

Work-Life Balance of Corporate Sector Employees

BY

V.C. AARYA

(Reg.No.13PSW001)

A THESIS SUBMITTED TO THE AVINASHILINGAM INSTITUTE FOR

HOME SCIENCE AND HIGHER EDUCATION FOR WOMEN,

COIMBATORE – 641 043

IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE

DEGREE OF MASTER OF SOCIAL WORK

MARCH 2015

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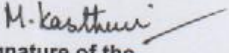
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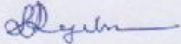
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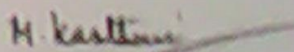
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CERTIFICATE

CERTIFICATE

This is to certify that the dissertation entitled on "**Work-Life Balance of Corporate Sector Employees**" submitted to the *Avinashilingam* Institute for Home Science and Higher Education for Women, *Coimbatore-641043*, in partial fulfillment of the requirements for the award of the **Degree of Master of Social Work** is a record of original research work done by **V. C. Aarya** during the period of the study in the Department of Home Science Extension Education, *Avinashilingam Institute for Home Science and Higher Education for Women, Coimbatore-641043*, under my supervision and guidance, has not formed the basis for the award of any degree/diploma/associate ship/fellowship or similar title to any other university


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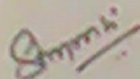
9 March 2015

To Whomsoever It May Concern

This is to certify that Ms. V.C. AARYA (LIPSW001), student of Post Graduate in Social Work, Avinashilingam University for Women, Coimbatore has completed the data collection for her M.S.W. (HR) specialization research project titled "Work life balance of corporate sector employees". Data was collected from 100 employees, from our organisation VITAE INTERNATIONAL Accounting Services Pvt Ltd, Coimbatore during the period 1/3/2015 to 9/3/2015. Thanks for choosing our organisation and we wish to have a copy of the research work as submitted to the department/university.

We wish her best of luck for all her future endeavors.

With best regards,



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CONTENTS

CONTENTS

CHAPTER NO	TITLE	PAGE NO
	LIST OF TABLES	
I	INTRODUCTION	1
II	REVIEW OF LITERATURE A. Work Life/Family conflict B. Stress and Health and C. Related Studies	5
III	METHODOLOGY A. Selection of The Locale B. Selection of The Sample C. Selection of Method and Tool D. Analysis And Interpretation of Data	25
IV	RESULTS AND DISCUSSIONS A. Socio-Economic Background of the Employees B. Personal Detail of the Employee C. Stress Management D. Health Status E. Time Management F. Work Life Balance G. Leisure Time Management H. Welfare Measures a) Welfare Measures - Inside the Work Place b) Welfare Measures - Outside the Work Place I. Social Security Provided In Work Place	28
V	SUMMARY AND CONCLUSION	49
	BIBLIOGRAPHY	
	APPENDICES	

LIST OF TABLES

LIST OF TABLES

TABLE NO	TITLE	PAGE NO.
1.	Socio-Economic Background of the Employees	28
2.	Personal Detail of Employees	30
3.	Stress Management	32
4.	Health Status of Employees	33
5.	Time Management	34
6.	Work Life Balance	35
7.	Mean Average Score on Leisure Time Activity	38
8.	Mean Average Score on Welfare Measures Inside the Work Place	40
9.	Mean Average Score on Welfare Measures Outside the Workplace	42
10.	Mean Average Score on Social Security Provided in Work Place	44
11.	Age and Workmen's Compensation	45
12.	Sex and Maternity Benefit	47
13.	Educational Qualification and Employees Provident Fund	48

INTRODUCTION

INTRODUCTION

“When work is a pleasure, Life is a joy. When work is a duty, Life is slavery”

Maxim Gorky

Work-life balance is the term used to describe those practices at workplace that acknowledge and aim to support the needs of employees in achieving a balance between the demands of their family (life) and work lives. The work foundation, earlier known as the Industrial Society, believes that 'Work-life balance is about people having a measure of control over when, where and how they work. It is achieved when an individual's right to a fulfilled life inside and outside paid work is accepted and respected as the norm, to the mutual benefit of the individual, business and society'. The concept of work-family (life) balance has emerged from the acknowledgement that an individual's work-life and personal/family life may exert conflicting demands on each other. Work-life balance is an important area of Human Resource Management (HRM) that is receiving increasing attention from government, researchers, management and employee representatives.

Factors contributing to the interest in work-life balance issues are global competition, renewed interest in personal lives/family values and an aging workforce (Lockwood, 2003). Sverko et al (2002) attribute the growing relevance of work-life balance in industrialized societies to changing technology, changing values and changing demographic trends. Other factors include increasing complexity of work and family roles, the increased prevalence of dual income households and the expanded number of women entering the workforce.

In the present scenario, a vast majority of people seem to be working longer and harder than ever before and as consequences are finding it ever more difficult to achieve a much desired Work Life. In particular, technological, structural and demographic changes brought about in employment, together with greater than ever demand for more multi skilled and flexible knowledge workers' are being allied with negative experiences of work such as involuntary contingent work and role overload.

These experiences have been correlated directly and indirectly to the quality of family life, psychological well-being, and health.

A balance between work and life is supposed to exist when there is a proper functioning at work and at home with a minimum of role conflict. Therefore, the incompatibility between the demands from the work and non-work domain give rise to conflict and consequently, people experience a lack of Work Life Balance. There is confirmation of the fact that people entering the workforce today are laying emphasis on the importance of Work Life Balance more than their predecessors. In spite of this, the extent to which this balance is being achieved is far less than what is desired. In fact, the researchers bring to mind that graduates are being drawn into situations where they have to work for progressively longer hours and so experience an increasingly unsatisfactory balance between home life and work life. From the prospective of employees, Work Life Balance is the maintenance of a balance between responsibilities at work and at home. Work life initiatives are those strategies, policies, programs and practices initiated and maintained in workplaces to address flexibility, quality of work life and work family conflict. In other words, Work Life Balance is about people having a measure of control over when, where and how they work. Strategies of Work Life Balance in organizations include policies covering flexible work arrangements, child and dependent care and family and parental leave. Several studies have shown the benefits associated with the provision of work life in organizations.

Though work-life balance was initially construed as the concern for working mothers, it has been recognized as a vital issue for all classes of employees (Bird, 2006). Despite increased interest in work-life issues, the organizational philosophy towards work-life concerns is varied. Many organizations still see them as individual not organizational concerns. Some organizations resonate the sentiment 'work is work and family is family—and basically, the two do not mix' (Bailyn et al, 1997). Other organizations view work and personal life as competing priorities in a zero-sum game, in which a gain in one area means a loss in the other (Friedman et al, 2000). Hence, it would be interesting to study organizational perspectives on work-life balance.

Organizations are social systems where human resources are the most important factors for effectiveness and efficiency and need effective managers and employees to achieve their objectives. Organizations cannot succeed without their personnel efforts and commitment. Job satisfaction is critical to retaining and attracting well-qualified personnel. Exceptional organizations have leaders that create work environments where people can achieve work-life balance and well-being as they define it for themselves Spinks (2004). A satisfied work force is essential for the success of organizations and their businesses. Dissatisfied employees make organizations dysfunctional, damaging their financial performance.

Work life balance is being realized both by Corporate and employees with changing times, more and more employers are facing the need to adopt the rule , i.e., it is the productivity that matters most, rather than hours spent by the employees in the office . Employers are making efforts to be flexible and trying to face the operational challenges. It is a strategy to retain employees in the organization. Similarly, employees today want to have freedom and live their way. They value balance between work and life than ever before.

FOCUS OF THE RESEARCH

The researcher has focused on various fields such as Socio economic status of employees, Stress Management, Health Status, Time Management, Leisure time activity, Welfare measures at the work place & outside the work place and Social Security, without any such topic involved the study wouldn't have been completed.

OBJECTIVES:

The present study was undertaken with the following objectives are: To

- Assess and analyze the work life balance of the employees.

NEED FOR THE STUDY:

In current scenario every organization wants more output in comparison of less input; it can be possible when working employee find its working place comfortable as per the job requirement. So it is very important for an organization to make a Quality relationship between its employees and working environment. Now-a-days, there is no balance between the family and work life due to job pressure and conflicting interests and over-socialization that lead to too much of interest about the co-workers for satisfaction of their ego, creating problems in the minds of neighbors.

SCOPE OF THE STUDY:

The scope of the study is to identify and study the various factors that influence work life balance at Vitae International. The research will be helpful in understanding the current position of the employees in the organization. It can be further used to evaluate the facilities provided by the management towards employees.

LIMITATIONS OF THE STUDY

This study limits to the geographical area of Coimbatore region

- As the respondents were busy with their work, it was difficult for the researcher to meet the respondents and gain information.
- Time duration to conduct the research was inadequate.
- The data depends totally on the respondent's view, which may be biased.
- The findings of the study cannot be applied to all other fields since it lacks external validity.

REVIEW OF LITERATURE

REVIEW OF LITERATURE

The literature pertaining to the study entitled “Work Life Balance of Corporate Sector Employees” is reviewed under the following headings:

- D. Work Life/Family conflict
- E. Stress and Health and
- F. Related Studies

A. Work Life/Family Conflict

Studies by Gutek et al. (1991), Williams and Alliger (1994), Higgins et al. (1994), Loscocco (1997), Aryee et al. (1999b), Grzywacz et al. (2007), Rajadhyaksha and Velgach (2009) reported gender differences with respect to work family conflict. Gutek et al. (1991) indicated that women reported more work interference in family than men, despite spending about same number of hours in paid work as men. Although women spent more hours in family work than men, they reported the same level of family interference in work. Williams and Alliger (1994) found that spillover of unpleasant moods occur both from work to family settings and from family to work though evidence for the spillover of pleasant moods was weak. Both family to work and work to family spillovers were stronger for women than men. Further, it was found that extent to which work interfered with family for a given day was found to be positively related to self-reported job involvement for that day. Extent to which family interfered with work on a given day was found to be positively related to distress in 38 family roles during the day, family intrusion into work during the day and self-reported family involvement for that day.

Rajadhyaksha and Velgach (2009) also found that women experienced significantly higher family interference with work as compared to men. However there were no significant differences between men and women in the experience of work interference with family.

Studies by Higgins and Duxbury (1992), Aryee et al. (1999a), Milkie and Peltola (1999), Keene and Quadagno (2004) and Grzywacz et al. (2007) found that antecedents may differ with spouse employment status, culture or gender. Higgins and Duxbury (1992) examined the differences in the antecedents and consequences of work family conflict - for two groups of career oriented men: those with a homemaker wife (137, traditional career men) and those with a spouse in a career oriented job (136, dual career men). It was found that maternal career employment status had a significant effect on the antecedents of work-family conflict. Dual career men experienced greater work-family conflict due to conflict within the work domain as compared to traditional career men. As the work environment did not provide the increased flexibility needed by dual career men to balance the increased role demands, these men were less able to cope up with work conflict as compared to traditional career men. However, the maternal career employment status was not found to have any impact on the extent to which work family conflict lowered quality of work life or quality of family life¹.

Hill et al. (2001) too reported that gender was not significantly correlated to work family balance indicating that men and women report similar levels of work family balance. Wesley and Muthuswamy (2005) also did not find any gender differences in the experience of work to family or family to work conflict and argued that it was because the financial resources were now being used to pay for the household activities which earlier women had to do and moreover, men had also started to share some work at home².

¹Milkie, M.A., & Peltola, P. (1999).Playing all the roles: gender and the work-family balancing act. *Journal of Marriage and the Family*, Vol.61; No.2; Pp. 476-490.

²Wesley, J.R. &Muthuswamy, P.R. (2005).Work-family conflict in India- An empirical study. *SCMS Journal of Indian Management*, October-December, Pp. 95-102.

Hsieh et al. (2005) and Fuß et al. (2008) studied the variables of marital status and age. Hsieh et al. (2005) investigated the perspective of Taiwan hotel managers regarding work-personal life balance and its relationship to various demographic variables, such as gender and marital status, and did not find any significant differences between male and female managers, nor there any significant differences between married and unmarried male/female managers. Fuß et al. (2008) found that socio demographic factor of age group was a significant predictor of work interference in family. The younger was the participant, the higher was the perceived work interference in family³.

Relationship between work life balance and emotional intelligence has also been studied and significant correlation has been found between the two variables. Carmeli (2003) examined the extent of which senior managers with high emotional intelligence, employed in public sector organizations, develop positive work attitudes, behaviour and outcomes. Data was collected by sending questionnaires to 262 senior managers. The results showed that senior managers who had high emotional intelligence were more likely to effectively control work-family conflict than those who have low emotional intelligence. Sjöberg (2008) in a study of 153 respondents (94 men and 59 women) hypothesized emotional intelligence to be a factor in successful life adjustment, including the successful achievement of a well-balanced life. It was found that both the dimensions of balance, i.e., family/leisure interference with work and 41 work interference with family/leisure were strongly negatively correlated to emotional intelligence. Results, thus, showed that high emotional intelligence was associated with a better balance of life and work⁴.

³ Hsieh, Y., Pearson, T., Chang, H., & Uen, J. (2005). Spillover between work and personal life balance for lodging managers. *Journal of Human Resources in Hospitality and Tourism*, Vol.3; No.2; Pp. 61-83.

⁴ Carmeli, A. (2003). The relationship between emotional intelligence and work attitudes, behavior and outcomes—An examination among senior managers. *Journal of Managerial Psychology*, Vol 18; No.8; Pp. 788-813.

Powell and Greenhaus (2006) examined how individuals manage incidents of work-family conflict that pose difficult choices for them. The study examines two interrelated processes: a) the actions that individuals take to avoid conflict in such incidents; and b) the choices they make when the conflict cannot be avoided. First, they may try to mobilize tangible support from a role sender in either the work or family domain to reschedule one of the activities. If successful, this strategy avoids work-family conflict by enabling individuals to participate fully in both activities. If support mobilization is unsuccessful or not attempted, individuals decide whether to participate partially in some combination of both activities or to participate solely in either the work or family activity. It was found that individuals use multiple cues in deciding how to respond to situations of potential work family conflict⁵.

Organizations adopt strategies such as 'separation' and 'integration' as responses to non-work. Kirchmeyer (1995) identified three types of organizational responses to non-work (separation, integration, respect) and used the data collected from 221 managers, active in multiple domains, to assess the effectiveness of these organizational responses. "Separation" was a response where employers were concerned mainly with workers' fulfilling their work responsibilities, and viewed workers' non-work lives as solely the concern of workers themselves. In the case of "integration" response, employers treated work and non-work as related worlds that affected one another, and acted to reduce the gap between them in an effort to help workers manage their multiple domains. "Respect" referred to the employer acknowledging and valuing the non-work participation of workers, and committing to support it. The effectiveness of these responses was assessed in terms of their ability to reduce the negative spillover from non-work, and to enhance both organizational commitment and the positive side of spillover. Integration and respect responses revealed positive correlations with organizational commitment, whereas separation response showed a negative correlation. It was found that the type that enhanced the flexibility of the work- non work

⁵Powell, G.N., &Greenhaus, J.H. (2006). Managing incidents of work-family conflict: A decision-making perspective. *Human Relations*, Vol. 59; No.9; Pp. 1179-1212.

boundary and involved the employer in providing resources for workers to fulfill non-work responsibilities themselves proved most effective⁶.

The organizations make a wide variety of work life arrangements to enhance the work life balance of employees. Kossek et al. (1994), Kirchmeyer (1995), Osterman, (1995), Galinsky and Johnson (1998), Konard and Mangel (2000), Guest (2002), 67 Maxwell and McDougall (2004), Coughlan (2005), and Cieri et al. (2005) studied and identified different work life arrangements. These included: parental leave, paternity leave, maternity leave, adoption leave, sabbaticals, flexible work timings, job sharing, job splitting, flexi time, compressed working week, annual hours system, banking of hours, telecommuting, supervisory training in work family sensitivity, on-site day care, emergency child care, elder care arrangements.⁷

Competition relates to the nature and extent of forces that are threatening to the success of an organization. While competition is often considered in positive terms (it encourages innovation and discourages complacency) it can also make working life more difficult (Bloom & Reenen, 2006). Competition can be negative because it can create high-performance practices that lead to negative spillover (White, et al., 2003). In an organization with high turnover, the excess burden is often put on remaining employees (Porter & Alman, 2010)⁸.

⁶Kirchmeyer, C. (1995). Managing the work-nonwork boundary: An assessment of organizational responses. *Human Relations*, Vol.48; No.5; Pp. 515-535.

⁷Galinsky, E. and Johnson, A. (1998). *Reframing the Business Case for Work-life Initiatives*. New York: Families and Work Institute.

⁸White, M., Hill, S., McGovern, P., Mills, C. & Smeaton, D. (2003). „High-performance“ management practices, working hours and work-life balance. *British Journal of Industrial Relations*, Vol. 41; No; 2: Pp. 175-195.

B. Stress and Health:

The work related literature suggests that working conditions are becoming increasingly stressful (Judge & Colquitt, 2004). Unfortunately stress is known to have broad and adverse implications for health; chronic stress can alter an individual's immune system, cause inflammation, higher blood pressure, hypertension and other cardiovascular issues (Kang, et al., 2010). Such conditions are inconsistent with a productive and satisfied workforce. Indeed, one of the most common reasons for employee turnover is stress (Porter & Alman, 2010)⁹.

Work and family are closely interconnected domains of human life (Edwards & Rothbard, 2000). Often, meeting both the demands from work and family can be very challenging and can lead to issues with work-life balance (Md-Sidin, et al., 2008). Although stress has been studied at length, the definition of stress has varied widely. Definitions of stress include an event or stimulus itself, the psychological and physiological process of stress, and/or the stress responses (Kang, et al., 2010). Most stress research has examined the relationship between stressors (e.g. role conflict, role ambiguity, lack of perceived control) and outcomes (e.g. job dissatisfaction, anxiety, psychosomatic symptoms, absenteeism, and job performance) (Jex & Gudanowski, 1992). There are many personal factors that contribute to stress that can lead to an imbalance between work and life. They include: gender, marital status, parental status, family responsibility, age, personality differences and education level¹⁰.

Personality - Jennings and McDougald (2007) found that certain personality differences predispose individuals to work-life balance issues. The tendency to feel guilty, to be loyal towards others, a lack of sensitivity towards others and the need and desire for "being there" for family members and being unable to manage a new situation has been suggested to influence the level to which an individual experiences work life balance issues (Bekker, et al., 2010). A person's emotional response to a role is a

⁹ Kang, D., Rice, M., Park, N. Turner-Henson, A. & Downs, C. (2010). Stress and inflammation: 94 Abiobehavioural approach for nursing research. *Western Journal of Nursing Research*, Vol.32; No.6; Pp.730-760.

¹⁰ Edwards, J. & Rothbard, N. (2000). Mechanisms linking work and family: Clarifying the relationship between work and family constructs. *Academy of Management Review*, Vol. 25; Pp.176-199.

critical factor influencing their interpersonal availability and psychological presence in a different role (Rothbard, 2001). Individuals with high negative affectivity seem to experience more negative interaction between work and family (Bekker et al.)¹¹.

Coping Style- An individual's coping style, the way in which he or she manages stressful events, as threatening appraised external demands can help an individual overcome work life balance issues (Bekker et al., 2010). There are three types of coping styles: problem-focused (involvement in activities aimed at dealing with solving problems), emotion-focused coping (focusing upon the emotional consequences of a stressful situation without solving it) and avoidance-focused coping (avoiding the problem) (Bekker et al.). Coping resources can come from multiple life domains, personal/individual level, work level, couple level, and family level (Appel & Kim-Appel, 2007). Skill coping dimensions include the constructs of problem solving and communication (Appel & Kim-Appel)¹².

Several tactics have been reported that individuals can use to reduce the amount of work-life stress they experience. Some of those tactics include: segmentation, compensation, accommodation, one job/one career strategy, postponing children and hiring help around the house (Jennings & McDougald, 2007). Segmentation is the separation of work and family (Jennings & McDougald), such that the two domains do not affect one another (Edwards & Rothbard, 2000). Compensation is when an individual is dissatisfied with one domain, they compensate by over investing in the other domain (Edwards & Rothbard; Jennings & McDougald)¹³.

Accommodation occurs when individuals become less involved in one domain to satisfy the demands of the other domain (Bloom, 1982; Edwards & Rothbard, 2000). One job/one-career strategy is in reference to couples; one partner takes on a more demanding career while the other takes a less demanding job to fulfill family demands

¹¹Bekker, M., Willemse, J. & De Goeij, J. (2010). The role of individual differences in particular autonomy-connectedness in women's and men's work-family balance. *Women & Health*, Vol. 50, Pp. 241-261.

¹²Appel, J. & Kim-Appel, D. (2007). Family systems at work: The relationship between family coping and employee burnout. *The Family Journal*, Vol.16; No. 3; Pp. 231-239.

¹³Jennings, J. & McDougald, M. (2007). Work-family interface experiences and coping strategies: Implications for entrepreneurship research and practice. *Academy of Management Review*, Vol. 32; No. 3; Pp. 747-760.

(Jennings & McDougald). Some couples postpone having children so that they can focus on their career and have fewer demands at home while they build up their career (Hewlett, 2002). Individuals also hire help around the house to reduce the amount of work around the home (Jennings & McDougald) or look for support from family members or friends¹⁴.

Bond and Bunce (2000) suggest that in order to prevent and reduce strain either: emotion-focused stress management interventions, which target undesirable thoughts and 26 emotions aroused by work stressors or, problem-focused stress management interventions, which seek to identify and alleviate the stressors giving rise to strain. It has been stated that if an individual accepts the events that cause them stress, the event will not lead to emotional problems such as strain, depression and anxiety (Bond & Bunce)¹⁵.

Autonomy: Individuals with lower levels of perceived control over their work are more likely to report high role overload and high interference between work and family roles (Baral & Bhargava, 2010; Hall & Richter, 1988; Jennings & McDougald). Low job control has been associated with increased absence rates due to illness, mental health issues and coronary heart disease (Bond & Bunce, 2001). It has also been explained that providing employees with control over their work serves to improve stress-related outcomes, such as lowered anxiety levels, psychological distress, burnout, irritability, psychosomatic health complaints, and alcohol consumption (Bond & Bunce). Increased amount of control and discretion over working conditions and scope for social interactions also provide employees the opportunity to engage in extra-role behaviours or organizational citizenship behaviours (Baral & Bhargava)¹⁶.

¹⁴Bloom, J. (1982). Social support, accommodation to stress and adjustment to breast cancer. *Social Science & Medicine*, Vol. 16; No. 14; Pp. 1329-1338.

¹⁵Bond, F. & Bunce, D. (2000). Mediators of change in emotion-focused and problem-focused worksite stress management interventions. *Journal of Occupational Health Psychology*, Vol. 5; Pp. 156-163.

¹⁶Bond, F. & Bunce, D. (2001). Job control mediates change in a work reorganization intervention for stress reduction. *Journal of Occupational Health Psychology*, Vol. 6; No.4; Pp. 290-302.

Men and women tend to prioritize work and family roles differently; men typically sacrifice more at home and women tend to sacrifice more at work for home commitments (Haworth & Lewis, 2005; Jennings & McDougald, 2007). It has been found that women's level of involvement at work did not differ from men's, however they did admit to a certain level of concern with home issues at work (Hall & Richter, 1988). Martins, Eddleston and Veiga (2002) found that women's career satisfaction was negatively affected by work-family conflict throughout their lives whereas men showed adverse effects only later in their career¹⁷.

Age and lifecycle have been found to be determinants of the extent of work-life stress that individuals experience (Wang, Lawler & Shi, 2010). It has been observed that there has been a change in lifestyle preferences between recent generations. Those born after 8 1969, or "Generation X", are said to prefer a lifestyle that includes non-work time, irrespective of other responsibilities, hence may actively seek employers who offer work-life balance arrangements (Maxwell, 2005). Tausig and Fenwick (2001) reported that older adults report greater success with work-life balance. Bardwick (1986) suggests that in later life when individuals have reached a plateau in their careers, they will not be as tolerant of work-family conflict because putting in the extra work does not seem worthwhile¹⁸.

Work and family are closely interconnected domains of human life (Edwards & Rothbard, 2000). Often, meeting both the demands from work and family can be very challenging and can lead to issues with work-life balance (Md-Sidin, et al., 2008). Although stress has been studied at length, the definition of stress has varied widely. Definitions of stress include an event or stimulus itself, the psychological and physiological process of stress, and/or the stress responses (Kang, et al., 2010). Most stress research has examined the relationship between stressors (e.g. role conflict, role ambiguity, lack of perceived control) and outcomes (e.g. job dissatisfaction, anxiety, psychosomatic symptoms, absenteeism, and job performance) (Jex & Gudunowski,

¹⁷ Haworth, J. & Lewis, S. (2005). Work, leisure and well-being. *British Journal of Guidance & Counseling*, Vol.33; Pp. 67-79.

¹⁸ Wang, P., Lawler, J. & Shi, K. (2010). Work-family conflict, self-efficacy, job satisfaction, and gender: Evidences from Asia. *Journal of Leadership & Organizational Studies*, Vol.17; No.3; Pp. 298-308.

1992). There are many personal factors that contribute to stress that can lead to an imbalance between work and life. They include: gender, marital status, parental status, family responsibility, age, personality differences and education level¹⁹.

Gilbreath (2004) explains that it is important to focus attention on the role of the supervisor because they can be a major influence on an employee's work life. Supervisors are in daily contact with employees and are in a position to manage, coach and mentor, conveying the culture, spirit, and pride of their organizations (Martel, 2002). A supervisor can both contribute to and mitigate the deleterious effects of organizational role stressors and work life balance issues (Seltzer & Numerof, 1988). It has been found that supervisory equity is becoming increasingly important as an influence on spillover between work and home (White, et al., 2003)²⁰.

Many employees are experiencing long working hours, intensified workloads, constantly changing work practices and job insecurities (Haworth & Lewis, 2005). Working long hours has been associated with high levels of anxiety and low levels of job satisfaction (when employees do not trust their coworkers to do their jobs well) (Jex & Guadonowski, 1992). Employee health is affected not only by a job's physical environment, but also by its psychological environment (Gilbreath, 2004)²¹.

It has been found that stress, an aversive or unpleasant emotional and physiological state (Judge & Colquitt, 2004), has a direct influence upon job satisfaction (Bacharach, Bamberger & Conley, 1991). Individuals who experience chronic work stress have been found to be positively associated with an increased risk of atherosclerotic disease (Kang, et al., 2010). Job satisfaction can be explained as the match between expectations and perceived reality for broad aspects of the job taken as a whole (Bacharach, Bamberger & Conley). Task variables are components of an individual's work life that can increase the amount of stress that they encounter. Some

¹⁹Edwards, J. & Rothbard, N. (2000). Mechanisms linking work and family: Clarifying the relationship between work and family constructs. *Academy of Management Review*, Vol.25; Pp. 176-199.

²⁰Gilbreath, B. & Benson, P. (2004). The contribution of supervisor behaviour to employee Psychological well-being. *Work & Stress*, Vol.18; No.3; Pp. 255-266.

²¹Jex, S & Guadonowski, D. (1992). Efficacy beliefs and work stress: An exploratory study. *Journal of Organizational Behaviour*, Vol.13; Pp. 509-517.

of the contributing factors of work stress include: factors at work, performance standards, motivation and perceived constraints²².

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Bardoel et al. (2008) identified the major themes and research methods that have dominated work life research in Australia and New Zealand between the period 2004-07. The identified themes were grouped in eight categories, i.e., organization approaches to work life and work family issues, work characteristics, occupations/industries, government policy and legislation, health outcome issues related to work life, family structure and children, gender and other additional themes.²⁴

Many individuals find they are increasingly isolated from family and leisure activities in an ever-increasing climate of long work hours and intensity (Haworth & Lewis, 2005). As stated previously, there are over 170 life demands that have been identified as work, financial resources, leisure, dwelling and neighbourhood, family, friendship, social participation and health (Warren, 2004). Many individuals who experience issues balancing life demands also experience emotional exhaustion which has been defined as "a state caused by psychological and emotional demands made on

²²Jex, S & Guadonowski, D. (1992). Efficacy beliefs and work stress: An exploratory study. *Journal of Organizational Behaviour*, Vol.13; Pp. 509-517.

²³Judge, T. & Colquitt, J. (2004). Organizational justice and stress: The mediating role of work- family conflict. *Journal of Applied Psychology*, Vol.89; No.3; Pp. 395-404.

²⁴Bardoel, E.A., Cieri, H.D., & Santos, C. (2008). A review of work-life research in Australia and New Zealand. *Asia Pacific Journal of Human Resources*, Vol. 46; No.3; Pp. 316-333.

people” which is when an individual is facing seemingly overwhelming demands on their time and energy (Boles, Johnston & Hair, 1997)²⁵.

When individuals have a negative emotional response to work related stress, they often self-regulate their response (Rothbard, 2001). In doing so, individuals are more likely to experience depleted energy levels and fatigue which can negatively influence work and family roles (Rothbard). A person experiencing stress may display a tendency to withdraw from potentially 10 supportive people and/or influence the willingness of others to provide support (Adams, King & King, 1996)²⁶.

The organizational environment includes the interaction between workers, risk-taking orientation, and a trusting and caring atmosphere (Chong & Ma, 2010). Organizational structure determines levels of responsibility, decision-making authority and formal reporting relations (Chong & Ma). Work domain determinants such as job autonomy, schedule flexibility, hours worked, the amount of social support provided by supervisors and 11 coworkers, and the existence of family-friendly work policies directly influence work-life balance (Jennings & McDougald, 2007)²⁷.

Individuals with lower levels of perceived control over their work are more likely to report high role overload and high interference between work and family roles (Baral & Bhargava, 2010; Hall & Richter, 1988; Jennings & McDougald). Low job control has been associated with increased absence rates due to illness, mental health issues and coronary heart disease (Bond & Bunce, 2001). It has also been explained that providing employees with control over their work serves to improve stress-related outcomes, such as lowered anxiety levels, psychological distress, burnout, irritability, psychosomatic health complaints, and alcohol consumption (Bond & Bunce). Increased amount of control and discretion over working conditions and scope for social interactions also

²⁵ Warren, & Bardeel, E.A. (2004). Work-family policies in the context of higher education: Useful or symbolic? *Asia Pacific Journal of Human Resources*, Vol. 44; No. 1; Pp. 67-82.

²⁶ Rothbard, N. (2001). Enriching or depleting? The dynamics of engagement in work and family roles. *Administrative Science Quarterly*, Vol. 46; Pp. 655-684.

²⁷ Chong, E. and Ma, X. (2010). The influence of individual factors, supervision and work environment on creative self-efficacy. *Creativity and Innovation Management*, Vol. 19; No. 3; Pp. 233-247

provide employees the opportunity to engage in extra-role behaviours or organizational citizenship behaviours (Baral & Bhargava)²⁸.

C. Related Studies

Janet Smithson and Elizabeth H. Stokoe (2005) investigate gender equality and the effects of “gender blind” language in organizational policies. The authors interviewed employees in accounting and banking organizations to study their (gendered) descriptions of “flexible working”, “flexibility”, and “work-life balance” in their workplaces. The results indicate that flexibility in the workplace is routinely associated with female employees, in particular women with young children, when participants (regardless of age, occupational level, and gender) talk about this issue. The findings also suggest that employees identify parents, not gender, as a cause of unfairness in work-life policies since parents are given privileges that employees without children do not have. The authors conclude that gender equality is not improved by using gender-neutral language in workplace policies.

Abigail Gregory and Susan Milner (2009), The study is an introductory piece on the theme of work-life balance authored by Abigail Gregory and Susan Milner. This article explores the link between work-life balance and organizational performance. It reviews academic literature which shows some evidence of a link between organizational work-life practices and improved staff recruitment and retention. However, it argues that there is insufficient evidence to demonstrate that work-life balance can enhance organizational practice by reducing the work and life conflict. This special issue looks through the gender lens at the way men and women negotiate the relationship between paid work and home life. It contains a series of articles that explore work-life balance issues through research undertaken in the UK and in other countries.

²⁸Baral, R. & Bhargava, S. (2010). Work-family enrichment as a mediator between organizational interventions for work-life balance and job outcomes. *Journal of Managerial Psychology*, Vol. 25; No.3; Pp. 274-300.

Carol Emslie and Kate Hunt (2009), interviewed with men and women in mid-life (aged 50 to 52 years) in order to compare their experiences of work–life balance. The author suggests that gender remains embedded in the ways that respondents negotiate home and work life. The women discussed their current problems juggling a variety of roles (despite having no young children at home), while men confined their discussion of such conflicts to the past, when their children were young. The results indicate the gender remains interwoven in the business of negotiating home and work life. This also contributes to the body of work which notes the variety of ways in which men and women do gender. The authors conclude that respondents' own accounts of work–life balance it is important to bear in mind that their individual choices were constrained by their socioeconomic resources and cultural norms about family, work and gender.

Cecile Guillaume and Sophie Pochic, The authors have used both quantitative (human resource statistics) and qualitative (interviews with 60 career managers and workers) data from a French utility company to understand the challenges faced by women in the course of their careers as a result of informal norms and cultural expectations for leaders. They also examined various strategies used by both male and female workers to cope with organizational norms. The successes and failures of various alternative career models are discussed, along with the relatively new aspects of the ability to be mobile to take advantage of many career opportunities. The authors conclude that women managers are promoting an alternative career model. A few of them have slipped into the 'spiralist' pattern, notably the pioneers (mainly engineers) who paid the price for their career orientation, usually being single, childless or divorced.

Joanna Hughes and Nikos Bozionelos has used qualitative study to examine the issues faced by the male workers and revealed that work-life imbalance was not only a source of concern, but also that it was the major source of dissatisfaction for participants. Furthermore, they found, that participants made a clear connection

between problems with work-life balance and withdrawal behaviours including turnover and non-genuine sick absence.

Kristie Keeton, Dee Fenner, Timothy Johnson and Rodney Hayward, have used a cross-sectional, mailed, self-administered survey to explore the factors associated with a physician's career satisfaction, work-life balance, and burnout focusing on differences across age, gender and specialty. The samples used by them were 2,000 randomly-selected physicians. Both women and men reported to being highly satisfied with their careers and having moderated levels of satisfaction with work-life balance and having moderate levels of emotional resilience. Measures of burnout strongly predicted career satisfaction among the individuals. The authors conclude by saying that the physicians can struggle with work-life balance yet remain highly satisfied with their career. Burnout is an important predictor of career satisfaction, control over the schedule and work hours are the most important predictors of work-life balance and burnout.

Tracy LaShawne Cameron has examined the work-life balance of Mid-level student Affairs Administrators and has revealed that the administrators describe their work-life experiences as driven by a shortage of time. Administrators maintain that time is limited and hence it causes difficulty when juggling competing work-life demands. Though their involvement in multiple, interdependent roles is rewarding it presents many ongoing personal and professional challenges. They have reported that shortage of time, coupled with the demands of multiple roles, has a negative impact on their personal well-being and career satisfaction. The author has also revealed that formal and informal support mechanisms such as policies, programs and resources, effective supervision and campus support networks assist administrators in mitigating work life challenges. Adding to the above statement she has said that the lack of organisational policies and programs and poor supervision also hinders work-life balance

Trine P. Larson The researcher used a comparative analysis of work and care situations of employees with caring responsibilities in Finland, Portugal and the UK, the author declares that workers with eldercare responsibilities seen more likely to face difficulties than working parents, although many working parents also struggle to combine work and childrearing. This article offers a new perspective on the work-life balance issue by applying the concept of flexicurity (Flexibility and Security) to the day to day work and care situations of employees with caring responsibilities. The article reveals that the constraints employees face due to care giving is unavoidable and overlooked aspects of work-life balance in flexicurity context. Failure to assist parents and carers for older people through adequate care services and flexible working time arrangements proves detrimental for their work-life balance during periods of caregiving. Their flexibility and availability in the labour market, as well as employment security, income security and possibilities for career advancement are affected. In fact, the article's findings reveal that employers and employees seem to pay indirectly for the trade-off between combination security and working time flexibility. High levels of working time flexibility often seemed to ease employees' work-life balance to some extent of compensating for inflexible and inadequate care services.

Eva H. Chittenden and Christine S. Ritchie The authors describe the challenges in the work-life balance and the strategies that may promote balance, including time shifting, goal setting, cognitive reframing and self – care. The authors have given the definition of the work-life balance as “the degree to which an individual is able to simultaneously balance the temporal, emotional and behavioral demands of both paid work and family responsibilities”. The authors, however, have defined work-life balance as, “Work life balance can be defined more broadly as maintaining an overall sense of harmony in life. The authors have given certain strategies that can assist with the work-life balancing. Flexibility in the timing and location of work, whether full-time or part-time, has been shown to promote work-life balance in the business world. The author has also revealed a set of five personal approaches which would help us achieve a work-life balance in the conclusion: Time shifting and mindfulness, Goal setting, Cognitive reframing and building resilience, taking care of ourselves and asking for help.

Ken Roberts The article reviews international evidence on hours of work and time use, and the academic literature on employee's attitudes towards their hours of work and perceptions and complaints about work-life imbalances. The study reveals that the sources of dissatisfaction among the employees is due to trends like – increased labour market participation by women, work intensification, the spread of feelings of job insecurity, more work being done at odd hours, the spread of new information and communication technologies, free time increasing more slowly than spending power and aspirations and relatively long hours becoming most common among employees in higher status jobs rather than time pressure.

Smita R. Chavan and Balkrushna Potdar This article analyses the impact of the outsourcing industry on the society and the individuals in India. Both positive and negative impacts have been analysed and the authors have focused on health issues, societal issues, personal issues and the benefits offered, strategies for work and other work ethics, etc,. They have used a field survey method. The various health issues that came into light are stress, sleeplessness, headache, fatigue, sense of exhaustion and lack of concentration, etc. They have also found that a number of factors like hindrance in personal life, physically tiring nature of work, better salary, and lack of growth opportunity, inconclusive policies and procedures could be some of the reasons for employees to leave the BPO industry. Majority of the respondents had complained of headache and digestive disorders and almost all stressed the need for provision for “power naps” of 10-15 minutes. The authors' are of the opinion that many graduates opt for BPO jobs due to the higher pay scale. But they have also mentioned that this industry has the highest level of stress than any other industry and this stress may be due to work timing, repetitive nature of the work, workload, insufficient holidays, pressure to perform on Metrics, travel time, call volumes and overtime. The employees also face many health problems like tension, sleeplessness, headaches, eyesight problems, depression, digestive system related issues due to untimely food, Repetitive Strain Injury(RSI), voice loss, hearing problems, etc,. The authors' are of the opinion that full time counsellors are needed to strike a balance between physical and mental health of the employees

Jennie Small, Candice Harris, Erica Wilson and Irena Ateljevic, The authors' have used the memory work method of research. Memory-work is a method that has been used primarily by female researchers working from a diverse range of disciplines, fields of study and subject areas. Memory work involves a collective discussion of the written memories of individual participants. The under-lying theory of memory-work is that 'subjectively significant events, events which are remembered, and the way they are subsequently constructed, play an important part in the construction of self.' Since the self is socially constructed through reflection, memories are the initial data. There is no external facilitator, i.e. the research participants are equals, "co-researchers", thus eliminating the hierarchy of experimenter and subject. The Arthurs' are of the opinion that they are privileged to have acquired academic positions and the relative academic freedoms that their position affords. Their careers have given them a certain amount of independence, intellectual empowerment, but it has also lead them to despair and disharmony. The Arthurs' say that "For women to experience work-life harmony in the neoliberalist academic world, they may need to step outside the system to find temporary or more permanent spaces, where they can be their authentic selves. This may be achieved through sharing experiences with other like minded people."

Paula Brough, Jackie Holt, Rosie Bauld, Amanda Biggs and Claire Ryan
The researcher provides a review of research and policy to identify the costs associated with the implementation of work-life balance policies from the societal, organizational and individual employees perspective. Current employee developments such as increased casual and ageing workforce are also discussed in relation to the resulting challenges to work-life balance employment policies. The Arthur's are of the opinion that work-life balance is not merely an individual issue that only affects employees with caregiving responsibilities. Changes in employment practices, technology and social developments mean that the impact of work-life balance is a pertinent economic and social issue with ramifications for the labour market, healthcare costs, and the ageing population. The author reveals that though there has been a proliferation of work-life and family-friendly policies, there have been a few real attempts to reorganize workplaces to ensure such policies can be effectively applied. The Arthur's suggest

that, in order to be effective, work-life balance requires examination from a societal (rather than organizational or individual) perspective. Legal and industrial relations developments are needed to ensure that work-life balance policies and practices are not only provided but are also actually accessible and used by employees.

Ute Klammer The author has discussed the children's perspective on (their parents') work-life balance which has been neglected so far. The paper also draws on two qualitative research projects done, in which parents and (in one project) children were interviewed about their daily lives, their work-life balance and their opinions about it, including parents' opinions about their children's needs and children's opinions about their parents' arrangements concerning work and family life. About the children's perspective, the author has said that Children are capable agents of their own lives. Autonomy is expected from children at an ever earlier age; at the same time, control has grown, children increasingly have to follow strict time schedules and targeted activities. Not only parents' flexible working times but also children's full agendas complicate the organisation of everyday family life. Children are directly involved in the market economy. Their parents' position and resources determine children's chances of participation. And they are consumers themselves. Children today need more competences to organize their own times, to cope with a variety of options and contradictions. They have to develop the ability to 'give sense' to an increasingly complicated, contradictory world, and they have to learn to cope; with ambiguities and uncertainties. This requires some guidance.

V. Varatharaj and S. Vasantha The author has used Questionnaire method to study the work-life balance of working women in service sector. Work-life balance means attaining equilibrium between professional work and other activities, so that it reduces friction between official and domestic life. Work-life balance enhances efficiency and thus, the productivity of an employee increases. It enhances satisfaction, in both the professional and personal lives. The authors have revealed that the majority of the women employees feel comfortable in their work place irrespective of their trivial personal and work place irritants. They have also offered some suggestions to achieve the work-life balance which are- Specific Counselling programmes on Work-life

balance can be conducted, Employers can create awareness about the impact of work-life balance at employees' personal and organizational life, Well designed flexible working hours, An ideal work culture can be created to achieve work life balance, Family welfare programmes and family counselling programmes can be conducted, Employees' social gathering programmes and public programmes will be the better option to reduce the mental pressure in the work place as the study reveals more mental pressure for the Women employees and finally Regular exercises, meditation and other soft skill practices can improve the emotional balance of the employees.

METHODOLOGY

III RESEARCH METHODOLOGY

The methodology pertaining to the research on “Work-Life Balance of Corporate Sector Employees” are discussed under the following heading:

- E. Selection of The Locale**
- F. Selection of The Sample**
- G. Selection of Method and Tool**
- H. Analysis And Interpretation of Data**

A. SECTION OF THE LOCALE

Vitae International is a global staffing service provider meeting the business needs of accounting and pension firms worldwide. In a manner that is unique by process and nature, Vitae International provides to public customers with qualified and motivated personnel that work exclusively for their firm. These staff are then linked to their operations through state of the art IT facilities including video conferencing making their India staff an extension of their business - in spirit and character.

B. SELECTION OF THE SAMPLE:

The universe of the study includes male and female employees working in Vitae International, Coimbatore. The total numbers of workers are 300

Sample Size:

This refers to the number of items to be selected from the universe to constitute a sample. The sample size for this study was taken as 90 employees among them 52 employees were male and 38 were female employees.

C. SELECTION OF METHOD AND TOOL

The data collected for the study is mainly through the distribution of questionnaire; to be precise the data collected for study was both primary and secondary sources.

Data refers to information or facts. It not only refers to numerical figures but also includes descriptive facts. The method of data collection was done through primary data.

A questionnaire is a sheet of paper containing questions relating to contain specific aspect, regarding which the researcher collects the data. Because of their flexibility the questionnaire method is by far the most common instrument to collect primary data. The questionnaire is given to the respondent to be filled up (Annexure - I)

Primary data is the information collected for the first time; there are several methods in which the data is complied. In this project it was obtained by mean of questionnaires. Questionnaire was prepared and distributed to the employees.

Obtaining ethical clearance:

The application form explaining the design and the protocols used in the research study was subjected to the Institutional Human Ethics Committee of Avinashilingam Institute for Home Science and Higher education for Women University, Coimbatore. The ethical clearance was obtained, the Approval number is IHEC/14-15/HSE/06 enclosed in (Annexure – II).

Tools used for Data Collection:

The researcher used questionnaire schedule to collect the data which contained age, department, designation, family type, education qualification, marital status and experience.

D. Analysis and Interpretation of Data:

After the collection of data, the questions were edited, coded, Classified, labeled and tabulated. Quantitative analysis of data was done through statistical package for social science research (SPSS – Version- 15). The investigator has used Chi-Square, Mean score and Percentage Analysis. The data collected were consolidated, analyzed and presented in Chapter IV.

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IV RESULTS AND DISCUSSION

The result pertaining to the study entitled “Work-Life Balance of Corporate Sector Employees” are discussed under the following headings:

- J. Socio-Economic Background of the Employees
- K. Personal Detail of the Employee
- L. Stress Management
- M. Health Status
- N. Time Management
- O. Work Life Balance
- P. Leisure Time Management
- Q. Welfare Measures
 - c) Welfare Measures - Inside the Work Place
 - d) Welfare Measures - Outside the Work Place
- R. Social Security Provided In Work Place

A. Socio-Economic Background of the Employees

The socio economic profile of the employees is presented in the Table I

TABLE - I

SOCIO-ECONOMIC BACKGROUD OF THE EMPLOYEES

Characteristics			
	Frequency	Percentage(N=90)	
Age (in years)	20-30years	54	60
	30-40years	31	34
	40-50years	4	4
	50-60years	1	1
Sex	Male	52	58
	Female	38	42
Marital Status	Married	53	59
	Unmarried	37	41
	Widow	0	0
Educational Qualification	SSLC	1	1
	HSC	0	0
	Diploma	1	1
	Undergraduate	28	31

	Postgraduate	60	67
Occupation	Manager	2	2
	Processor	60	67
	Accounts and Admin	8	9
	Consultant	11	12
	Others	10	11
Section	Accounts	57	63
	Admin	12	13
	Tax	17	19
	Others	6	7
Monthly Income	Below 20,000	25	28
	20,001-40,000	56	62
	40,001- 60,000	5	6
	Above 60,001	4	4
Domiciliary	Urban	64	71
	Sub-Urban	14	15
	Rural	12	13
Type of Family	Nuclear Family	53	59
	Joint Family	35	39
	Extended Family	2	2
No. of Children	No Children	45	50
	1 children	33	37
	2 children	12	13
House Detail	Own House	48	53
	Rent House	42	47

Source: Field Survey (2015)

Seventy one per cent of the employees belong to Urban Domiciliary, 67 per cent of the employees had pursued post-graduation and their occupation was processor, 63 percent of the employees are from Accounts section, 60 per cent of the employees belong to the age group of 20-30 years, 58 per cent of the employees were male, 62 per cent of the employees earn between 20,001-40,000 as their monthly income, 59 per cent of the employees are from Nuclear family, 50 per cent of the employees don't have children and 53 per cent of the employees reside in their own house.

B. Personal Detail of the Employee

The Table II explains personal detail of the employees

TABLE II
PERSONAL DETAIL OF EMPLOYEES

Particulars		Frequency	Percentage(N=90)
Years of Experience (Present Company)	0-5 years	29	32
	6-10 years	25	28
	11-15 years	34	38
	More than 15 years	2	2
No. of working days/week	5 Days	79	88
	6 Days	11	12
	7 Days	0	0
No. of working hrs/day	Less than 5 hours	0	0
	6-7 hours	4	4
	8-9 hours	77	85
	More than 9 hours	9	10
Employment status of spouse	Yes	71	78
	No	19	21
Care of child and children	Spouse	20	22
	In – laws	9	10
	Parents	12	13
	Servants	0	0
	Day care	2	2
	Not applicable	47	52
Spending time with your children/day	Less than 2 hours	6	7
	3-4 hours	25	28
	5-6 hours	11	12

	I do not spend time	0	0
	Not applicable	48	53
Supporting children education	Yes	35	39
	No	4	4
	Not applicable	51	57
Spending time for teaching your child	Less than an hour	23	25
	More than 2 hours	12	13
	I don't help my child study	3	3
	Not applicable	52	58
Savings	Postal office savings	13	14
	Insurance	27	30
	Bank savings	41	45
	Others, specify	6	7
	Not applicable	3	3

Source: Field Survey

Eighty eight per cent of the employees worked all 5 days, 85 per cent of the employees used to work for 8-9 hours per day, 78 percent of the employees spouses were employed, 38 per cent of the employees worked for the same organization for a period of 11-15 years, 52 percent of the employees had mentioned that the care of child or children was not applicable where as 53 per cent of the employees revealed that they unable to spend time with their children, 57 per cent of the employees do not support their children education, 58 per cent of the employees mentioned not applicable for the time spent by them for their child education and finally 45 per cent of the employees revealed that their savings are made through bank.

C. Stress Management

The Table – III explains about the Stress Management of the employees

**TABLE - III
STRESS MANAGEMENT**

Particulars		Frequency	Percentage(N=90)
Feel tired or depressed due to work pressure	Sometimes	65	72
	Always	1	1
	Never	24	27
Managing stress from your work	Yoga and meditation	6	7
	TV and Movies	23	26
	Music	30	33
	Others, specify	31	34
Planned vacations	Yes	65	72
	No	25	28
Plan vacations	Yearly once	50	56
	Yearly twice	20	22
	Not applicable	20	22
Missed vacations due to work pressure	Sometimes	44	49
	Always	6	7
	Never	40	44

Source: Field Survey (2015)

Seventy two percent of the employees sometimes feel tired or depressed due to work pressure and thirty three percent of employees manage stress by methods like jogging, walking, going to temple, etc., seventy two percent of employees will plan for vacations to reduce work stress and nearly fifty six per cent of employees planned yearly once and forty nine percent of employees missed vacations due to work pressure.

D. Health Status

The Table – IV explains about the Health Status of the employees

TABLE - IV
HEALTH STATUS OF EMPLOYEES

Particulars				
	Yes	Percentage	No	Percentage(N=90)
Health Problem	30	33	60	67
Hypertension	4	4	86	96
Sugar	2	2	88	98
Blood Pressure	3	3	87	97
Ulcer	9	10	81	90
Eye problem	8	9	82	91
Head Ache	21	23	69	77
Hearing Problem	1	1	89	99

Source: Field Survey (2015)

Thirty three percent of the employees had health problems out of which twenty three percent of employees had headache respectively.

E. Time Management

The Table – V explains about the Time Management of the employees

TABLE V
TIME MANAGEMENT

Particulars	Frequencies					
	Always	Percentage	Sometimes	Percentage	Never	Percentage (N=90)
I usually prioritize my task and work accordingly	1	1	7	8	82	91
I usually complete my task on time	0	0	26	29	64	71
I usually get delayed, and extend or submit my works in the last minute	37	41	50	56	3	3
I have an idea of time spent by me for the day in my work place	11	12	26	29	53	59
I get interrupted with things in my work place (mobile & mail)	75	83	14	16	1	1
I get interrupted with things in my home (mobile & mail)	40	44	43	48	7	8
I usually make plan before doing things	1	1	21	23	68	76
I find time to meet up unexpected happenings	5	6	64	71	21	23
I get stressed when I meet dead lines	22	24	54	60	14	16
I think time utilized by me is worthful	1	1	22	24	67	74
I find time to meet my friends	14	16	52	58	24	27

Source: Field Survey (2015)

Eighty three per cent of the employees mentioned that they always got interrupted with things in their work place, seventy one per cent of the employees mentioned that sometimes they found time to meet up their unexpected happenings and ninety one percent of the employees never prioritized their task and work accordingly.

F. Work Life Balance

The Table – VI explains about the Work Life Balance of the employees

TABLE VI

WORK LIFE BALANCE

The following are the ratings used to shows:

R-Relevant

MR-Most Relevant

N-Not Relevant

NR-Nil Responding

Particulars	Percentage Of Relevant	Percentage	Percentage	Percentage of NR
I take active part in my child's education	34	18	28	20
I am Satisfied with my working Hours	2	34	59	4
I get enough time for my family members after my working hours	7	35	56	3
I feel that i can able to balance work and family life	2	39	56	3
My organization takes initiatives to manage work life of the employees	8	40	47	6
My company organize Holiday camps and picnics to manage work life and personal life	62	7	23	8
My company provides maternity and paternity leave to the employees	17	26	50	8
I work for long hours	42	22	28	8
I feel that flexible working	14	38	43	4

hours helps me to balance my work and family commitments				
Long working hours hinders my work balance and family commitment	47	20	27	7
I work on weekends	60	11	22	7
I am provided with flexible working hours	27	24	43	6
Support from your Managers/ Colleagues	2	44	48	6
I think that if employees have good work-life balance the organization will be more effective and successful (individual opinion)	2	53	38	7
I feel that working from home would help me to manage both my work and life	34	24	36	6
Technologies such as laptops and cell phones help me in managing family and life	22	32	41	4
Being able to bring children into work on occasions will help me in balancing the work and family commitment	57	12	17	14
I feel that providing crèche facility would enhance work-life balance	37	21	30	12
I think opportunity for spouse employment in the same company would enhance work life balance	62	9	20	9

Source: Field Survey (2015)

Sixty two per cent of the employees said that their company organizes holiday camps and picnics to manage their work life and personal life as well as they think opportunity for their spouse employment in the same company would enhance work life balance, fifty three per cent of the employees said that if employees had good work life balance the organization would have been more effective and successful (individual opinion), fifty nine per cent of the employees had mentioned that their satisfaction of their working hours are not relevant and twenty per cent of the employees had expressed that the active part in child's education are not responded respectively.

MEAN AVERAGE SCORE – LEISURE TIME ACTIVITY

To estimate and compare the mean scores on various leisure time activity variables using rating score, for this purpose the qualitative data is converted into quantitative one using 3 point, 4 point and 5 point scaling technique. Here 3 point rating scale is used by assigning:

- 3-Often
- 2-Sometimes
- 1-Never

TABLE VII

MEAN AVERAGE SCORE ON LEISURE TIME ACTIVITY

FACTORS	OFTEN	SOMETIMES	NEVER	MEAN SCORE
Watching Television	56	8	26	2.33
Going to movies with friends	34	51	5	2.32
Going to movies with family members	26	53	11	2.17
Listening to live concert	50	36	4	2.51
Listening to music	6	48	36	1.67
Reading Books	9	55	26	1.81
Having time to sleep	5	58	27	1.76
Gardening	41	40	9	2.36
Taking photos or videos	29	49	12	2.19
Spending time with family/spouse/children(s)	1	26	63	1.31
Chatting with friends	8	52	30	1.76
Enjoy having Wine/Beer	74	13	3	2.79

Spending time with pets	60	16	14	2.51
Surfing the web	12	60	18	1.93
Visiting Social networking Sites (Face book, Twitter)	17	60	13	2.04
Online shopping	31	50	9	2.24
Watching online videos in video sharing sites (You tube, Daily Motion etc.)	34	44	12	2.24
Playing Online Game	68	17	5	2.70
Go for a walk	6	51	33	1.70

Source: Field Survey (2015)

It is finally interpreted that the mean average score on leisure activity is high with 'Enjoy having wine / Beer)' and lowest with respect to 'Spending time with family/spouse/children(s)'.

G. Welfare Measures

a) Welfare Measures - Inside the Work Place

The Table VII explains about the Welfare Measures inside the work place

MEAN AVERAGE SCORE – WELFARE MEASURES INSIDE THE WORK PLACE

To estimate and compare the mean scores on welfare measures inside the work place activity variables using rating score, for this purpose the qualitative data is converted into quantitative one using 3 point, 4 point and 5 point scaling technique. Here 3 point rating scale is used by assigning:

3-Satisfied

2-Neutral

1-Not Satisfied

TABLE VIII

MEAN AVERAGE SCORE ON WELFARE MEASURES INSIDE THE WORK PLACE

FACTORS	SATISFIED	NEUTRAL	NOT SATISFIED	MEAN SCORE
Drinking Water Provided	3	7	80	1.14
Ventilation	9	20	61	1.42
Spacious for work	2	19	69	1.26
Restroom	1	9	9	0.33
Canteen	38	28	24	2.16
Hand wash	1	10	29	0.58
First Aid Equipments	1	11	28	0.59
Crèche	15	41	34	1.79
Safety and Security	0	7	83	1.08
Housekeeping	0	9	81	1.10

Working Hours	1	10	99	1.36
Safety Measures	0	9	81	1.10
Notice Boards	2	10	78	1.16
Communication	2	10	78	1.16
Workers Health Service	5	25	60	1.39
Women and Child Welfare	9	29	62	1.63
Workers Recreation	34	44	12	2.24
Drinking Water Provided	68	17	5	2.70
Ventilation	6	51	33	1.70

Source: Field Survey (2015)

It is finally interpreted that the mean average score on welfare measures inside the work place is high with 'Canteen' and lowest with respect to 'Restroom'.

b) Welfare Measures - Outside the Work Place

The Table VIII explains about the Welfare Measures - Outside the work place

MEAN AVERAGE SCORE – WELFARE MEASURES OUTSIDE THE WORK PLACE

To estimate and compare the mean scores on welfare measures outside the work place activity variables using rating score, for this purpose the qualitative data is converted into quantitative one using 3 point, 4 point and 5 point scaling technique. Here 3 point rating scale is used by assigning:

3-Satisfied

2-Neutral

1-Not Satisfied

TABLE IX

MEAN AVERAGE SCORE ON WELFARE MEASURES OUTSIDE THE WORKPLACE

FACTORS	SATISFIED	NEUTRAL	NOT SATISFIED	MEAN SCORE
Housing	9	29	52	1.52
Sports	13	47	30	1.81
Education	10	40	40	1.67
Bazaar	15	47	28	1.86
Banking	4	44	42	1.58
Transport	19	38	33	1.84
Medical	7	44	39	1.64

Source: Field Survey (2015)

It is finally interpreted that the mean average score on welfare measures outside the work place is high with 'Bazaar' and lowest with respect to 'Housing'.

H. Social Security Provided In Work Place Welfare Measures

The Table – IX explains about the Health Status of the employees

MEAN AVERAGE SCORE – SOCIAL SECURITY PROVIDED IN WORK PLACE

To estimate and compare the mean scores on social security provided in work place outside the work place activity variables using rating score, for this purpose the qualitative data is converted into quantitative one using 3 point, 4 point and 5 point scaling technique. Here 3 point rating scale is used by assigning:

- 3- I know about it
- 2- I do not know about it
- 1-No idea about it

TABLE - X**MEAN AVERAGE SCORE ON SOCIAL SECURITY PROVIDED IN WORK PLACE**

Factors	I Know About It	I Do Not Know About It	No Idea About It	Mean Score
Workmen's Compensation	11	15	64	1.41
Employees State Insurance	4	5	81	1.14
Maternity Benefit	12	10	68	1.38
Bonus	1	3	86	1.06
Employees Provident Fund	0	1	89	1.01
Family Pension Scheme	18	25	47	1.68
Gratuity	6	10	74	1.24
Compulsory Group Insurance	12	26	52	1.56
Deposit-Linked Insurance Scheme	24	33	33	1.90

Source: Field Survey (2015)

It is finally interpreted that mean average score on social security provided in work place is high with 'Deposit-Linked Insurance Schemes' and lowest with respect to 'Provident fund'.

III. CHI SQUARE ANALYSIS

Chi-square test is a statistical technique used to test significance in the analysis of frequency distribution. It is also used to determine whether there is significant association between two populations. The calculated chi-square value is compared with the theoretical value, which is based upon your required level of certainty (perhaps you need to be at least 95% certain of the outcome) and the degrees of freedom present in the test. If the chi-square value is less than the theoretical value, we can state that there is no significant association between two populations.

AGE AND WORKMEN'S COMPENSATION

Null Hypothesis H_0 : There is no significant association between the age and workmen's compensation

Alternative Hypothesis H_a : There is a significant association between the age and workmen's compensation

TABLE XI
AGE AND WORKMEN'S COMPENSATION

Workmen's compensation	Age				Total
	20 - 30 Years	30 - 40 Years	40 - 50 Years	50 - 60 Years	
Nuclear	6	4	1	0	11
Joint	9	4	1	1	15
Extended family	39	23	2	0	64
Total	54	31	4	1	90

Source: Field Survey (2015)

CHI SQUARE TEST RESULT		
CALCULATED VALUE	TABLE VALUE	D.F
6.332	12.592	6

In the above analysis, the calculated value 6.332 is less than the table value 12.592 at 5% level of significance. Hence the null hypothesis is accepted. Thus it can be inferred that there is no significant association between the age and workmen's compensation.

SEX AND MATERNITY BENEFIT

Null Hypothesis H_0 : There is no significant association between the sex and maternity benefit

Alternative Hypothesis H_a : There is a significant association between the sex and maternity benefit

TABLE XII
SEX AND MATERNITY BENEFIT

Maternity Benefit	Sex		Total
	Male	Female	
Nuclear	11	1	12
Joint	8	2	10
Extended family	33	35	68
Total	52	38	90

Source: Field Survey (2015)

CALCULATED VALUE	TABLE VALUE
10.058	5.991

In the above analysis, the calculated value 10.058 is greater than the table value 5.991 at 5% level of significance. Hence the null hypothesis is rejected. Thus it can be inferred that there is a significant association between the sex and maternity benefit

EDUCATIONAL QUALIFICATION AND EMPLOYEES PROVIDENT FUND

Null Hypothesis H_0 : There is no significant association between the educational qualification and employees provident fund

Alternative Hypothesis H_a : There is a significant association between the educational qualification and employees provident fund.

TABLE XIII

EDUCATIONAL QUALIFICATION AND EMPLOYEES PROVIDENT FUND

Employees Provident Fund	Educational Qualification				Total
	SSLC	Diploma	Undergraduate	Postgraduate	
Joint	0	0	1	0	1
Extended family	1	1	29	58	89
Total	1	1	30	58	90

Source: Field Survey (2015)

CALCULATED VALUE	TABLE VALUE
2.022	7.815

In the above analysis, the calculated value 2.022 is less than the table value 7.815 at 5% level of significance. Hence the null hypothesis is accepted. Thus it can be inferred that there is no significant association between the educational qualification and employee's provident fund.

SUMMARY AND CONCLUSION

V SUMMARY AND CONCLUSION

Work Life Balance is balancing the priorities of career goals and family goals. Career goals include promotions, employment status, monetary earnings and the like. Family Goals include spending more time with family members for spiritual activities, pleasure leisure, health, education and careers of family members.

The study entitled “Work-Life Balance of Corporate Sector Employees” was undertaken with the objective:

To Assess and analyze the Work-Life Balance of Employees

The Area chosen for the study was Vitae International, Coimbatore, with a total sample of 90 employees.

For conducting the research, Questionnaire was used as a tool to elicit information on Socio-economic back ground and Work-Life Balance of the employees. The investigator gave the questionnaire to the employees.

S. Socio-Economic Background of the Employees

- Seventy one per cent of the employees belong to Urban Domiciliary.
- Sixty seven per cent of the employees had pursued post-graduation and their occupation was processor .
- Sixty three percent of the employees are from Accounts section.
- Sixty per cent of the employees belong to the age group of 20-30 years.
- Fifty eight per cent of the employees were male.
- Sixty two per cent of the employees earn 20,001-40,000 as their monthly income. Fifty nine per cent of the employees are from Nuclear family.
- Fifty per cent of the employees don't have children.
- Fifty three per cent of the employees reside in their own house.

T. Personal Detail of the Employee

- Eighty eight per cent of the employees worked all 5 days in a week.
- Eighty five per cent of the employees used to work for 8-9 hours per day.
- Seventy eight percent of the employees spouses were employed.

- Thirty Eight per cent of the employees worked for the same organization for a period of 11-15 years.
- Fifty two percent of the employees had mentioned that the care of child or children was not applicable.
- Fifty three per cent of the employees revealed that they won't spend time with their children.
- Fifty Seven per cent of the employees do not support their children education.
- Fifty eight per cent of the employees mentioned not applicable for the time spent by them for their child education
- Finally forty five per cent of the employees revealed that their savings are made through bank.

U. Stress Management

- Seventy two percent of the employees sometimes feel tired or depressed due to work.
- Thirty three percent of employees manage stress from their work by methods like jogging, walking, going to temple, etc.
- Seventy two percent of employees planned vacations out of which fifty six employees planned yearly once.
- Forty nine percent of employees missed vacations due to work pressure.

V. Health Status

Thirty three percent of the employees had health problems out of which twenty three percent of employees had headache respectively.

W. Time Management

Eighty three per cent of the employees mentioned that they always got interrupted with things in their work place, seventy one per cent of the employees mentioned that sometimes they found time to meet up their unexpected happenings and ninety one percent of the employees never prioritized their task and work accordingly.

X. Work Life Balance

Sixty two per cent of the employees said that their company organizes holiday camps and picnics to manage their work life and personal life as well as they think opportunity for their spouse employment in the same company would enhance work life balance, fifty three per cent of the employees said that if employees had good work life balance the organization would have been more effective and successful (individual opinion), fifty nine per cent of the employees had mentioned that their satisfaction of their working hours are not relevant and twenty per cent of the employees had expressed that the active part in child's education are not responded respectively.

Y. Welfare Measures

a) Welfare Measures - Inside the Work Place

The investigator interpreted that the mean average score on welfare measures inside the work place is high with 'Canteen' and lowest with respect to 'Restroom'.

b) Welfare Measures - Outside the Work Place

It is finally interpreted that the mean average score on welfare measures outside the work place is high with 'Bazaar' and lowest with respect to 'Housing'.

Z. Social Security Provided In Work Place

It is finally interpreted that mean average score on social security provided in work place is high with 'Deposit-Linked Insurance Schemes' and lowest with respect to 'Provident fund'.

CONCLUSION

Investigator indicates that work life balance is more important for an employee so that they could manage their personal and work life and could show more outcome and productivity. Retention of employees is also equally to be balanced because it shows about the company. Usually employees work for long hours and the employees could not spend time to fill the questionnaire apart from that they spend very less time with their children and family on a daily basis. Less than an hour for teaching their children is spent by the employees. The employees find time to relax their self from stress by listening to music and they also plan for vacations yearly once.

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APPENDIX

**AVINASHILINGAM INSTITUTE FOR HOME SCIENCE AND HIGHER EDUCATION
FOR WOMEN**

DEPARTMENT OF HOME SCIENCE EXTENSION EDUCATION

**QUESTIONNAIRE ON WORK LIFE BALANCE OF CORPORATE SECTOR
EMPLOYEES**

I. SOCIO-ECONOMIC BACKGROUND OF EMPLOYEES

Name : _____

Designation : _____

Department : _____

Age : a) 20-30 years b) 30 -40 years

c) 40-50 years d) 50-60 years

Sex : a) Male b) Female

Educational Qualification : a) SSLC b) HSC c) Diploma

d) Undergraduate e) Postgraduate

Marital Status : a) Married b) Unmarried c) Widow

Monthly income : a) Below 20,000 b) 20,001-40,000

c) 40,001-60,000 d) Above 60,001

No. of Dependents : _____

No. of Children(s) : _____

Domiciliary : a) Urban b) Sub-urban c) Rural

Type of Family : a) Nuclear b) Joint c) Extended Family

House Detail : a) Own House b) Rent House

II. PERSONAL DETAILS OF EMPLOYEES

Years of experience (Present Company)	
For How many years are you Working in this Organization?	<input type="checkbox"/> a) 0-5 years
	<input type="checkbox"/> b) 6-10 years
	<input type="checkbox"/> c) 11 – 15 years
	<input type="checkbox"/> d) More than 15 years

No. of working days/week	
How many days in a week do you normally work?	<input type="checkbox"/> a) 5 Days
	<input type="checkbox"/> b) 6 Days
	<input type="checkbox"/> c) 7 Days

No. of working hrs/day	
How many hours in a day do you normally work?	<input type="checkbox"/> a) Less than 5 hours
	<input type="checkbox"/> b) 6-7 hours
	<input type="checkbox"/> c) 8-9 hours
	<input type="checkbox"/> d) More than 9 hours

Employment Status of Spouse	
Is your Spouse employed?	<input type="checkbox"/> a) Yes
	<input type="checkbox"/> b) No

Child/Children	
Do you have child or children?	<input type="checkbox"/> a) Yes
	<input type="checkbox"/> b) No

Care of Child or Children	
Who is helping you to take care of your child/children?	<input type="checkbox"/> a) Spouse
	<input type="checkbox"/> b) In-laws
	<input type="checkbox"/> c) Parents
	<input type="checkbox"/> d) Servants
	<input type="checkbox"/> e) Day care

Spending time with your children /day	
How many hours a day do you spend with your child daily?	<input type="checkbox"/> a) Less than 2 hours
	<input type="checkbox"/> b) 3-4hours
	<input type="checkbox"/> c) 5-6 hours
	<input type="checkbox"/> d) I do not spend time

Supporting children education	
Do you take active part in your child's education?	<input type="checkbox"/> a) Yes
	<input type="checkbox"/> b) No

Spending time for teaching your child	
If so, how many hours do you spend teaching him/her?	<input type="checkbox"/> a) Less than an hour
	<input type="checkbox"/> b) More than 2hours
	<input type="checkbox"/> c) I don't help my child study

Savings	
What is the mode of saving done by you?	<input type="checkbox"/> a) Postal Office Savings
	<input type="checkbox"/> b) Insurance
	<input type="checkbox"/> c) Bank Savings
	<input type="checkbox"/> d) Others, Specify_____

III. STRESS MANAGEMENT

Feel tired or depressed due to work	
Do you feel tired or depressed because of your work?	<input type="checkbox"/> a) Sometimes
	<input type="checkbox"/> b) Always
	<input type="checkbox"/> c) Never

Managing stress from your work	
How do you manage the stress from your work?	<input type="checkbox"/> a) Yoga and Meditation
	<input type="checkbox"/> b) TV and Movies
	<input type="checkbox"/> c) Music
	<input type="checkbox"/> d) Others, Specify_____

Have you ever planned for Vacations?	<input type="checkbox"/> a) Yes	<input type="checkbox"/> b) No
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How often do you plan for Vacations?	<input type="checkbox"/> a) Yearly Once
	<input type="checkbox"/> b) Yearly Twice

Missed vacations due to work pressure	
Have you ever missed a vacation due to your work pressure? If so, how often	<input type="checkbox"/> a) Sometimes
	<input type="checkbox"/> b) Always
	<input type="checkbox"/> c) Never

IV. HEALTH:

Do you Have any Health problem?	<input type="checkbox"/> a) Yes	<input type="checkbox"/> b) No
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If yes, what are the health problems?		
Hypertension	<input type="checkbox"/> a) Yes	<input type="checkbox"/> b) No
Heart Disease	<input type="checkbox"/> a) Yes	<input type="checkbox"/> b) No
Sugar	<input type="checkbox"/> a) Yes	<input type="checkbox"/> b) No
Ulcer	<input type="checkbox"/> a) Yes	<input type="checkbox"/> b) No
Eye Problem	<input type="checkbox"/> a) Yes	<input type="checkbox"/> b) No
Head Ache	<input type="checkbox"/> a) Yes	<input type="checkbox"/> b) No
Hearing Problem	<input type="checkbox"/> a) Yes	<input type="checkbox"/> b) No

V. TIME MANAGEMENT

We all know that for each and every one time is more important and it is precious, here are few questions related to Time Management. Read the statement given below and choose the right one by using (✓) Tick mark.

Statement	Always	Sometimes	Never
I Prioritize my task and work accordingly			
I usually complete my task on time			
I usually get delayed, and extend or submit my works in the last minute			
I have an idea of time spent by me for the day in my work place			
I get interrupted with things in my work place (mobile & mail)			
I get interrupted with things in my home (mobile & mail)			
I usually make plan before doing things			
I find time to meet up unexpected happenings			
I get stressed when I meet dead lines			
I think time utilized by me is worthful			
I find time to meet my friends			

VI. WORK-LIFE BALANCE

Work and family life for an individual is more important and both are interdependent because people work in order to earn money and to spend with their family.

Choose the appropriate one by using a (✓) Tick Mark. R= Relevant, MR= Most Relevant & NR= Not Relevant

Statement	R	MR	NR
I take active part in my child's education			
I am Satisfied with my working Hours			
I get enough time for my family members after my working hours			
I feel that can able to balance work and family life			
My organization takes initiatives to manage work life of the employees			
My company organize Holiday camps and picnics to manage work life and personal life			
My company provides maternity and paternity leave to the employees			
I work for long hours			
I feel that flexible working hours helps me to balance my work and family commitments			
long working hours hinders my work balance and family commitment			
I work on weekends			
I am provided with flexible working hours			
Support from your Managers/ Colleagues			
I think that if employees have good work-life balance the organization will be more effective and successful (individual opinion)			
I feel that working from home would help me to manage both my work and life			
Technologies such as laptops and cell phones help me in managing family and life			
Being able to bring children into work on occasions will help me in balancing the work and family commitment			
I feel that providing crèche facility would enhance work-life balance			
I think opportunity for spouse employment in the same company would enhance work life balance			

VII. LEISURE TIME ACTIVITY

We often get very little time to spend for our self, family and friends. It is equally important for us to allot time for these as it is a part of relaxing one's own self from the work pressure.

Choose the appropriate one by using (✓) Tick Mark.

Statement	Often	Sometimes	Never
Watching Television			

Going to movies with friends			
Going to movies with family members			
Listening to live concert			
Listening to music			
Reading Books			
Having time to sleep			
Gardening			
Taking photos or videos			
Spending time with family/spouse/children(s)			
Chatting with friends			
Enjoy having Wine/Beer			
Spending time with pets			
Surfing the web			
Visiting Social networking Sites (Face book, Twitter)			
Online shopping			
Watching online videos in video sharing sites (You tube, Daily Motion etc.)			
Playing Online Game			
Go for a walk			

VIII. WELFARE MEASURES

a) Welfare measures inside the work place

Statement	Satisfied	Neutral	Not Satisfied
Drinking Water Provided			
Ventilation			
Spacious for work			
Restroom			
Canteen			
Hand wash			
First Aid Equipments			
Crèche			
Safety and Security			
Housekeeping			
Working Hours			
Safety Measures			
Notice Boards			
Communication			
Workers Health Service			
Women and Child Welfare			
Workers Recreation			

b) Welfare measures outside the work place

STATEMENT	Satisfied	Neutral	Not Satisfied
Housing			
Sports			
Education			
Bazaar			
Banking			
Transport			
Medical			

IX. Social Security provided in work place

Social Security helps a person at the time of need and it is important to know about them.

STATEMENT	I know about it	I do not know about it	No idea about it
Workmen's Compensation			
Employees State Insurance			
Maternity Benefit			
Bonus			
Employees Provident Fund			
Family Pension Scheme			
Gratuity			
Compulsory Group Insurance			
Deposit-Linked Insurance Scheme			

INSTITUTIONAL HUMAN ETHICS COMMITTEE



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Institute for Home Science and Higher Education for Women

University

Established in 1975 Act 1975

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9 March 2015

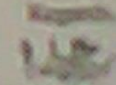
To
Ms. Aarya, V.C.
Department of Extension
Avinashilingam Institute for Home Science and
Higher Education for Women
Coimbatore - 641 043

Dear Madam,

Ref : Your proposal No. IHEC/14-15/155E/06 entitled "Work-life balance of corporate sector employees" submitted for approval of the IHEC on 7th January 2015.

The Institutional Human Ethics Committee of our University hereby grants approval to your research proposal No. IHEC/14-15/155E/06 entitled "Work-life balance of corporate sector employees" submitted by you. The Approval number for the same is AUW/IHEC-14-15/XMT-42.

We wish you all the best to your research endeavours.


Dr. P. R. Padma
Member Secretary

