. Promotions are linked with transfers. Obstacle arise for women managers in demanding promotion. They have to work more to prove themselves to move to higher cadre. Women managers are dumped with more work than their male managers as they are usually not aggressive. The sector should monitor the work of the women managers and see that they are not overburdened.

Work life balance initiatives can provide significant benefits to the women managers provided they emanate from the organisations core belief and initiatives are designed such that the women see value in the initiatives and involve themselves in the implementation.

6.8 SUGGESTIONS FOR INFORMATION TECHNOLOGY AND BUSINESS PROCESS OUTSOURCING

The study indentifies major issues which have a impact on work life balance on women managers working in IT & BPO. Striking a balance is the real fulfillment to life. The BPO industry and other IT based businesses are constantly reframing their work life policies because of high attrition rates. Women managers working in IT and BPO industry cease to be social beings and often get isolated from their family and friends. BOSS - the Burn- Out Stress Syndrome - is a common syndrome among the IT an BPO employees and it includes fatigue, insomnia due to the complete alteration of 24- hour biological rhythm of the body.

Respondents' opined that working in BPOs affect the health of women managers. Sleep difficulties and backaches are the two major health problems faced by them. Health problems like fatigue, spondylosis, imbalance in biological system and frequent cold and headache also have a severe effect on the health of women managers due to the BPO working culture, while problems such as irritable menstrual cycles, digestive disorders, high blood pressure and strains affect the women managers moderately. Working in night shifts and undesirable behaviour of in-laws or husband are also considered difficult by the women managers for their work life imbalance.

Factors like requirement for long travels, frequent transfers, maternity issues and inadequate growth opportunities are also responsible for the withdrawal of women from the IT and BPO sector. Women managers in IT and BPO sector also

face time based conflict, strain based conflict, gender discrimination, stress related factors, supportive network, dependent care issues and leave strategies problems to a greater extent.

Based on the results and the conclusions of this study, the following recommendations were formulated. Results revealed that, despite the relatively high compensation package, the different benefits they enjoy, and the various programs the companies offer, the integration of work life balance in IT and BPO organizations is essential.

1. Usually IT and BPO companies work round the clock in "24 *7" regime. This renders difficulty to women managers' which leads to health related problems such as voice problems, eye strain, hearing problem, insomnia, pain in neck, shoulder and back. The erratic hours of work leads to a high level of stress and health problems particularly to women managers who are shun with high authority and responsibility. It is also recommended that health risk assessments should be compulsorily conducted periodically for the women managers.

2. The long working hour culture prevalent in the IT and BPO sector and constant work pressure causes mental trauma. Married women managers working in IT and BPO industry face ego clashes from their spouses. This in turn leads to an increase in divorce rates. Moreover, the difficulty increases when both husband and wife work in the same sector. Their talking time is lessened they rarely meet each other due to shift work. The reproductive

capacity is affected to a large extent. They become drained out when they come out of their work. Due to these difficulties women managers face a lot of mental and physical stress. It is recommended that the sector should give training in meditation and yoga to overcome such stress.

3. Women in India to be out at night are considered as improper and unsafe. But, in IT and BPO sector women managers have to work during night shifts. Therefore, it is recommended that transport and the security facilities should be strengthened in this sector. Male security personnel should be present in shuttle vans to transport women managers to and fro from home and office in the middle of the nights.

4. As Constant pressure to computer terminals in IT and BPO companies is the nature of work the radiation from the system has an adverse effect on the pregnant women. Women managers by their inherent fragile health suffer more from high work pace, high psychological pressure, dry air, noise, lighting and sitting position. Call handlers which answers to 999 calls from the public should be provided with information on the health risks. The call handlers through the computer terminal take essential details about the patients' conditions and the exact location logging them onto to a computer system. The information is then passed onto an emergency dispatcher and then is used to make important decisions about how best to handle the situation. If necessary the medical dispatchers should answer to urgent calls made. Working under the direction of a control officer, they take essential details

decide on the type of responses needed and, if appropriate, dispatch the nearest ambulance, rapid response car, motor cycle or paramedic helicopter. The sector should ensure that the call handlers are best utilised and that standards for response times are met.

5. Women managers in IT and BPO sector face a lot of physical strain. Legislation should be enacted by the sector to provide ergonomic assessment workstation which optimises work efficiency, health and safety, comfort and ease of use. The assessment of workstation is essentially conducted by experienced occupational therapists, physiotherapists or exercise physiologists and covers posture, physical and muscular work demands, equipment factors, environmental factors and keyboard usage.

6.9 SUGGESTIONS FOR WOMEN MANAGERS WORKING IN HOTEL SECTOR

The results of this empirical research suggest that women managers working in Hotel are assigned in various departments in selected top luxury hotels in the Tamil Nadu and experiences time based conflicts, strain based conflicts, and behaviour based conflicts in their workplaces, which impacted negatively on their work, family, and health. Moreover, the women managers have perceived on a general basis that their work and life are not balanced.

The findings suggest that time based conflicts, strain based conflicts, and causes and consequences of work family conflicts are negatively correlated to the

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overall perception of work life balance among women managers. It is recommended that Hotel management tackle and implements work life balance initiatives to retain its employees. It is further recommended that the Hotel's human resource department conduct orientation and enculturation programmes (Cleveland 2007) to open dialogue and communication between management and the women managers to clarify needs and issues to address work life conflicts, achieve cooperation and understanding of current and future work life enrichment plans.

Women managers in Hotel sector also face time based conflict, strain based conflict, gender discrimination, stress related factors, supportive network, dependent care issues and leave strategies problems to a greater extent. Based on the results and the conclusions of this study, the following recommendations were formulated.

1. Heavy schedules and tighter deadlines at hotel takes away the health of women managers. This leads to restlessness and insomnia. As the competitive pressure increases women managers in hotels is bound to face plenty of stress in the wake of tighter deadlines, heavier schedules, new projects, pressure to perform at peak levels all the time, expansion of technology resulting in heightened expectation of productivity, constant alertness following a non-failing star hotel work culture. The pressure of social and role constraints imposed upon them by the society, family and by women themselves create a major problem to women managers whose task is heavier. It is recommended that the sector should redesign the work culture and develop policies that create a women-friendly work place.

2. Women managers are mostly visible in guest relations and human resource departments. Managerial positions are mostly occupied by them in housekeeping, essentially considered to be a female forte. This brings out the fact that Indian males in the workplace continue to recycle the stereotype images of women. It is recommended that women managers should be placed in administrative rank as administrative officers.

3. Women managers have a difficult task of facing arrogant customers. The sector should monitor this issue. The hotel sector should hear to the grievances of the women managers. The hotel sector should have grievance cell to address the women's issues.

4. The hotel sector should see that only day shifts are allotted to women managers. Reasonable working hours reducing excessively long working hours and double shifts should be provided. Transport and the security facilities should be strengthened in the hotel sector as women managers are working in night shifts.

6.10 SUGGESTIONS FOR WOMEN MANAGERS WORKING IN COMMUNICATION SECTOR

In today's competitive scenario, technology plays a vital role in developing the competition more vigorous and intense. Retention becomes one of the biggest issues for the telecom industry of Tamil Nadu because people are the one who generates profits and are considered as the capital or asset of the organization.

Telecom is one of the fastest growing industries of India so the most important thing to make pace with this evolving competition is to work on the most important determinants of employee retention. Without valuable employees, a business cannot generate revenue and prosper, therefore work life balance is important in telecom sector. Women managers in Communication sector also face time based conflict, strain based conflict, gender discrimination, stress related factors, supportive network, dependent care issues and leave strategies problems to some extent.

1. The frequent changing policies by the Government, stiff competition faced by the telecommunication sector, the fake name and address given by the customers who may be terrorists or criminals, networking problems, daily change in technology which should be compulsorily upgraded by the women managers. All these factors together increases the stress levels by women managers. It is recommended that the sector should encourage their women managers to undertake yoga, meditation or other stress relieving techniques in managing their stress.

2. The service providers find it difficult to provide proper network facilities. They find it difficult to invest huge amount in infrastructure facilities such as installation of towers and agreements for tower sharing. These problems increase the work pressure of the women managers. It is recommended that the sector should divide the work and for proper schedules fixed for the women managers. Team working should also be encouraged.

6.11 OVER ALL SUGGESTIONS FOR THE ORGANISATION

1. The service sectors should set up work life balance task force and examine current practice in the organisation. The organisations should hold joint discussions with the women managers to evolve policies, while also identifying possible barriers. The organisations should communicate policies through handbooks, newsletters, intranet and other forms of communication.

2. From the study it is observed that women managers are prone to stress. The increase in stress levels leads to work life imbalance. Organisation can achieve work life balance for women managers by conducting some development programme, stress overcoming class and yoga for reducing mental stress on work and family. To reduce the stress and work exhaustion, organisation must focus attention on employee health care. Counsellors should be appointed for maintaining better mental health of the women managers. Classes for meditation and yoga can be provided to the women managers compulsorily free of cost to overcome their stress.

3. Women managers face job stress. It includes conflicts in the behaviour of the supervisors, conflicts with colleagues and non acceptance of female managers by the subordinates. It is recommended that the organisation should take steps to maintain smooth relationship between the women managers and the subordinates.

4. The long work culture in many service sector increases the work pressure of the women managers. The organisation can adopt 'five days week'. Organisation can motivate, appreciate the work of women managers and provide proper authority and responsibility in their work, to assist in enhancing better work life balance.

5. From the study it is clear that only minimal number of women managers are at the senior level. Women managers in service sector face glass ceiling in promotion. There is a stiff competition and ego clashes for women compared to their male counterparts. Achieving top position is not easy for women managers. Promotion beyond the middle level is difficult. It is recommended that organisations develop strategies for succession planning, exploring how they pass on knowledge and develop the leaders of the future in a tradition of equity. Organisations should be positive recruiters of women, identifying and targeting high potential women and actively preparing them to apply for senior positions. In particular women should be encouraged to apply for higher- level jobs through direct intervention by senior staff. Organisations should also develop a policy on short-term vacancies in senior positions and offer women the opportunity of acting in senior positions or undertaking higher duties. Developing workforce succession plans that specifically aim to increase the representation of equity groups such as women in senior management is also a specific and visible commitment to encourage women.

The organisation should see that women are not isolated in leadership positions.

6. It is recommended that organisation establish training programs for women, such as mentorships, career guidance and leadership development. Networking among women managers is a great problem. Networking is extremely important to be in the loop and many women managers lose out in this aspect for which their growth is impacted. It is recommended that organisations provide encouragement and opportunities for informal networking for women and that energetic and committed organisers of informal networks receive support to enable them to fulfill this role.

7. Service sectors should be transparent about their polices relating to employment, promotion and training. Organizations should also go in for gender audits. Managers should be made more accountable for gender focused results and everyone should go through a gender sensitization process.

8. Except for maternity leave, no other gender specific polices exist in various service sectors. There is lack of laws in the private sector, regarding pregnancies, maternity leave and menopause leave. It is recommended that gender based policies should be introduced and the organisation should see that the laws should be prescribed so that no one manipulates it.

9. Women managers after 40 years of age face difficulty regarding menopause. This causes inconvenience for the women managers. Ultimately they lack

concentration in the work. The productivity of the organisation slows down. The sector should take steps to implement menopause leave with other leave strategies.

10. From the study it is observed that sexual harassment, mostly in the form of verbal followed by physical advances takes place in the service sector. It is recommended that clear cut sexual harassment policy should be laid down by the companies. Proper grievance cells need to be formed for women to report about their grievances. It is also recommended that actions should be taken immediately.

11. Women managers due to their dual responsibilities are hesitant in taking transfers. Promotion should not be linked to transfer. Transfer should be need based. Women who are willing to take transfer should be given transfers if the companies have a branch in the location where one wants to be transferred. It is also recommended that transfer to the women managers should be given nearby avoiding faraway places.

12. Family get together should be conducted periodically so that the family understands the nature of the job which will help to balance work and life.

13. Long work culture in many service sector increases the work pressure of women managers. It is recommended that organisations should adopt best practices such as options to work in flexi-timings and also work from home during emergency times.

6.12 SUGGESTIONS FOR THE GOVERNMENT

1) Guidelines were laid down by the Indian Supreme Court for the prevention and redressal of sexual harassment and their due compliance under Article 141of the Constitution of India. Until appropriate legislation were enacted by the Parliament, many women still struggle to have their most basic rights protected at workplace. The statutory law is not in place. The Protection of Women Against Sexual Harassment at Work Place Bill, 2010 is still pending in Parliament though Lok Sabha is said to have passed that Bill in the first week of September, 2012. The belief of the Constitution framers in fairness and justice for women is yet to be fully achieved at the workplaces in the country. It is recommended that the new sexual harassment policy be implemented as soon as possible.

The Government should recommended that it is the duty of the employer to prevent or deter the commission of acts of sexual harassment and to provide the procedures for the resolution, settlement or prosecution of acts of sexual harassment by taking all steps required. The Government should insist the public and private sector to take appropriate steps to prevent sexual harassment. The Central/State Governments are requested to consider adopting suitable measures including legislation to ensure that the guidelines laid down for the public sector are also observed by the employers in private sector.

The following recommendation can be enforced by the Government.

- It is recommended that the private sector employers should express prohibition of sexual harassment as defined under the sexual harassment act be notified, published and circulated in appropriate ways. The rules/regulations of discipline should include rules/regulations prohibiting sexual harassment and provide for appropriate penalties if such rules is against the offender.

- As regards private employers steps should be taken to include the aforesaid prohibitions in the standing orders under the Industrial Employment (Standing Orders) Act, 1946.

- Appropriate work conditions should be provided in respect of work, leisure, health and hygiene to further ensure that there is no hostile environment towards women at workplaces and no woman employee should have reasonable grounds to believe that one is disadvantaged in connection with the employment.

- Criminal proceedings: Where such conduct amounts to a specific offence under the Indian Penal Code or under any other law, the employer shall initiate appropriate action in accordance with law by making a complaint with the appropriate authority.

- Disciplinary action: Where such conduct amounts to misconduct in employment as defined by the relevant service rules, appropriate disciplinary action should be initiated by the employer in accordance with those rules.

- Complaint mechanism: Whether or not such conduct constitutes an offence under law or a breach of the service rules, an appropriate complaint mechanism should be created in the employer's organization for redress of the complaint made by the victim. Such complaint mechanism should ensure time-bound treatment of complaints.

2) Women managers in today's knowledge economy have made their mark in the middle level management positions. But their numbers in higher and top management of the companies are still very small. Equipping them with necessary motivation, leadership skills and management techniques should be taken by the Government. It is recommended the Government should provide at least 25 percentage reservation in top level management for women employees both in public and private sector to climb up the ladder.

3) Women managers prefer to work in the public sector where there is more flexibility regarding leave, the hours are more certain, there is no overtime which makes them to manage their job and family responsibilities. It is recommended that the Government should implement policies in private sector as followed by the public sector. Flexi -work timings, health insurance benefit, paid vacation, secure job, adequate pay and leave policies should be provided for employees working in private sector to adhere to their work and family commitments.

4) It is also recommended that the Government should lay down rules for the private sector in minimising the working time for women. The Government should encourage the private sector to institute family friendly and work life balance policies

such as compressed work weeks and paternity leave. The working hours can be limited to 8.00 p.m. Two night shifts can be allowed in a week with a maximum of 7 to 8 night shifts in a month. This would harmonize the work of women managers in private sector.

6.13 SUGGESTIONS FOR THE WOMEN MANAGERS

The following framework can be used by the women manager for successful work life balance.

1. Women managers working in service sector face lot a of stress. It is important to have hobby or some activity that one can pursue, as a stress buster or just for fun. Women managers can relieve their stress by doing meditations, yoga, counseling and breathing exercises. It can act as a major stress reliever and can go a long way in improving the work life balance of women managers.

2. It is recommended that women managers should plan their activities consistently every week. Planning helps them to think ahead of the activities, streamline the work flow, coordinate the activities and helps them to avoid over commitment. It also helps them to manage staff time better, helps them to work more relaxed thereby reducing work life imbalances.

3. Women managers in order to lapse longer time at work place should utilise permissible 'off's' available at work place. Using restrooms, a little stretching or walking during breaks, proper intake of foods and beverages during breaks

enables smart working and increase qualitative output of work within short duration.

4. Leisure is important in balancing work and life. Women managers should seize the weekend. They should plan for time off as one plans the work for the week. It is recommended that they should schedule activities with family and friends, a weekend trip, or just something related to fun.

5. Women have to take time to negotiate responsibilities with their partners. Avoid conflict as much as possible by communicating with the partner about how to distribute the work fairly. Attending to family commitments can be done effectively by a fair distribution of work among partners.

6. Generally managerial women impose their managerial attitude in the household activities. Women manager in general expect their spouse to accept their opinions in making decisions, wanted to be given due respect from their family members. This leads to ego clash. It is recommended that women should leave their ego and maintain smooth relationship with their family members.

7. As a primary care giver women should extend ones helping hand in the family when the situation demands so. It is also recommended that women should adapt to the situations and look forward to more support from the members of the family and that expectations by the family would be based more on their capabilities rather than on the standard role of woman as a typical housewife.

6.14 CONCLUSION

Striking an appropriate balance between one's personal and professional lives is a bit of an art and science too. Managerial women experience peculiar problems relating to balancing profession and life as they do a tightrope walking of juggling between work and personal life.

The impacts of such problems are reflected in the professional as well as personal lives of the women. This is mainly because the managerial women have to perform different roles in their life namely; spouse, parent, daughter, employee and so forth. However, the incompatibility of these roles and their infringement on each borders makes it difficult for the women to give due justice to their professional and family roles leading to work life imbalance. Thus, it is concluded that managerial women in service sectors face work life balance problems to a great extent. The problem is very much rampant in the IT & BPO and Hotel sectors. At any cost, it is necessary that managerial women should maintain a healthy balance between the job and life.

For managerial women, getting caught in the work life balance trap will continue to be an ongoing challenge. But, careful planning and personal effort will enable one to achieve equilibrium between the twin roles. Women managers should 'plan, prioritize and schedule as efficiently as possible' so that work life imbalance could be reduced.

The need to manage work life balance has arisen out of the increasing diversity brought by changing demographics of the workforce as well as changing social values and the globalisation of economics and markets. To retain competitive advantage, employers are reliant on a committed and productive workforce. The provision of work life balance strategies can provide a positive and direct impact on the employee's decision to remain with an employer. Hence there is an absolute necessity for the service sector to reconcile work life balance policies, which will pave the way for better performance, improved morale and results in high job satisfaction, ultimately improving the organizations' performance and profitability.

'Work to Live and Don't live to Work' should be the dictum of the modern day woman managers.

6.15 SCOPE FOR FURTHER RESEARCH

It is critical for work and family research to fully understand the conditions under which the women managers experience conflict between their roles. Other factors also have to be considered for further research.

The findings clearly disclose societal prejudice and the resultant bias towards women managers. Definitely, gender equality in education and employment had not been accompanied by gender equality in the societal mindset. The responses demonstrate the functioning of negative stereotypes regarding women. It emerges that women managers fall prey to stereotype threat. From the research it is concluded that glass ceiling is prevalent in various service sectors under study. In order to get a more

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in depth perspective on the glass ceiling phenomenon, it is necessary to continue research and focus on the perception of 'Glass Ceiling' in Indian organisations. It lays the ground work for future conceptual and empirical research on career advancement and work life balance in difficult gender environments.

From the research it could be concluded that women managers experience stress to a greater extent. Stress is a natural and an unavoidable future of life experienced at one time or another. Further research could be conducted on influence of occupational stress on work life balance among women mangers.

Work life balance at a base line predicted higher levels of psychological distress, poor health and mental stress. The health and well-being of women have important implications on work life balance. In order to gain in-depth understanding of one's work and family life, researchers who study work- family roles should include multiple perspectives such as job stress, quality of life, mental health and work demands. The research study can be made more exhaustive by studying the various types of health problems categorically and proper remedial solutions can be provided. Women executives: Health, Stress and Success could be further studied in depth.

This research would prompt one to investigate further in detail the work life issues of the women managers at senior, middle and lower level management because at various levels the work life balance issues may be different. More intensive and extensive studies need to be taken at various levels to provide proper suggestions at different positions.

From the study it is clear that all the five service sectors are facing work life balance issues. Therefore there is need to conduct depth analysis in each sector separately to know the work life balance issues. Further research could include comparative analysis of work life conflict and its impact on work like balance among the various service sectors. Further, this study on work life balance may be extended to other sectors like manufacturing and other financial services.

From the research it is found that married women managers have work life imbalances to a greater extent than unmarried women managers. Further research could be conducted on work life balance of married women manager to gain more understanding on work life balance issues.

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