**WORK-LIFE BALANCE AMONG WOMEN EMPLOYEES:**

**A CASE STUDY OF**

**TRIVANDRUM DISTRICT**

*A Project Report Submitted to the University of Kerala in Partial fulfillment of the requirements for the Award of Degree of Bachelor of Arts*

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**CERTIFICATE**

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**DECLARATION**

We, the undersigned students of the Department of Economics, Government Arts College, Thiruvananthapuram at this moment declare that the project work titled **“WORK LIFE BALANCE AMONG WOMEN EMPLOYEES: A CASE STUDY TRIVANDRUM DISTRICT ”** is a record of research work carried out under the guidance of Dr. Bindhu S, Assistant Professor, Department of Economics, Government Arts College, Thiruvananthapuram, and submitted to the University of Kerala in partial fulfillment of the requirements for the Award of Degree of Bachelor of Arts, First-degree program in Economics under CBCS System

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**CHAPTER 1:**

INTRODUCTION

**1.1 INTRODUCTION**

“Work–life balance is the individual perception that work and nonwork activities are compatible and promote growth by an individual’s current life priorities” (Kalliath &Brough, 2008)

 Work-life balance is typically defined, as the amount of time you spend doing your work versus the amount of time you spend doing what’s important to you outside of work whether that is with loved ones or pursuing personal interests and hobbies

Work-life balance (WLB) is a central issue affecting well-being, as family and work are the most important elements of everyone's life. Any competing demands of work and family life cause conflict and negatively affect the well-being of workers. Work-life balance (WLB) is commonly defined as the ability to compartmentalize job tasks and life.

Work-life balance is a key part of a healthy and productive work environment. An individual who achieves this balance successfully dedicates an equal amount of time to work-related tasks and personal matters without experiencing stress or becoming overwhelmed. Maintaining a balanced life is becoming increasingly important for your health and well-being in a fast-paced, modern world. Sustaining a balanced diet, alongside personal fitness, can help improve and stabilize overall health and well-being.

Work-life balance can improve your overall well-being, including physical, emotional, and mental health. Studies have found that long hours can lead to serious health issues such as ‘impaired sleep, depression, heavy drinking, diabetes, impaired memory, and heart disease’. Unfortunately, as such conditions arise, they can also affect our work-life issues, which in turn can exacerbate the conditions themselves, leading to a vicious cycle.

While employers and employees may associate long working hours with increased productivity, many researchers say otherwise. One report by Stanford University has found that after workers hit a certain number of hours, their productivity began to decrease as the potential for mistakes and injuries increased

Achieving a healthy work-life balance reduces stress, improves emotional states, and increases overall productivity and employers’ bottom lines.  There are three steps in assessing work-life balance. Understanding how the various parts of your life impact one another is a necessary step in developing a new work-life integration that serves your needs. As you pause to consider your current work-life situation, ask yourself how you feel about your current situation. As you are thinking through these complex personal questions, journaling your thoughts and feelings can be a good way to identify the areas you feel need the most significant adjustments. Ultimately, these questions help you better understand your current situation. Once you have a better sense of where your work-life balance could be most impacted, you will want to reprioritize your values and reassess your overall approach to honoring them. During this step, identify what is most meaningful to you and why, and consider alternatives to pursuing them. Finally, once you understand what you can do to make a more manageable work-life balance, it’s time to implement those changes.  Whatever actions you decide are needed to create a good work-life balance; you should be conscious that you will likely need to continue refining it over time. Big life changes take time, so reflecting on your approach and refining it periodically will probably be integral parts of the process.

**1.2 NATURE AND SIGNIFICANCE OF THE STUDY**

In modern times, work-life balance assumes much relevance because of the fast nature of life. Nuclear families have added to the imbalance between work and life. The work-life balance is an important tool for the effective performance of the employee. Work-life balance helps to understand how the stress in personal life affects the professional life of the employee. Work-life balance helps the researcher to know in what ways the stress will affect the work and family. The study helps to get a complete picture of the work-life balance of the employees. It is also useful for the organization to view their present practices & help them to make the required changes for the future.

**1.3 OBJECTIVES OF THE STUDY**

The objectives of the study may be summarised as follows:

1. To understand the meaning of the work-life balance employment scenario.
2. To identify the factors that influence employees work-life balance.
3. To find out the factors that adversely affect work-life balance.

**1.4 METHODOLOGY OF THE STUDY**

Thestudy was undertaken to find out the above objectives especially the work-life balance in the employment scenario. A sample of forty respondents was taken for the study. Simple random sampling has been employed for selecting the sample. The primary survey has been done to elicit information from the respondents. Secondary data from periodicals, working papers, and websites has also been used for the study.

**1.5 LIMITATIONS OF THE STUDY**

The limited time frame for the study has been one of the serious limitations. The respondents have been reluctant to give true responses.

**1.6 CHAPTER SCHEME**

* The first chapter is an introductory chapter consisting of the nature and significance of the study, the objectives of the study, the methodology adopted, the limitations of the study, and the chapter scheme of the study.
* The second chapter consists of a review of existing literature related to the field of study.
* The third chapter is an overview of work-life balance in employment scenarios.
* The fourth chapter consists of the analysis of the stated objectives.
* The fifth chapter consists of the summary, findings, and conclusion of the study.

**CHAPTER 2:**

REVIEW OF LITERATURE

The review of literature is one of the important aspects of any research work. It is a measure for starting the recent output on a particular area of research and organized in a helpful sequence to strengthen the present research techniques. The main objective of the review of literature is to understand the research activities that have taken place in a particular discipline in general and in the area of research in particular. In this study, the review of literature helps to find out the research gaps related to the topic. The researcher searched literature published in different E-books, E-journals, and web sources used in this study.

1. **Shilpi Kulshrestha**, in her study tried to identify “**A Descriptive Study on Work Life Balance of Women Employees in Banks**” Findings revealed that the banking sector of Jodhpur is suffering through Intense work-life imbalance. Departments where the working force mainly comprises line staff Suffer tremendously as compared to other support staff in the workforce.

2**. V. Sathya Moorthi** (2017), in her study on **“Women Employees Attitude About Work-Life Balance In Service Sector”** found that Enhancing balance between work and personal lives results in genuine Paybacks both for employers and employees. The work-life imbalance has organizational outcomes like Elevated rates of absenteeism and turnover; decreased productivity; dwindled job satisfaction; growing Healthcare costs and reduced levels of organizational commitment and loyalty.

3. **Pavithra G (2020)** in her study on **“Work-Life Balance of Women Employees”** revealed that role Overload, dependent care issues, quality of health, problems in time management, and lack of proper Social support are the major factors influencing the WLB of women employees in India.

4**. A. Pande and J. Ahirrao,** in their study **“Work-life balance of women employees in banking sector In India”** conclude that there are no separate policies for the work-life balance of working women but the majority of the women employees accepted job sharing and support from colleagues at work is helping Them to balance work-life. Work-life balance is not a problem to be solved, but it is an ongoing issue to be managed.

5**. Anshul Bharati and Anju Bhatia**, in their study, **“A study on Work-life balance of BPO women employees in Jaipur city”** have concluded that there is no doubt that BPOs have opened up a new avenue of employment for women but there is a need to improve the work environment to make it more friendly for the Employees.

6**. Magdalene Peter and S. Fabiyola Kavitha (2020)** investigated **“Work work-life balance of Indian Software women employees”** They found that Work and family are both central to finding a balance Between these two is an issue of importance to women in the IT industry. Major factors that influence the Work-life balance among various categories of women employees in the I.T. Industry like Long working Hours, Opportunities for career growth, Supportive leadership structure, Policies related to life leave Arrangements, and work environment.

7**. Ashok Kumar Bansal & Lekh Raj (2017)** conducted a research study on **“Work-Life Balance of Women Employees in Indian Oil Corporation Limited Mathura (U.P)”** and revealed that there is no Association between personal variables and work-life balance of women employees, in the other hand, there was no statistically significant relationship between organizational variables and work life Balance of women employees.

8. **Dr. G. Balamurugan and M. Sreeleka (2020)** attempt to identify the **“Work-life balance of women Employees in the IT sector”** They identified how women employees are balanced and Satisfied in the IT sector and the factors that affect the work-life balance of women employees are working hours, Job Satisfaction, working condition, etc.

9**. Sushree Sangita Das and Dr. Shashi A. Mishra (2016)**, their researcher tries to find out the issues of Work life balance of women IT executives in Mumbai city. The study was conducted among 50 women IT professionals through a questionnaire survey and issues like working hours, family responsibilities, and career growth were considered as parameters of work-life balance.

10. In the research conducted by **K.Thriveni Kumari and Dr.V.Rama Dev (2015)**, on the work-life balance Of women employees in selected service sectors like Banking, Insurance, IT, BPO, Health Care, and Education Sector. They found that organizations must acknowledge women Employees by providing more appropriate work-life balance measures for them. Striking a healthy Work-life balance is imperative for all employees irrespective of the industry to which they belong. It Is the joint responsibility of the employer and the employees to ensure a strong work-life balance that Can bring fruitful results to the organization as well as to employees.

11**. Minal Bhartiya, Sachin Mittal, and Sangeeta Jain (2018)** have studied the **“Effect of the profession on Managing the work-life balance of working women in India”** It was found that even after reaching to top, Indian women have to work wholly on their family roles. Stages come into the life of women – from Marriage to children to caretakers and other extreme situations, where she has to compromise in Career. Factors that influence Indian women professionals like Situational Factors, Professional Environment Factor, Work Pressure Factor, Women's Support System, Overall Health (Mind, Body, Spirit), Personal Happiness, Child Development, Women's Policies, and Family factors.

12**. Yukta Kotwa (2019)**, analyzed the **“Work-Life Balance of Women Employees in India”** to understand the present situation of the work-life balance of women in India and the future aspects of the same, it Is found that Management and the society collectively should take steps regarding a women’s work-life balance so that they can perform their best at both ends.

13. **Malavika Desai, Bishakha Majumdar, Tanusree Chakraborty, and Kamalika Ghosh** The research paper titled **“The second shift: working women in India”** written byfound that the home-based Working women are the least stressed, most well-adjusted, and the most satisfied with their careers Among the groups studied. Their ways of perceiving and handling stress are found to be more effective Than those used by women in the other two groups.

14**. Vani Haridasan, Kavitha Muthukumaran & Yohita D,** in their research tried to assess the **“Work-life balance of Women working from home during lockdown – an empirical study”** The regression analysis findings Show that job performance and personal well-being are the main determinants of women employees’ Work-life balance during work from home. This study would benefit all the sectors that employ women to realign their policies, benefit programs, and work distribution, and make job changes inside the Organization for an employee-friendly remote working experience, thereby improving the workforce’s efficiency and productivity.

15**. Neha Poddar and Dr. Prakash Divakaran** organized a detailed **“Work-life balance of working women: A review of the literature”**.This study indicated that the number of different variables that are affected by the role of women in an encounter with various challenges arise in balancing career and family Responsibilities. These variables are most important for deciding the key challenges of women Managers and their dual role of balancing career and family responsibilities

16**. Ms. D Archana and Dr. P Venkateswarulu (2022)**, tried to assess **the “Work-life balance among Women employees in the banking sector”** The Majority of respondents stated that they are giving quality time to their children and family after coming from the office also, getting sufficient time for socializing After office working hours, office working hours gives sufficient time to attend functions, festivals and Others social activities.

17**. Ajith Sankar and Dr Sonny Jose (2016)** conducted a **“Work-life Balance among Women Employees: A Case Study concerning IT Companies”** The career facilitators and career longevity Enhancement factors can help every working woman in corporate and IT sectors, and assist in bringing a better balance between work and life.

18**. Shobha Sundaresan (2014),** put efforts into measuring **“Work-life balance – implications for working Women”** Results indicate that a significant proportion of working women are experiencing difficulty in Balancing work and family due to excessive work pressure, too little time for themselves and the need to fulfill others’ expectations of them. Majority of the working women experience job spillover into the home as they have to put in longer hours. Major consequences of poor work-life balance are high Levels of stress and anxiety, disharmony at home, job burnout, and inability to realize full Potential. They feel irritable and resentful often due to their inability to balance work and family life. The findings have implications for working women and provide insights into finding solutions to Maintain a healthy work-life balance.

19**. Dr. A.Vanitha (2022)**, undertook a **“Work-Life Balance: A Review of Women in the Service Sector”** Work-life balance has ramifications in terms of physical, psychological, personal, health, and social Management. Work-life balance management among female employees varies depending on the Situation. Women working in service industries are expected to make greater sacrifices and Contributions at work, which can lead to problems in their personal, family, and social lives, as well as Challenges with work-life balance.

20**. Mayesha Tasnim, Muhammed Zakir Hossain, and Fabiha Enam (2017)**, in their research **“Work-Life Balance: Reality Check for the Working Women of Bangladesh”** The study show that the reasons why female Employees are facing trouble maintaining a work-life balance are mostly because of: long working hours, job rigidity, work overload, responsibilities related to child care, discrimination & biases at Workplace, lack of supervisory support, dominant managerial style and scarce family support.

21**. Megha Raju1, Dr. Daisy.C. Kappen (2021)**, the study **“Work-Life Balance of Women Employees: A Theoretical Framework”** find that poor work-life balance is often demonstrated within a range of Physical and psychological strains i.e. depression, anxiety, low self-confidence, insomnia, mental Imbalance, burnout, low productivity, low morale, fatigue, hypertension, high blood pressure and even Increase relationship fall-out. Another consequence of poor work-life balance is that work-family Conflict increases emotional exhaustion and lowers satisfaction levels on the job front.

22**. R. Balaji's (2014)**, study on **“Work-Life Balance of Women Employees”** Family–work conflict and Work-family conflict is more likely to exert negative influences in the family domain, resulting in Lower life satisfaction and greater internal conflict within the family. Variables such as the size of the Family, the age of the children, the work hours, and the level of social support impact the experience of Work-family conflict and Family work conflict.

23**. Vijayakumar Bharathi. S, Padma Mala. E, and Sonali Bhattacharya (2015)**, jointly undertook Research on **“Work-life balance of women employees in the information technology Industry”** 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 their personal life, the main Stresses were guilty of not being able to take care of themselves and their elders at home. Social media interaction Was found to be a stress buster for most women. Most women would prefer flexible timing, and Supportive spouse, family, and friends as well as an environment conducive to work at the office.

24**. J. Sudha and Dr. P. Karthikeyan (2014),** wrote **“Work-life balance of women employee: a literature Review”** The literature identifies the various aspects such as career advancement, Work Stress, Career Aspiration, Work-Family Conflict, and Family Work Conflict, Child in context with Work-Life Balance (WLB) and its practices.

25**. Dr. Somlata Sharma and Dr. Versha Vahini (2022)**, tried to asses **the “Work-Life Balance: How Stressful is it for Indian Women”** Study shows that changes in technology, increased work pressure Coupled with constant deadlines, the co-existence of a virtual workplace, and changing demographic Profiles (including gender, experience), an increase in disposable income inflation, and an Improvement in living standards have encouraged the importance of the provision of a work-life Balance in the industrial sector

26**. Dr. Seema Verma and Rahul Singh Gautam's (2022**), study to measure **“The Effect of Education on Working Women for Work-Life Balance”** study suggests a positive and direct impact of education Which leads to better work-life balance. Work-life balance is assisted by education which offers Knowledge related to flexible work schedules, family events, and other activities that enable one to Pursue more balanced lives easily. The educational conditions have prompted comportment in her development and Work-life balance.

27. **R. Dinakar (2021)** has conducted research on the **“Effectiveness of Work-Life Balance (WLB) on Job Satisfaction of Employees working in Banks”.** The outcomes likewise suggest that WLB, Organizational help, monetary help, and responsibility are fundamentally and emphatically affecting The work fulfillment of representatives in new private area banks. The results show that WLB Strategies, workload, hierarchical help, and monetary help are determinants of the work-life balance of Employees in private banks.

28**. C. Naga Ganesh, Nagaraja. P., P. Sumalatha** has studied **“Work Life Balance of Women Employees of IT Sector during Remote Working”** They revealed that the primary difficulties in Professional life were discovered to be expanded working hours, travel time from home to work workplace, and additional tasks engaged by them. Whereas in my personal life, the primary anxieties were blamed On elders for not taking care of the family. Most women would be inclined toward adaptable Planning, flexi-time, and strong spouse, family, and companions just as a climate helpful for work at the workplace.

29**. A. Vasumathi,** in her study **“Work-life balance of women employees: a literature review”** reviewed The literature on work-life balance (WLB) of women employees about the significance of WLB, Theories of WLB, determinants of WLB, facilitators of WLB, coping strategies of WLB, WLB, and Performance and finally, consequences of WLB.

30. **Rajesh K. Yadav, and Nishant Dabhade**, in their study **“Work-Life Balance and Job Satisfaction among The Working Women of Banking and Education Sector – A Comparative Study”** suggest that WLB can be achieved by the factors responsible for job satisfaction such as supportive colleagues, Supportive working conditions, mentally challenging work, equitable rewards, and employee-oriented Policies, etc.

**CHAPTER 3:**

OVERVIEW

**3.1 Introduction**

In an economic sense work is defined as an activity that is remunerated in

monetary terms. Work-life balance is the opinion of an individual about how well his

work and non-work activities go together in comparison with his expectations. Work-life

balance implies that work and personal life are on par with each other (Devaney, Where

Marketers Go To Grow, 2015). This means, the focus of work-life balance is on

individual preference and perception and it is the individual who specifies the boundary

of the work-life axiology and determines whether it is beneficial to him according to his

standards or not

**3.2 Industrialization, the labour movement, and the work-life balance**

In traditional societies work and family life were strongly bonded together but

industrialization changed this pattern of relationship and it segregated the work life from

the family life (Rapoport & Rapoport, 1965). The invention of the spinning engine during

the period of 1760 by James Hargreaves was often recognized as one of the major leaps

towards industrialization. Till industrialization, the work was usually performed at the

premise of the worker. This concept of work was dismantled by industrialization and

the work was formalized and segregated from family life. Industrialization divides

the life of humans into two slices the work life and the family or personal life and opens

the mainstream towards the work sphere (Young & Willmott, 1977). The forceful

transplantation of work out of family adversely affects the psychological as well as the

the physical well-being of the employees.

Industrialization leads to the formalization of the work environment. The

separation between the work environment and family environment adds more responsibility

for employees as it becomes essential for employees to toggle between work and

family responsibilities. Similarly, industrialization adds depth to the gender role

divide as it becomes often harder for women to manage work and household

responsibilities. Industrialization was at the cost of the family (Kanter, 1977). Extended

working hours become common for workers, mostly for factory workers. According to

Kanter (1977), industrialization resulted in the formation of a work-intensified culture

that often ignores the social needs of employees. The ignorance of the social need and

intensified working hours resulted in the formation of a dissatisfied workforce, which in

turn flagged the way for labour revolutions of the 18th and 19th centuries for labour welfare.

The absence of humanity (expended work hours, separation of family and work, poor

working conditions, and inadequate pay) in industrialization initiated labour movements.

The absence of a socialization element in the process of industrialization initiated labour

revolution (Kautsky, 2011) Labour unions become popular in Europe during the

period of 18th century and in North America during 19th century (Teamsters

Local 362, 2014; PBS.org, 2014). The upheld slogans of such labour movements were

fair pay, reduced working hours, and safer working conditions

**3.3 Enlightenment, feminization of the workforce and work-life balance**

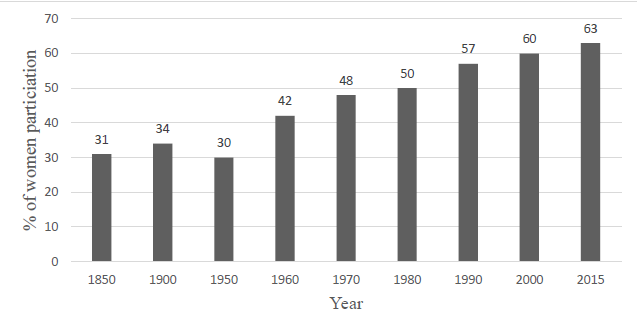
The Enlightenment writers such as Denis Diderot, Lady Mary Wortley Montagu,

Mary Astell, Madame du Chatelet, Mary Wollstonecraft, Marquis de Condorcet and

Madame Condorcet spread the ideology that both men and women are equal and should

have equal rights and status in society. The ideology of gender equality became popular during the 20th century and as a result, women started to come into the mainstream of society. Figure 3.1, shows the statistics for women's work participation (OECD nations) during the 19th and 20th centuries.

**FIGURE 3.1:**Women’s work participation



The figure illustrates that the 20th century witnessed a constant increase in the rate of women work participation. Particularly, if we examine the trend of women's participation in employment during the period of 20th century, specifically from 1960s to 2000s, there was a steady growth in the rate of women participation in labour force. United States America was the first nation who legalised the gender equality in employment and the Civil Rights Act of 1964. The United States also established theEqual Employment Opportunity Commission in 1964 to ensure that there is nodiscrimination with regard to employment in terms of gender. In the year 1975, United Kingdom passed The Equal Pay Act, The Sex Discrimination Act and established Equal Opportunities Commission. Similarly, Canada by passing Canadian Human Rights Act of 1977 offered gender equality in employment. During the period of 1970s, gender equality has widely recognised across European and North American nations; and thenations across Europe and North America framed legislations to ensure gender equality during the period of 1960s and 1970s. When it comes to India, article 16 of the Indian constitution (1950) itself prohibits the any kind of discrimination on the basis of gender with regard to employment. India passed the Equal Remuneration Act 1976 to protect the right of women in employment matters. The social enlightenment (particularly brought by the feminist writers and reformers) of the 20thcentury contributed the concept of gender equality to the society and as a result of this women started to get more involved in main stream activities including paid work and politics. The change in the family power composition as a result of women’s participation in paid work changed the behavioural and life pattern of the society (Nye, 1976). When women (wives) entered in to paid employment, it not only increased their own responsibility but also increased the responsibility of their spouse too. It became common among duel carrier couples to share the responsibility with regard to household chaos. The responsibility sharing dismantled the traditional gender work dynamics, where work is considered masculine and home making as feminine. The two major direct implications of the wives’ participation in the work were the time constraint (it become essential to prioritise and divide time in between household chaos and paid work) and the attitude change against social status (the role of working wife changed from house maker to chief cook/mother/housekeeper) (Douglas, 1976). That is the responsibility sharing has become the model of family. As a result of responsibility sharing, predominant involvement either at work (for men because of the shared responsibility at home) or at home (for women because of the responsibility of paid work) become impossible. Therefore, it become essential to strike a balance between paid work with work outside paid work (life).

**3.4 Work-family balance**

According to Grzywacz & Carlson (2007), the concept of work-family balance is

the extension of the theory of role balance by Marks and MacDermid. They further state

that work-family balance is more a social construct than a psychological construct. The

basic underlying theme of work-family balance is the balance across work and family

roles. Work-family balance is the accomplishment of role-related expectations that are

negotiated and shared between an individual and his or her role-related partners in the

work and family domain (Grzywacz & Carlson, Conceptualizing Work-Family Balance:

Implications for Practice and Research, 2007).

**3.5 Work-life balance vs work-family balance**

The work-family balance construct describes the magnitude of balance

between the work domain and the family domain alone (e.g., Greenhaus and Powel, 2006;

Voyandoff, 2005; Frone, 2003; Clark 2000). The work-life balance construct describes

the magnitude of balance between the work domain and the non-work domain (non-work

the domain includes family, personal life/self-care, friends, society, religion, etc.,) (e.g.,

Smeltzer, et al., 2016; Glasgow & Sang, 2016; Hayman, 2005). Work-family balance is

exclusive towards work and family domains. Whereas the concept of work-life balance is

inclusive and considers all the work-related and non-work-related activities that

are relevant to an individual. Work-family balance is the accomplishment of role-related

expectations that are negotiated and shared between an individual and his or her role-related

partners in the work and family domain (Grzywacz & Carlson, Conceptualizing

Work-Family Balance: Implications for Practice and Research, 2007). When it comes to

work-life balance it is more comprehensive than the term work-family balance (Antai,

Oke, Braithwaite, & Anthony, 2015). Work-life balance is the perception of an individual

that his work and non-work activities are compactable and promote growth in accordance

with an individual’s current life priorities (Kalliath & Brough, 2008). That is, work-life

balance is an all-inclusive term that examines the magnitude of balance between all the

work and non-work activities of an individual.

During the early decades of work-to-non-work balance research, work-family

theme override the work-life balance theme. Majority of the research on work-nonwork

relationships predominantly confined its focus on work and family roles (Greenhaus &

Foley,2007). The overemphasis of work and family role narrowed the scope of work-life

balance research. Which further result in the confinement/narrow-downing of the work

to non-work balance research into the concept of work-family balance. By the end of

1990s, more researchers started exploring work to non-work balance beyond the scope

of work sand family domains (e.g., Smeltzer, et al., 2016; Brough, et al., 2014; Fisher,

Bulger, & Smith, 2009; Kalliath & Brough, 2008; Hayman, 2005; Fisher-McAuley,

Stanton, Jolton, & Gavin, 2003; Frone, 2003) and argued that work-family balance is

only a sub-theme which can be nested inside the work-life (non-work) balance construct.

The researchers who argue in favour of work-life balance (i.e., work-life balance has

wider scope than work-family balance) claimed that work work-life balance construct

has stronger relationship with work, family and personal related spares in comparison

with work-family balance construct. Because of the absence of studies directly examining

the magnitude and strength of relationship that exist in between work-family balance

construct and work-life balance construct, researchers often deem work-family balance

as work-life balance (i.e., narrow frame researchers-who argue that there is no difference

between work-family balance construct and work-life balance construct; e.g., Dhanya &

Kinslin, 2017; Berger, Delgado, & Manolov, 2017; Mahajan, 2016; Gehrke & Hassard,

2015; Mirji, 2014) (Joseph & Sebastian, in press). Joseph and Sebastian (in press)

empirically validated the claim that work-life balance is a construct which is different

from work-family balance and has wider scope in terms of this capability to explain

variance in variables relating to work (job satisfaction and intension to quit), family

(family satisfaction) and personal (life satisfaction and happiness) domain.

# 3.6 **Work-Life Balance Scenario In India**

**3.6.1 Why Work-Life Balance in India is Often a Misnomer**

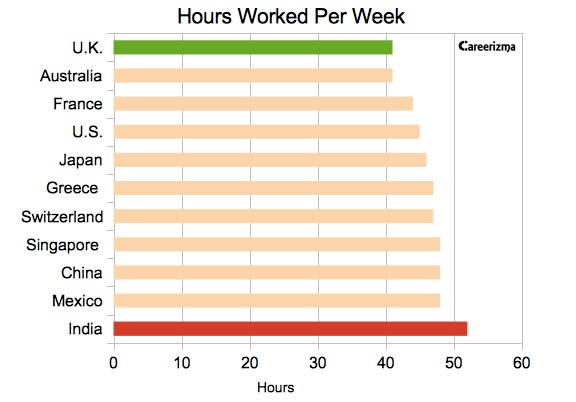
A study by Arcadis, an Amsterdam-based consultancy, found that India ranks really low in terms of work-life balance. In particular, Bengaluru, Chennai, Kolkata, Mumbai, and New Delhi, five of India’s biggest cities, ranked extremely low, with Mumbai coming in at 86 and New Delhi scoring 87 out of 100 cities ranked. On average, Indians worked 2,195 hours annually, in stark comparison to Hamburg, Germany, where workers clock in at 1,473 hours, making Hamburg one of the top three cities for work-life balance.

# **3.6.2 The Overworked Population**

There are a lot of factors at play when looking at why the working population of India is so overworked—and, it would be safe to say, poorly balanced and unhappy. Gender roles are still quite traditional, even for working Indian women, who are expected to be superior wives and mothers as well as stellar employees. Indian working mothers often take long sabbaticals, or worse, drop out of the workforce entirely, to raise their families.

But it’s not only Indian working women who face challenges. India’s notoriously poor urban infrastructure means getting to and from work can often be a nightmare. In Bengaluru, for example, employees often spend two hours commuting daily—that equals 470 hours of wasted travel time. And those are the ones with the “easy” commute. For workers in Mumbai and its surrounding areas, some employees travel a mind-blowing eight hours daily getting to and from work.

**FIGURE 3.2:**Working hours distribution among nations



**3.6.3 Achieving Work-Life Balance In India**

It’s not all doom and gloom, though, when it comes to working conditions in India. India is being proactive in trying to help its workers achieve work-life balance. India is one of the top five nations in the world to offer paternity leave to its workers. And maternity leave can be extended up to six months (in the U.S. new mothers are guaranteed up to 12 weeks of unpaid maternity leave). In this respect, India is trying to make things easier for its working parents. But it’s still not enough.

It’s estimated that an additional 300 million people will be living in India’s already overflowing cities by 2050, even though India has the world’s [fastest expanding](https://www.ft.com/content/06b63142-2748-11e6-8ba3-cdd781d02d89). That will put a lot of additional strain on India’s weak urban infrastructure. With tongue-in-cheek jokes about allowing Indian workers to work from traffic, something needs to be done about alleviating some of the pressures that Indian workers are facing.

That could come in the form of flexible work options. [Offering workplace flexibility](https://www.flexjobs.com/employer-blog/women-want-flexibility-at-work-flexjobs-survey/) would greatly reduce the congestion that Indian workers face on their daily commutes, especially by eliminating them. And for working mothers (and fathers), having flexible jobs would mean that they no longer had to commute to work, but they could also stay in their positions and take care of their families.

India has already taken great strides by offering paternity leave and a generous maternity leave plan for working parents. Now, it’s time to up the ante and offer flexible work options so that companies can truly use the strengths of their workers—instead of making them sit in traffic for a good portion of the workday—and grant them the ability to have work-life balance, once and for all.

# **3.6.4 Worklife Balance And Women In India**

Since Indian society still has gender roles that are quite traditional, women are expected to play the role of a good wife and mother. When they are employed, such strenuous expectations weigh heavy on them. Constantly balancing the role of a stellar employee and a good wife and mother often takes a toll on them – both physically and mentally. As a result, women employees resign, go on long sabbaticals, or look for part-time jobs that would give them the requisite flexibility to raise their families. Those who take long leaves typically find they have been left behind in the career race on their return to the workplace, which makes them drop out of the workforce eventually.

Over 34 per cent of women exit firms over work-life balance, while only 4 per cent of men are affected by it, findings of a study showed. A survey with 200 HR professionals across a range of sectors by the Centre for Economic Data at the Ashoka University and Udaiti Foundation also noted that 59 per cent of firms lack mandatory Internal Complaints Committees. While 37 per cent of organisations do not provide maternity leave benefits only 17.5 per cent provide childcare facilities, Women in India Inc HR Managers Survey reported.The findings showed that 38 per cent of HR managers considered a woman’s marital status during the hiring process, whereas only 22 per cent did so in the case of male candidates. Age and location, too, were factors that were slightly more likely to be considered in the case of women (43 per cent and 26 per cent, respectively) compared to men (39 per cent and 21 per cent, respectively)  
  
 “We find that even organisations with stated gender diversity goals often lack actual mechanisms to ensure a female-friendly and gender diverse work culture. Employers can play a huge role in attracting women into formal paid work. The right mix of policies at the workplace will enable women to stay on, advance in their careers, and contribute to the growth of the organisation,” Dr Ashwini Deshpande, Professor of Economics at Ashoka University said.

“While a majority of HR managers acknowledged having gender diversity goals, only 43 per cent of organisations actively measured and publicly disclosed gender representation data, with an additional 42 per measuring but not disclosing it. 73 per cent of organisations claimed to have gender diversity goals, but only 21 per cent possess clear internal strategies for achieving their goals,” the report stated.Currently, 63 per cent or 290 million of women aged 15-64 years in India are not a part of the labour force.   
  
 The study further showed that 52 per cent of the hiring managers surveyed reported using gender-neutral job descriptions while hiring, 48 per cent used mixed-gender interview panels, and 45 per cent set diversity targets for applicant pools. As many as 69 per cent of the organisations also actively sought independent certification for gender equality, which makes an organisation’s commitment to gender equality visible to the wider public.

CHAPTER 4 :

DATA ANALYSIS AND INTERPRETATION

The present chapter relates to the analysis of the various objectives made in the study. The profile area of the sample is Thiruvananthapuram district. The number of samples taken has been forty and females are working in the public sector. Primary data has been collected for the study using the interview schedule/ questionnaire method.

**Thiruvananthapuram- A brief profile**: Thiruvananthapuram also known as Trivandrum, is the capital and the largest city of the Indian state of Kerala. The city has a population of 957,730 inhabitants and a metropolitan population of 1.68 million. The city's population density has been 4,454/km2.  The Urban Agglomeration had a population of 1,687,406 in 2011. The sex ratio is 1,040 females for every 1,000 males, which is higher than the national average. Thiruvananthapuram's literacy rate of 93.72% exceeds the all-India average of 74%.

# **TABLE 4.1:** Age Distribution of Respondents

|  |  |  |
| --- | --- | --- |
| **AGE GROUP (**In years) | **NO. OF RESPONDENTS** | **PERCENTAGE** |
| 18 - 29 | 16 | 40% |
| 30 – 39 | 8 | 20% |
| 40 – 49 | 14 | 35% |
| Above 50 | 2 | 5% |
| **Total** | **40** | **100%** |

***Source:*** *Sample survey*

**FIGURE 4.1:** Age group of respondents

***Source:*** *Sample survey*

Table 4.1 and Figure 4.1 shows the details about the percentage and number of people who belong to different age groups. The sample population consists of 40 female workers from the public sector around 40% of the sample was from the age group of 18 to 29 which consists of 16 women workers. Around 20% of the respondents are from the age group of 30 to 39 consisting of 8 workers. Around 35% from the age group of 40 to 49 and 5% from respondents aged above 50 years. From the above table and pie chart, we can understand the fact that the majority of the respondents belong to the age group of 18 to 29.

**TABLE 4.2:** Salary group distribution

|  |  |  |
| --- | --- | --- |
| **SALARY SCALE** (in Rs.) | **NO OF WORKERS** | **PERCENTAGE** |
| Below 25000 | 14 | 36% |
| 25001 – 50000 | 17 | 42% |
| 50001 – 75000 | 7 | 17% |
| 75001 - 100000 | 2 | 5% |
| Above 100000 | 0 | 0% |
| **Total** | **40** | **100%** |

***Source:*** *Sample survey*

# **FIGURE 4.2:** Salary scale distribution

***Source:*** *Sample survey*

Table 4.2 and Fig 4.2 shows the salary scale distribution of remittances earned by the 40 respondents. From the data, we found out that most respondents had a salary scale between 25001 – 50000 with 42% of the total respondents, and close came a salary scale below 25000 with 36%. The salary scale of 50001 –75000 had 17% and 75001- 100000 with only 5% of the total respondents. None of the respondents had a salary above 100000.

# **4.1 WHAT THEY CONSIDER IS WORK-LIFE BALANCE?**

From the survey conducted we asked the respondents the question of what work-life balance means to them. They were asked to choose from three options given to them in the questionnaire. The options were –

1. Balance between work outside and inside
2. Support from family members
3. Support from colleagues in the workplace

We got responses from the 40 female workers in the public sector and the result is represented through a pie chart below.

**FIGURE 4.3:** Respondents view of work-life balance

***Source:*** *Sample survey*

In analyzing Fig 4.3, we concluded that most female workers prefer a balance of work to be a balance between work outside and inside, and also support from their family members equally, having 45% of the total responses. Their preference for support from their work colleagues at the workplace is less compared to the other two options, with only 10%.



**4.2 WHAT THEY VALUE MORE?**

We asked the respondents to choose between what they prioritize most from the three options in the questionnaire. Is it their -

* Work Responsibility
* Personal life
* Or values both equally

**TABLE 4.3:** Priority of the respondents

|  |  |  |
| --- | --- | --- |
| **PRIORITY** | **TALLY MARK** | **NO. OF RESPONDENTS** |
| Work responsibility | IIII | 4 |
| Personal life | IIII | 4 |
| Both equally | IIII IIII IIII IIII IIII IIII II | 32 |
| **Total** |  | **40** |

***Source:*** *Sample survey*

From the above table 4.3, it is clear that most female workers prioritize both their work and personal life equally. Most don't want to sacrifice one for the other, they prefer to obtain a Pareto optimality situation in which one isn't worsened while prioritizing the other.

# **4.3 FACTORS THAT INFLUENCE THEIR WORK-LIFE BALANCE**

## WHAT THEY THINK MOSTLY MATTERS IN SUPPORTING THEM

## **TABLE 4.4:** Factor which supports them in work-life balance

|  |  |  |
| --- | --- | --- |
| **FACTORS** | **NO OF RESPONDENTS** | **PERCENTAGE** |
| Support from family | 26 | 65% |
| Support from the workplace | 9 | 22% |
| Nothing matters | 5 | 13% |
| **Total** | **40** | **100%** |

***Source:*** *Sample survey*

## **FIGURE 4.4:** Their support system

***Source:*** *Sample survey*

From Table 4.4 and Fig 4.4, most working female households in the public sector think that it is the support they get from their family members is what mostly affects their concept of balance between work and life. But we also got to know that 13% of the respondents think that nothing matters in their work-life balance.

* WHAT THEY THINK NEGATIVELY AFFECTS THEIR BALANCE IN WORK AND LIFE

**FIGURE 4.5:** Challenges in achieving work-life balance

***Source:*** *Sample survey*

From Fig 4.5, a majority of 38% think that nothing seems to challenge their work-life balance condition. 30% of the respondents feel that lack of support from family members negatively affects them

# **4.4 WORKLIFE BALANCE AND WORKPLACE**

## DO THEY BELIEVE THEIR WORKPLACE RECOGNISES THE NEED FOR WORK-LIFE

## **FIGURE 4.6:** Response Distribution

## 

***Source:*** *Sample survey*

## From Fig 4.6, 28 respondents feel that their workplace recognizes the need for work-life balance among their employees and 12 responded No to the question.

* FACTORS WHICH SUPPORT AND ENCOURAGE WORK-LIFE BALANCE IN THE WORKPLACE

**TABLE 4.5:** Facilities in the workplace

|  |  |  |
| --- | --- | --- |
| **FACTORS** | **RESPONSES** | **TOTAL** |
| Recreational facilities | IIII I | 6 |
| Peers | IIII III | 8 |
| Flexible working hours | IIII IIII IIII IIII IIII | 24 |
| Canteen facilities | I | 1 |
| Creche | I | 1 |
| **Total** |  | **40** |

***Source:*** *Sample survey*

From Table 4.5, the majority of the female respondents feel that the flexible working hours that their workplace provides play an important role in their concept of work-life balance.

* HOW CAN IT BE IMPROVED IN THEIR WORKPLACE

**FIGURE 4.7:** Improvements needed

***Source:*** *Sample survey*

From Fig 4.7, when asked about what can be improved or introduced in their public offices to support their work-life balance in the workplace for female employees, is majority responded for more flexible working hours. From the previous analysis, we know that flexible working hours is that factor which is the main promoter of balance in their life. The majority in this question for the same reflects that most are not satisfied with the extent of flexibility in working hours or some may not have access to this flexibility. The need for recreational facilities in the workplace which have a response of 29% of the respondents, indicates the growing demand for these facilities in the public sector.

* HOW FAR IT CAN BE IMPROVED IN THEIR WORKPLACE

**FIGURE 4.8:** Degree of improvement

***Source:*** *Sample survey*

Fig 4.8 shows the extent of flexibility in their workplace in supporting work-life balance. We can see that 41% of the respondents think that only 50% can improve their workplace in supporting their needs and demands in achieving an optimal work-life balance situation. A small proportion of 2% believe that nothing can be improved showing the rigid structure of their working environment.

# **4.5 DO THEY HAVE ANY SUPPORT SYSTEM?**

A total of 28 respondents have replied that they have some system to support them in managing their work-life balance. Their support systems were :

**FIGURE 4.9:** Support system

***Source:*** *Sample survey*

The remaining 12 have replied that they don’t have any support systems, they achieve it with their efforts.

# **4.6 PERSONAL LIFE AND WORK RESPONSIBILITIES**

* HOW THEY ALLOCATE THEIR ME TIME AND WORK TIME

**FIGURE 4.10:** Time distribution

***Source:*** *Sample survey*

From Fig 4.10, the majority prefers to divide time equally between work time and ‘me’ time.

* HOW THEY PRIORITISED SELF-CARE AND WELLBEING OVER WORK RESPONSIBILITY?

**FIGURE 4.11:** Priority Distribution

***Source:*** *Sample survey*

From Fig 4.11, we can see from the above two charts that the respondents prioritize both work and time equally, which we had already seen from studying Table 3.3. These findings exhibit the phenomenon of the majority of the labour force prioritizing their work duties equally as they prioritize their me time. This shows their need for a source of income for livelihood.

* WERE THERE ANY CONFLICTS BETWEEN THEIR WORK DUTIES AND PERSONAL OBLIGATIONS?

**FIGURE 4.12:** Degree of conflict

***Source:*** *Sample survey*

From 4.12, the majority believe that they sometimes felt that their work duties had negatively affected their obligations.

* HOW THEY DEALT WITH THESE CONFLICTS

From above we got to know that the respondents faced some kind of problems managing between their personal time and work duties. By asked them whether they had made any sacrifices in their life due to their work pressure, 28 gave yes as an answer. We asked these 28 respondents how they were able to manage these sacrifices. Their responses are as follows:

**FIGURE 4.13:** Support system

***Source:*** *Sample survey*

From Fig 4.12, we found out that for most of the respondents, their family is the major factor in helping them manage their work-life balance.

CHAPTER 5 :

FINDINGS, CONCLUSION AND SUGGESTIONS

**5.1 FINDINGS**

The major findings are the following

1. The study found that 40% of the public sector female employee respondents were of the age group 18-21
2. The study found that 42% of the respondents had a monthly salary between RS 25001 – 50000
3. The study found that the respondents consider the balance between work inside and outside and also support from family members as their concept of work-life balance with 45% of respondents for each opinion
4. The study found that a total of 32 out of 40 respondents value equality between work responsibility and personal life
5. The study found that 65% of the respondents consider support from family as the key factor in supporting them between work and personal life
6. The study found that 37% of the respondents consider that no factors can negatively affect their work-life balance while 29% think lack of support from family members negatively affects them
7. The study found that 28 out of the 40 respondents believe their workplace recognizes the need for work-life balance
8. The study found that 60% of the respondents believe flexible work hours encourage their work-life balance
9. The study shows that 61% of the respondents put forward the need to improve their flexibility in working hours to support their work life balance
10. The study shows that 37% of the respondents think only 50% can only be improved in their workplace to support work-life balance
11. The study shows that 28 respondents have replied that they have some source of support system for their work-life balance
12. The study shows that 68% of the respondents allocate both work time and self-time equally
13. The study shows that 68% of the respondents prioritize both work time and self-time equally
14. The study found that 67% of the respondents felt that they experienced some kind conflict between work and life
15. The study found that out of 28 who had replied that they had some kind of support system for their work-life balance, 90% have their family members as their support system.

**5.2 CONCLUSION**

The study evaluated the work-life balance level prevailing in the Public sector of Trivandrum district and found that there is some kind of work-life balance in the district, but further needs improvements. Furthermore, work-life balance is the factor that has a relationship with employee personality, perception, and demographics. The employee perception explains the relationship between personality and work-life balance. Because of the individualistic nature of the work-life balance concept, the work-life balance programs to be effective should be tailor-made. The study considers personality as a static concept. However, it is dynamic in the long term. Therefore, future studies should adopt a longitudinal as it helps understand the effect of the change in personality on employee work-life balance. Therefore, it is essential to validate the examined relationship between personality and work-life balance with the other tools and techniques of personality assessment.

**5.3** **SUGGESTIONS**

Based on the study we have put forward the following suggestions for further improving the conditions of work-life balance for the female employees in the public sector.

1. The government should further improve the flexibility in working hours in public offices.
2. Family members should support them when they are facing problems in their work life.
3. Some kind of recreational facilities or activities should be provided in every workplace.
4. A friendly working environment should be there for the employees to support all female workers in managing their domestic needs.

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**APPENDIX**

**SURVEY ON WORK-LIFE BALANCE AMONG GOVERNMENT WOMEN EMPLOYEES**

1. Name

2. Age

18 - 29

30 – 39

40 – 49

Above 50

3. Salary Scale

Below 25000

25001 - 50000

50001 - 75000

75001 - 100000

Above 100001

4. What does work-life balance mean to you?

The balance between work outside and inside

Support from family members

Support from colleagues at work

5. What do you value more in life?

Work responsibilities

Personal life

Both equally

6. Which factor do you believe influences your work-life balance as a women employee?

Support from home

Support from the workplace

Nothing matters

7. Mention which factors provided by the workplace provide adequate support and resources to you maintain a healthy work-life balance.

Flexible working hours

Recreation at the workplace

Peers

Canteen Facility

Creche

8. Challenges that negatively impacted your work-life balance?

Lack of support from family members

Lack of support from colleagues

Lack of support from the employer

Nothing

9. How do you think work-life balance can be improved in your workplace?

Flexible working hours

Canteen Facility

Creche

Recreation facility

10. How far work-life balance can be improved in your workplace?

Ninety Percent

Fifty Percent

Twenty Percent

Nothing

11. Do you have any support system to help you manage your work-life balance?

Yes

No

12. If yes specify

Housemaids

Conveyance facility to workplace

Food delivery

13. How do you currently allocate your me between work responsibilities and personal activities outside of work?

Majority time for work

Majority time for personal activity

Proper time between work and personal responsibilities

14. Have you ever felt a conflict between your work duties and personal obligations?

Often

Sometimes

seldom

very rarely

15. How do you prioritize self-care and well-being in your daily routine to support your work-life balance?

give top priority balance between self-care and work outside least importance to self-care and personal well-being

16. Have you ever made sacrifices in your personal life due to work demands?

Yes

No

17. If yes how did you manage it?

Support from family members

No support from family members

18. Do you feel that your organization recognizes the importance of work-life balance for women employees?

Yes

No

19. What factors do you think adversely affect work-life balance most?

No support from family members

No support from colleagues

No support from the employer