

**Work-Life Balance among Women employees in  
Organizations: A Study in Andhra Pradesh**

**A Thesis Submitted For the Award of Degree of**

**DOCTOR OF PHILOSOPHY**

**IN**

**MANAGEMENT**

**BY**

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**Under Supervision Of**

**Dr. P. Jyothi**



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## **Dedicated to**

**My loving family- my Parents, my Husband, my Son, Parents-in-law to whom I owe my unconditional love and friendship**



Department of Management  
School of Management Studies  
University of Hyderabad

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Date:  
Place: Hyderabad

#### CERTIFICATE

This is to certify that the research work embodied in the present thesis entitled as “Work-Life Balance among Women employees in Organizations: A study in Andhra Pradesh” has been carried out by V. Sree Jyothi under my supervision, for the full period prescribed under Ph. D ordinances of the University of Hyderabad.

I hereby declare that to the best of my knowledge that no part of this thesis has been submitted earlier for the award of Degree at any other university or institute.

Dean

School of Management Studies

Supervisor

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Date  
Place: Hyderabad

#### DECLARATION

I hereby declare that the research embodied in the present thesis entitled, “Work-Life Balance among Women employees in Organizations: A study in Andhra Pradesh”, is an original research work carried out by me under the supervision of Dr. P. Jyothi, School of Management Studies, University of Hyderabad in partial fulfillment of the requirement for the award of the degree of Doctor of Philosophy in Management.

I declare to the best of my knowledge that this thesis or a part thereof has not been earlier submitted for the award of degree at any another University or Institute.

Signature of the Candidate

(V. Sree Jyothi)

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**“Gratitude is God honoring attitude”**

V. Sree Jyothi

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## **CHAPTERISATION OF THESIS**

The research work is presented in seven chapters which are as follows:

Introduction, Organisational perspectives on work-life balance, Women in Indian culture, Literature review, Methodology, Results and Discussions, Conclusions and Recommendations.

Chapter-I has two parts: Part A and Part B. Part A constitutes Introduction, meaning and definition of work-life balance, terminology, fundamental components, characteristics of work-life issues, contemporary organizational functioning, trends impacting work-life issues, HRD perspectives, long term and short term model, and genesis of work-life balance. Part B describes theoretical approaches to work-life balance.

Chapter-II discusses organisational perspectives of work-life balance. The adaption of work-life policies and design of work-life programs, are briefly explained. This chapter gives an overview of Bundling work-life policies different types of work-family policies. This chapter also highlights the role of HR department in dealing with the issues of work-life domains of employees in organisations.

Chapter-III describes overall view of Indian culture and women. A brief history of women workforce and status of women in India are also discussed. This chapter focuses on different roles played by women and their role satisfaction and role conflicts. This chapter highlights economic development and women representation in organisation in contemporary socio-economic perspective of women managers. This chapter also highlights the changing patterns of women and career development in Indian society, work-family management and the chapter compares career mobility versus job interruption.

Chapter-IV focuses on review of literature which presents findings of the various researchers under the sub-headings: (a) work life/family balance of Women employees in organisations, (b) organisational initiatives towards work-life balance, (c) impact of Role Efficacy and Emotional Intelligence on work-life balance.

Chapter-V Research Methodology

Chapter-VI deals with results and discussion of data analysis which includes:

- Factors that contribute to role efficacy,



- Factors that contribute to emotional intelligence,
- Multiple regression calculated to define role efficacy and emotional intelligence variables,
- HR managers Interview schedule on organisational perspectives of work-life balance, and
- The hypotheses framed for the study being tested using Chi-square and ANOVA techniques are all presented in this chapter.

Chapter-VII ends with conclusions and recommendations for integrating work and family with employee development.

## **Chapter – I**

### **Work-Life Balance**

#### **Introduction**

Chapter – I has two parts:

- Part A deals with meaning of work-life balance, definitions, components of work-life balance and issues.
- Part B deals with various approaches to work-life balance.

#### **Part A:**

##### **Meaning**

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.

Work-life balance is not merely work-family balance. More specifically, it refers to the management of one’s professional responsibilities and family responsibilities, towards children, aging parents, any disabled family member, or a partner/spouse effectively. One can have work-family balance, but may not have anything left for oneself, for one’s community, for one’s own personal growth and development, rest and relaxation. So, it is possible to have work family balance and still need to achieve work-life balance.

The concept of work-family (life) balance has emerged from the acknowledgement that an individual’s work-life and personal/family life which may exert conflicting demands on each other. Conflict is a normal part of life and is a natural result of the conflicting demands arising from multiple roles, such as that of a mother, daughter, daughter-in-law, wife, friend, and employee. In order to manage the negative spillover of conflict, it is important to balance the demands from both the domains. Work-life balance is about

adjusting work patterns to achieve overall fulfillment. A good work-life balance enables business to thrive and at the same time facilitates the employees to easily combine work with other aspiration and responsibilities. Work-life balance should not be understood as scheduling equal number of hours for each of one's work and personal activities. A positive work-life balance involves achievement and enjoyment. A good working definition of work-life balance may be meaningful if daily achievement and enjoyment in each of the four quadrants of life-work, family, friends, and self are attained.

The best work-life balance varies for an individual during the life span. At different stages of career and age, different factors demand importance at once. There is no one work-life that fits all because all of us have different priorities and different styles of life. However, it is not just the balance that an individual desires, but the fulfillment in the roles enacted in life.

**Work-life balance terminology:** (Agarwala 2009, Pareek 1997, Barnett 2001, Goleman 1995)

1. **Domains:** 'work' and 'home/family' can be called as two different domains - worlds that people have associated with different rules, thought patterns and behaviour.
2. **Borders:** Borders are the lines of demarcation between domains, defining the point at which domain-relevant behaviour begins or ends.
3. **Work** is defined as membership in a market or employing organization that compensates the worker for his/her contributions. The primary goal of work is to provide extrinsic rewards to the employee. These include bonuses, paid holidays, profit-sharing, etc. However; work may also provide intrinsic rewards, such as increased responsibility and freedom on the job, opportunities for growth, more challenging work, etc
4. **Family:** social networks involving caring commitments that will be met regardless of monetary recompense or Family, like work, is a social organization

that demands certain contributions from its members. These contributions are required for the maintenance and well-being of the family.

5. **Balance:** is achieved when an individual's right to a fulfilled inside and outside paid work is accepted and respected as the norm, to the mutual benefit of the individual, business and society.
6. **Work/family conflict:** the push and pull between work and family responsibilities.
7. **Work/home conflict:** is a subset of role conflict and is a generalized state of tension that results from incompatible expectations and challenges associated with work and home.
8. **Work-Family balance:** to give equal weight to the work and non-work aspects of one's life.
9. **Work/life balance** from the employee view point: the dilemma of managing work obligations and personal/family responsibilities.
10. **Work/life balance** from the employer view point: the challenge of creating a supportive organisational culture where employees can focus on their jobs while at work.
11. **Family-friendly benefits:** benefits that offer employees the latitude to address their personal and family commitments, while at the same time not compromising their work responsibilities.
12. **Work/life programmes:** programmes (often financial or time-related) established by an employer that offer employees options to address work and personal responsibilities

13. **Work/life initiatives:** policies and procedures established by an organization with the goal to enable employees to get their jobs done and at the same time provide flexibility to handle personal/family concerns.
14. **Work/family culture:** the extent to which an organization's culture acknowledges and respects the family responsibilities and obligations of its employees and encourages management and employees to work together to meet their personal and work needs
15. **Work-family Bundles:** consists of a group of complementary highly related and, in some cases, overlapping human resource policies that may help employees manage non-work roles.
16. **Work-family conflict** is a form of inter-role conflict in which the role pressures from the two domains, that is, work and family, are mutually non-compatible so that meeting demands in one domain makes it difficult to meet demands in the other.
17. **Work-life integration:** involves integration between two or more roles/domains. When two or more roles, for example, that of an employee and mother, are both flexible and permeable, then they are said to be integrated leading to work-family life integration.
18. **Work – Non-work integration:** to redesign work so that it enables employees to meet workplace demands while fulfilling non-work demands
19. **Compensation:** compensation represents the efforts to offset dissatisfaction in one domain by seeking satisfaction in another domain. The term compensation also referred to as complimentary, competitive, or contrasting. Compensation occurs when an employee decreases involvement in the dissatisfying domain and increases involvement in a potentially satisfying domain.

20. **Segmentation:** Segmentation refers to the separation of work and family, such that the two domains do not affect one another. Segmentation was earlier viewed as a natural division of work and family since the two domains were separated in time and space and were thought to inherently serve different functions.
21. **Resource drain:** This involves the transfer of finite personal resources, such as time, attention, and energy, from one domain to another.
22. **Congruence:** The term ‘congruence’ refers to the similarity between work and family, owing to a third variable that acts as a common cause. These common causes may include personality traits, general behavioural styles, and socio-cultural forces. Congruence is different from spillover. Spillover attributes these similarities to the effect of one domain on another. On the other hand, congruence attributes this similarity to a third variable that affects both domains. For instance, general intelligence and aptitude of an individual may contribute to skills that may be of use to an individual of work as well as with the family. In this case, general intelligence and aptitude become the third variable.
23. **Affirmative action:** A variety of policies, programmes, and procedures put in place to monitor and correct discrimination based on dimensions such as race, sex, and age.
24. **Careerism:** the propensity to pursue career advancement through non-performance-based means.
25. **Mentoring:** Relationships at work that involve activities such as sponsorship, coaching, counseling, and role modeling
26. **Sex-role spillover:** when gender roles within society spillover into the workplace and compete with or replace work-related roles and expectations.

## **Definition of work**

Work may be defined as various activities carried out by human beings for varying purposes. Activity is an important aspect of life and it is essential for growth and health. It is through activities that human beings adjust to environment. Sometimes activity is engaged in for its own sake; sometimes it is reflexive and often it is purposive with an end, object or purpose in view. Purposive activities are termed as work.

The concept of work has gained momentum in the last few years with increasing research work in industry and education. Work may be defined as various activities carried out by human beings for various purposes. To describe work in terms of science of man, the elements of responsiveness, purpose, adjustment, habit, interest, motive, drive, intelligence, aptitude, self-direction and adaptive behaviour along with minor complexities must be introduced. Hence, work is activity directed toward the accomplishment of a set or purpose. Human work is activity with an end in view (Cleeton, 1949).

The economic purposes of work is the means by which we provide the goods and services needed and desired by ourselves and our society. The type of work has always conferred a social status on the worker and the worker's family. The economic and societal importance of work had a dominated thought about its meaning and is justifiable. So, a function of work for any society is to produce and distribute goods and services, to transform 'law nature' into that which serves our needs and desires. Far less attention has been paid to the personal meaning of work, yet it is clear from the recent research work that work plays a crucial and perhaps unparalleled psychological role in the formation of self-esteem, identity and a sense of order (Organ, 1978).

Some functions served by work have been summarized by Sofer (1970) as follows:

- Notably work is instrumental for survival.
- Work roles provide opportunities for interaction with others.
- Work-roles provide scope for personal achievement, meeting and surpassing objectives recognized by others as valuable or praise worthy.

- Work provides for assuring oneself of one's capacity to deal effectively with one's environment and developing that capacity.
- Work provides the individual with opportunities to relate him to society, to contribute to society through providing needed goods and services.

It is then obvious that work provides a means for the satisfaction of various needs. Purposeful work is carried out in organizational settings. An organization comes into existence to accomplish its objectives. The objectives determine the structure and structure determines the positions and the hierarchy in the organizations. The positions clarify the Roles to be executed by the personnel in the organization.

### **Work-Life Balance definitions**

Work-life balance is defined as “the management of one's professional responsibilities and family responsibilities towards children, ageing parents, and disabled family member, or a partner/spouse effectively. One can have work-family balance, but may or may not have anything left for oneself, for one's community, for one's own personal growth and development, rest and relaxation”.(Buddhapriya,2009)

Work-life balance refers to the integration of person's personal and work-life, but is particularly complex when an employee has family obligations. Some argue for a separation between these two components in one's life, others assert that the integration of one's work and personal life can be a source of synergy or stress. The three core factors, societal issues, organisational issues, and personal issues provide an interplay that profoundly affects the success with which one can live an integrated life.

According to Hudson (2005), work/life balance, in its broadest sense, is defined as a “satisfactory level of involvement or ‘fit’ between the multiple roles in a person's life”.

Voydanoff (2004) drew on person-environment fit theory and suggested that work-family balance is “a global assessment that work resources meet family demands, and family resources meet work demands such that participation is effective in both domains”.



Greenhaus, Collins and Shaw (2002), drawing on role balance theory (Marks & MacDermid, 1996) and previous nominal definitions (Clark, 2000; Kirchmeyer, 1993), defined work-family balance as “the extent to which individuals are equally engaged in and equally satisfied with work and family roles”.

The phrase “Work-Family Balance” is relatively new to the research and corporate-policy lexicons and reflects issues raised by changes in workforce demographics, family patterns, women’s employment, attitudes toward work and family, and changes in the traditional employee-employer contract. (Barnett, 1999)

Work-life balance is a self-defined, self determined state of well being that a person can reach or can set as a goal that allows him/her to manage effectively multiple responsibilities at work, at home, and in their community. It supports physical, emotional family and community health, and does so without grief, stress or negative impact. It is about “living a fulfilled life inside and outside paid work, and having control over a person’s time so one can achieve that” (HR Magazine, 2001)

Work/family conflict is defined as “a form of friction in which role pressures from work and family domains are mutually incompatible in some respects” (Greenhaus & Beutell 1985). Work/family conflict is bidirectional, meaning that work roles can interfere with roles and responsibilities in the family domain, and family related roles can interfere with the work domain.

According to Bhagoliwal (1981), conflict is an expression of disagreement, the subject of which may be as wide as human experience and its intensity may be wild or all-consuming. Those involved in disagreement may be few or innumerable.

## **Fundamental components related to Work-life balance**

### **Work-life issues**

Work-life issues or concerns refer to those aspects of an employee's work or family life that may have an influence on one another. Initial interest in work-family issues was the result of two developments that occurred during the 1970s. These developments included an increase in the number of women entering the workforce and the growth of dual-career families where both the spouses are working. This trend resulted in organizations being urged to acknowledge employees' family and other personal commitments. Work-family issues, however, were regarded as a women's issue and was primarily a social rather than a business concern.

Work-life issues/concerns encompass all non-work related demands and hence are not restricted to only family demands. Equations both at the workplace and at home have changed in the networked era. While in the machine age, work and life were seen as two independent domains, in the networked age there is a complete overlap between the two domains. These shifts are summarized in the following Table 1. Women face conflicts between work and family demands as well as demands from family have increased over the years. This has made it difficult for organizations to ignore the significance of employees' non-work demands on their performance, commitment, and job satisfaction.

**Table 1**  
**Showing Different Phases of Work-Life Balances issues**

	The machine age	The industrial age	The networked age
Work-life issues	Work and family were two independent domains	Work started spilling into family time and was often carried home	Workdays span 24 hours with brief time intervals for non-work activities
Home issues	Traditional roles with men working and women taking care of household chores	Dual career couples with both men and women working but women still tending the household chores	Dual career couples with both men and women working as well as attending to home issues
Support	none	Availability of help like baby sitters, crèches, old-age homes, and maids	Hands-free executives support firms that provide services as diverse as managing the laundry and the kind's homework.

Source: Business Today, January 2001.

### **Characteristics of Work and Life issues:**

During the 1970's and 1980s, the scholar Urie Bronfenbrenner described the ecological perspective on human development in a series of books and articles.

One ideology of this perspective is an emphasis on contextual factors, such as:

- “Dual-earner family” possess relatively little about the nature of family members' lives.

- Looking beyond work status (that is, whether or not the mother is employed) and started considering specific characteristic of work (that is, what parents do on the job).
- When the job is stressful for the employee and while socializing by the nature of their work (and how that socialization affects their family life).
- When employees perceive their job as highly demanding, their relationships with family members seem to suffer.
- Employees in high-stress jobs tend to spend less time with their spouse and are more negative during spousal interactions. Stressful occupations also make their mark on the parent-child relationship.
- Employees in high-stress jobs tend to engage in more conflict with (and express more anger toward) their children, spend less time with them in joint activities, and know less about their children's activities and experiences when compared with employees in less stressful jobs.
- Work that seems to be important is the extent to which parenting goals, values, and behaviours are influenced by parents' work characteristics; that is, how the work environment socializes the parents.
- High autonomy enjoying employees were likely to value independence of their children and use reasoning instead of physical discipline, whereas fathers with low levels of occupational autonomy valued obedience from their children and were more likely to use physical punishment.
- Contemporary research has demonstrated that mother's parenting is similarly influenced by their work experiences, and has also provided evidence of work as a managing agent for their children.

- Work role characteristics affect the level of control individuals are able to exert when faced with conflicting role pressures and thereby the extent of work-family conflict experienced.
- Autonomy increases perceived control over work role demands and enables individuals to structure their job in a manner that reduces the occurrences of work-family conflict.
- Schedule flexibility provides individuals latitude in dealing with the competing demands of work and family, and may be expected to decrease work-family conflicts.
- Family involvement which refers to the importance of the family to an individual and the extent of psychological investment in the family.
- As in the case of job involvement, family involvement is likely to generate internal pressures to invest increased effort and energy in the family domain to fulfil family role demands.
- Time commitment to home may be viewed as an objective indicator of the extensiveness of family role demands as reflected in the total investment of time in housework and childcare activities. The greater the investment of time in the family domain, the less the time available for the work domain. However, these negative effects may be mitigated for self-employed persons who have greater autonomy and schedule flexibility.

### **Home Issues: Family roles and patterns, contemporary trends**

Family patterns and Roles have been greatly affected during the past century by contemporary trends that include changes in urbanization and economic modernization. The fundamental change in the family over the past half century is the decreased economic dependence of women on men. Women's almost universal participation in paid labour has also dramatically changed family roles. The most common family pattern

today is not the breadwinner-homemaker nuclear family, but the dual-earner family in which both spouses are responsible for providing for the family as well as a variant, the dual-career family, in which both women and men maintain commitments to ongoing careers along with family responsibility.

### **Influence on Family patterns and roles**

Changing family patterns and roles appear to be part of a broader process of global modernization linked to economic and demographic changes that are increasingly separating family from the economic sphere and changing ideas about appropriate family roles, especially women's roles. A model of modern family living arrangements assumes that peoples' choices represent the outcome of weighing preferences and constraints, costs and opportunities.

Women increasingly have emphasized the place of jobs and careers in their lives. Childbearing patterns have also changed. Higher incomes and higher educational levels are associated with lower rates of childbearing. The contemporary trend of delaying childbirth and spacing births further apart also decreases the average number for children born per mother.

### **Dual-Earner Families**

Family labour was divided into two roles in middle-class: market labour by the husband as provider, and household labour by the wife as homemaker. In dual-earner families, the distinction between the provider and homemaker roles has become less clear as more than half of all married women are employed outside the home and bring in pay-cheques that are definitely necessary to the economic survival and well-being of their families. Employed wives are not necessarily regarded as family breadwinners. In most dual-earner couples a husband's status as provider is modified in varied, complex, and dynamic way by his wife's employment, but is not eliminated.

The differentiation of roles in families where the wife assumes a dual-earner role is not simply a function of the work status of both the spouses. Instead the spouses'

expectations of the roles and behaviours associated with each gender and how these are constructed and continuously negotiated are very important in understanding the division of labour and family role differentiation in contemporary societies. Another consideration is the influence of societal, ethnic, and cultural traditions and variations, which may influence and prescribe not only individual behaviours, but family roles as well. In the dual-career family, both the women and men have a strong ongoing commitment to the lifetime development of careers. The success of the dual-career family often depends on the willingness of both spouses to actively help and support each other in work and family roles. In dual-career families with children, family life is hectic and often interprets the new culture for the parents. Racial and ethnic prejudices can seriously compound the family's problems and adjustments.

However, women at the highest levels of business are still rare. Workforce has grown by around 12 percent this decade, but is only expected to grow 4 percent between 2010 and 2020 (Benko and Weisberg, 2007). Women lead in only 2 per cent of Fortune 500 companies and in only five of those companies listed on the Financial Times Stock Exchange 100 stock index (The Economist, 2010). The March 2009 report, Women CEOs of the Fortune 1000, published by Catalyst (the U.S. firm working to expand opportunities for women and business), identifies the women CEOs of the Fortune 500 and 1000 companies. Of the Fortune 500 companies, 15 CEOs are women, including one Indian woman. Of the Fortune 501-1000, there are nine women CEOs. Statistics also suggest that as women approach the top of the corporate ladder, many jump off, frustrated or disillusioned with the working world. Organizations must figure out how to stop the female brain drain. Women's careers tend to focus on their individual choices which are likely to prioritize on the basis of urgency. Career decisions are in large part a reaction to outdated work structures, policies, and cultures that do not fit their lives. In weighing the costs and benefits of a traditional career, many women, especially mothers are choosing the kind of career that enables them to be successful on their own terms, to find their balance (Heslin, 2005). Deep, widespread changes to the traditional workplace are needed so that women have more options and don't feel forced to choose between career and family.

The percentage of women in management in India is approximately 3% to 6% with approximately 2% of Indian women managing Indian corporations. However, almost 9.6% of women workers are in the organized sectors, and most statistics focus on labour in the organized sectors, leaving out the many workers in unorganized (informal), unstructured sectors of the economy. According to the office of the Registrar General in India, the 2001 India census shows that the work participation rate of female workers in rural areas is 31% and 11.6% in urban areas. Employment member for women, further detailed in women workers in India in the 21<sup>st</sup> century – unemployment and under employment, indicate that of India's 397 million workers, 123.9 million are women, 106 million women are in the rural areas and 18 million in the urban areas. However, only 7% of India's labour force is in-the organised sector (including workers on regular salaries in registered companies), with the remaining workers (93%) in the unorganized or informal sectors.

### **Contemporary organisational functioning: Employment relationship in post globalization era**

Contemporary changes in the economic and social environments within which firms operate have brought about fundamental changes in the nature of the employment relationship in the twenty-first century. Increasing globalization and competitive markets led employers to resort to headcount management to gain flexibility, remain competitive, and ensure survival. Corporate downsizing across all industries and hierarchical levels led to a breakdown of the traditional employer-employee relationship that was characterized by mutual loyalty and lifelong employment. The new relationship has shifted away from the long-term relationship involving loyalty to an economic contract between the employer and employee.

Today, the employer offers the employee a challenging job, individual reward for performance, and opportunities to learn valuable skills, but less job security. The employee pays back the employer through job performance but does not promise a strong commitment to the organisation. Employee behaviour basically depends on different



career and life stages, employees from different countries, cultures, and backgrounds, core employees and peripheral employees, will have different priorities and values.

There is a reciprocal relationship between a firm's business environment and its social environment that affects the nature of the employment relationship. For example, with more women in the workforce in BPO jobs, the issue of security of women employees has also assumed importance. This has resulted in a move toward developing safety norms in call centres for women who have to work in shifts (especially night shifts).

In Post globalisation era the new employment relationship is the employer's responsibility to provide training, education, and skill development opportunities and the employees' responsibility is to take advantage of those opportunities to develop and utilize their skills. The contemporary relationship is also characterised by a desire for flexibility by both employer and employee. Organizations faced with increasing competition and rapid technological changes seek greater flexibility, which may be reflected in the number of contractual or part-time employees. Employees desire flexibility to be able to address work and non-work needs and interest.

The new employment relationship has made employee commitment more important and central, because employers want to be assured that empowered employees use their autonomy and discretion to further the interest of the organisation. Today, organisations need new and different approaches to develop and maintain employee commitment.

Tsui and Wu (2005) reported that organizational performance is best when organizations adapt a 'mutual investment' employment relationship. The goal of a mutual investment approach is to obtain higher commitment from employees. The approach induces to obtain higher commitment from employees. The approach induces employees to make significant contributions. The employees are expected to contribute to their organization overall instead of focussing only on performing their own jobs. The firm on its part focuses on developing a long-term relationship with its employees, through practices such as extensive training, profit-sharing, and promotion from within. This relationship recognizes and meets the needs of both employer and employee. It also acknowledges

that employee satisfaction goes beyond payment of wages and includes social as well as economic needs. Hence, mutuality leads to a psychological contract or commitment.

### **Trends impacting work-life issues**

It is important to understand the range of business and environmental trends as well as socio-economic and demographic forces that have led to the strategic importance of work-life issues. In an environment characterized by corporate downsizing, mergers and acquisitions, globalization, multinational alliances, and global staffing, human resources have the potential to create value for the firm that cannot be imitated by competitors. This recognition on the part of organizations has led to an increasing competition for attracting and retaining quality employees. Organisations are confronted with global competition for quality human resources. Terms such as 'lifelong employment' and 'loyalty' no longer seem to be relevant. With increased global competition, organizations are also faced with the need to improve productivity, efficiency, performance, quality, and profit margins. Organizations are responding to these pressures by reducing the workforce, which results in lower loyalty. At the same time, organizations are faced with an unprecedented need for committed employees in order to stay ahead of competitors.

Employees too are likely to change jobs more often to advance their careers. Aspirations of employees and their expectations of employers have increased. Employer concern for personal needs, both on and off the job, is likely to be increasingly important to the growing number of employees. When employees are helped to balance their work lives with the rest of their lives, they feel a stronger sense of commitment to the organization. This sense of commitment causes improvement in their performance on the job. Improved employee performance on-the-job leads to a winning organization.

In such environment, organizations have recognized that employees are their biggest assets and they must be cultivated and kept happy for the company to deliver and grow. Management is confronted with challenges such as attracting, motivating, and retaining high performers and therefore, is experimenting with alternative ways of doing

so. By offering work-life programmes as one of the alternative options, organizations are looking to become a great place to work in’.

Lobel, Googins, and Blankert (1999) have identified some of the trends that have encouraged organizations to offer a wide array of family supportive services to meet the needs of individuals with diverse work and personal lifestyles. Some of them are:

**Globalization:** many firms headquartered in one country have a large proportion of their workforce located all over the world. Organizations are witnessing greater cross-cultural management and interaction. Multinational alliances between companies present a complex set of challenges that derive from merging organizational cultures and practices, which may vary widely around the work-life domain.

**Increasing Organisational Flexibility:** Many organizations are developing new organizational structures such as teams and cross-organizational alliances as well as new job designs. Innovative job designs include flexible work arrangements, such as telecommuting, job sharing, time off for dependent care, or sabbaticals. New corporate structures and job designs need to be linked to work-life issues since it is important to define what kind of workplace supports diverse individual lifestyles as well as business goals.

**Changing family structures:** There have been rapid changes in the nature and meaning of family. Fundamental changes have taken place in the structure of work and family roles, such as increasing prevalence of dual career couples, more women in the workforce, and altered family arrangements. The number of single parents has gone up along with the percentages of workforce with dependent care responsibilities.

**Market Forces:** Business cycles tend to strongly influence growth, unemployment, and price stability. When businesses are affected, so are its workers. Recessions tend to limit employment options, increase the cost of living, and increase work hours while economic expansion has the opposite effect. A second macroeconomic factor is the growing global competitive pressure on industry. Government agencies are serving as testing grounds for

new employment and workplace practices, such as the 9-hour workday with one day off every two weeks, on-site day care facilities, and job share programs.

**Reliance on Market-Based Support Systems:** Support systems for individuals and families take four forms: personal, employer, government, and market-based. It is important to see first how the increased dependence on market-based services over the other form of support is reshaping communities and society as a whole. Personal support systems traditionally consisted of family members and friends are, for many demographic groups, largely disappearing, with families relying on a patchwork of costly professional services to manage home or domestic life. This phenomenon is in part due to the greater mobility of the workforce, which results in families moving away from their extended families and established communities for a better job. The increased presence of women and, more recently, retired-aged people, in the workforce also diminishes the role and availability of these traditional support systems. Government support systems are largely aimed at families either living below the poverty line or unemployed for extended periods of time. Employer-provided support systems, in the form of services and benefits, can be fairly extensive, but are also scaled out and back as the labour force contracts and expands, respectively, and thus are not a consistent source of support.

**Technological Change:** Rapid technological advances have created a need for employees with higher levels of education and training as well as new sets of skills. The demand for skilled workers far outweighs the supply, and organizations have to compete with each other to attract skilled employees. Organizations that offer generous work-life benefits and attractive working conditions are likely to have an edge in recruiting and retaining desirable employees.

### **Changing Emphasis**

There has been a change over time in the way work-life issues have been viewed by organizations. Organizations' perception of work-life issues has determined the nature of HRM practices focusing on helping employees manage their work-life issues. Human resources professionals started addressing work-family issues as late as in the 1980s.

From viewing work-family HR practices as a benefit provided to employees, organizations now implement family-friendly practices primarily to recruit and retain skilled employees. It is not enough for organizations to implement family-friendly practices such as flextime and extended parental leave, to reduce employees' work-life conflicts. It is more important to have a supportive culture that encourages employee utilization of work-life benefits. The extent to which individual managers are sensitive to and accommodating of employees' family needs. It is the managers' responsibility to ensure that employees complete their leave entitlements of optional holidays for the years.

### **Work-life spillover**

The term work-life spillover refers to the influence of work on family and vice versa. Spillover could be in both directions - work to family as well as – family to work and outcome could be either negative or positive. Spillover may take place for moods, values, skills, and behavior. Positive spillover takes place when the energy, happiness, and satisfaction at work spills over into positive feelings and energy at home. An employee who is praised by his/her superior at work feels so good that he/she takes the family out for dinner is experiencing positive spillover. Similarly, the happiness of an employee whose child has won admission in higher studies of repute may spill over to work in the form of higher performance and positive interactions with colleagues. Negative spillover from work to family is demonstrated when the problems or conflicts at work where individual is bypassed for promotion may result in irritable behavior at home, or when family problems are weighing down the individual it may be difficult to display full participation at work. Other terms that capture the essence of spillover are extension, generalizations, familiarity and similarity.

Undeniably, many people who reach executive levels in organizations do so at the expense of personal lives. They spend long hours of difficult and tension filled jobs and retreat to their homes not for comfort and sustenance but for a place to hide or to vent feelings left over from a bad day at the office. The major determinant of work's impact on private life is whether negative emotional feelings aroused at work spill over into

family and leisure time. When an executive experiences worry, tension, fear, doubt, or stress intensely, he is not able to shake these feelings when he goes home, and they render him psychologically unavailable for a rich private life. The manager who is unhappy in his work has a limited chance of being happy at home—no matter how little he travels, how much time he spends at home, or how frequently he takes a vacation.

When individuals feel competent and satisfied in their work—not simply contented, but challenged in the right measure by what they are doing—negative spillover does not exist. During these periods executives are open to involvement in private life; they experience positive spillover. When work goes well, it can have the same effect as healthy physical exercise—instead of leading to fatigue, it is invigorating.

The dilemmas and conflicts women face in trying to manage the relationship between their professional and private lives may be even more difficult than those faced by men. While in many cultures it is acceptable for men to specialize in their professional roles and delegate the main responsibility for private life to their wives. Women are under more pressure to manage skillfully the boundaries between professional and private life. They are probably more aware of what causes the conflicts than many men.

Psychological coping mechanisms identified by Seligman, Csikszentmihalyi (2000) emerged from reactions of human functioning and behaving. Seligman and few others (Sheldon, King, 2001) promoted the factors that allow individuals, groups, organizations, and communities to thrive.

The three levels of positive psychology (Seligman, Csikszentmihalyi, 2000) were as follows:

- Valued subjective experiences: well-being, contentment, and satisfaction (in the past); hope and optimism (for the future); and flow and happiness (in the present).
- Positive individual traits: The capacity for love and vocation, courage, interpersonal skill, aesthetic sensibility, perseverance, forgiveness, originality, future mindedness, spirituality, high talent, and wisdom.

- Civic virtues and the institutions that move individuals toward better citizenship: Responsibility, nurturance, altruism, civility, moderation, tolerance, and work ethic.

These are “positive” goals which have obvious implications not only for therapy, education, family life, and society at large, but, importantly, also for organizational life and behavior.

Optimism has surfaced as a major component of the positive psychology movement.

### **Optimism in the workplace**

Optimism has the desirable characteristics of perseverance, achievement, and health; makes external, unstable, and specific attributions of personal bad events; and is linked with positive outcomes such as occupational success. For example, optimists may be motivated to work harder; be more satisfied and have high morale; have high levels of aspiration and set stretch goals.

The causal attributions or explanatory style pessimists and optimists tend to habitually use in interpreting personal bad events.

- . Pessimists make internal (their own fault), stable (will last a long time), and global (will undermine everything they do) attributions.
- Optimists make external (not their fault), unstable (temporary setback), and specific (problem only in this situation) attributions.

It has been found that the internality of attribution is shown to be significantly linked with desirable characteristics such as happiness, perseverance, achievement, and health. Optimism is often used in relation to other positive constructs such as emotional intelligence. Emotional intelligence expert Goleman (1995) identified considerable attention to the role of optimism in his discussions of emotional intelligence and even at one point refers to optimism as an emotionally intelligent attitude.

## **Emotional Intelligence**

### **Meaning of Emotional Intelligence**

The most distant roots of emotional intelligence can be traced to Darwin's (1965) early work on the importance of emotional expression for survival and second adaptation. Goleman defined emotional intelligence as "the capacity for recognizing our own feelings and those of others, for motivating ourselves, and for managing emotions well in ourselves and in our relationships."

**Table 2**  
**Showing Goleman's Dimensions of Emotional Intelligence in the workplace**

<b>EI Dimensions:</b>	<b>Characteristics</b>
<b>Self-awareness</b>	Self-understanding; knowledge of true feelings at the moment
<b>Self-management</b>	Handle one's emotions to facilitate rather than hinder the task at hand; shake off negative emotions and get back on constructive track for problem solution
<b>Self-motivation</b>	Stay the course toward desired goal; overcome negative emotional impulses and delay gratification to attain the desired outcome
<b>Empathy</b>	Understand and be sensitive to the feelings of others; being able to sense what others feel and want
<b>Social skills</b>	The ability to read social situations; smooth in interacting with others and forming networks; able to guide others' emotions and the way they act

Source: adapted from Daniel Goleman, Emotional Intelligence, Bantam Books, New York, 1995, pp 43-44 and Daniel Goleman, working with Emotional Intelligence, bantam Books, New York, 1988, p.318.

### **Self Efficacy**

Bandura (1998) emphasized self-efficacy as the most pervading and important psychological mechanism of self influence. He defines self-efficacy as "how well one can execute courses of action required dealing with prospective situations". Luthans (2005)



defined self-efficacy as “which refers to an individual’s conviction (or confidence) about his or her abilities to mobilize the motivation, cognition resources, and courses of action needed to successfully execute a specific task within a given context.”

The self efficacy process starts before individuals select their choices and initiate their effort. From the preceding it can be seen that self-efficacy can directly affect:

- Choice behaviors (e.g., decision will be made based on how efficacious the person feels towards the options in, say, work assignments or even a career field)
- Motivational effort (e.g., people will try harder and give more effort on tasks where they have high self-efficacy than those where the efficacy judgment is low)
- Perseverance: (e.g., those with high self-efficacy will bounce back, be resilient when meeting problems or even failure, whereas those with low self-efficacy tend to give up when obstacles appear)
- Facilitative thought patterns: ( e.g., efficacy judgments influence self-talks )
- Vulnerability to stress (e.g., those with low self-efficacy tend to experience stress and burnout because they expect failure, whereas those with high self-efficacy enter into potential stressful situations with confidence and assurance and thus are able to resist stressful reactions)

## **Work-Life Stress**

In recent years, the interconnections between work—life stress, have an impact on work and family roles. Stress is usually thought of in a negative term.

Ivancevich and Mattison (1980) define stress simply as “the interaction of individual with environment” but then they go onto give a more detailed working definition, as follows: “an adaptive response, mediated by individual differences and/or psychological processes, that is a consequence of any external (work place) action, situation, or even that places excessive psychological and/or physical demands upon a person.

Beehe and Newman (1978) define working life stress as “a condition arising from the interaction of people and their jobs and characterized by change within people that force them to deviate from their normal functioning”. Taking these two definitions and simplifying them for the purpose, “work-life stress” is defined as an adaptive response to both workplace and family situation that results in physical, psychological and/or behavioral deviations for organizational participation.

### **Causes of stress**

#### **Extra-organizational Work-life Stressors**

It is generally recognized that a person's family has a big impact on an individuals' performance. Illness of a family member, can act as a significant stressor for employees. There is even research indicating that in dual-career families, a stressed-out husband may transmit this stress to his wife. Relocating the family because of transfer or a promotion can also lead to stress. This situation reduces time for recreation and family related activities. Also, for professional women, the particular sources of stress have been identified as discrimination in work place, stereotyping, the marriage/ work interface, and social isolation. In a recent survey a significant number of working women reported feeling personal or family stress which in turn leads to job stress. In particular, dual family and work roles frequently result in job stress. One researcher identified those conditions of housing, convenience of services and shopping, neighborliness, and degree of noise and air pollution as likely stressors.

#### **Organizational stressors**

In organizations frequent causes of stress are task demands, role demands, interpersonal demands, organization structure, organizational leadership and organization's life cycle.

**Group Stressors:** Group can be a potential source of stress. Group stressors can be categorized into three areas:

1. **Lack of group cohesiveness:** If an employee is denied the opportunity for the group cohesiveness because of the task design, because the supervisor does things to prohibit or limit it, or because the other members of the group shut the person out, this can be very stress-arousing.
2. **Lack of social support:** employees are greatly affected by the support of one or more members of a cohesive group. By sharing their problems and joys with other, they are comfortable.
3. **Intra-individual, interpersonal and inter-group conflict:** intra-individual conflict refers to conflict within an individual arises from frustration, numerous roles which demands equal attention etc.

Interpersonal conflict arises because of differences in perception, temperaments, personalities, values systems, socio-cultural factors, and role ambiguities.

The achievement orientation, impatience and perfectionism of individuals with Type A personalities may create stress in work conditions. Type A personalities, in this sense, bring stress on themselves.

Type B personality, on the other hand, is less stress prone. Following are the typical characteristics of type B personality.

Life change can also be stress producing. Life changes may be slow (like getting older) or sudden (like the death of a spouse). These changes have dramatic effect on people. Sudden changes are highly stressful.

**Intra-role conflict:** Role ambiguity results from inadequate information or knowledge to do a job. This ambiguity may be due to inadequate training, poor communication, or the deliberate withholding or distortion of information by a coworker or supervisor. In any event, the result of role conflict and ambiguity is stress for the individual.

**Organization structure:** defines the level of differentiation, the degree of rules and regulations, and where decisions are made. Excessive rules and lack of participation in

decision that affect an employee are examples of structural variables that might be potential stressors.

**Organizational leadership:** some leaders put unrealistic pressures to perform in the short run, impose excessively tight controls, and routinely fire employees who fail to measure up.

### **The effects of stress**

Stress is not automatically bad for individual employees or their organizational performance. In fact, it is generally recognized that low levels of stress can enhance job performance.

The most serious consequence of stress relates to performance. It is said that moderate levels of stress stimulate the body and increase its ability to react, individuals then perform better. But too much stress places unattainable demands or constraints on a person, which results in lower performance.

### **Role Concept**

**Role** is the position one occupies in a social system and is defined by the functions one performs in response to the expectations of the significant members of a social system, and one's own expectations from that position. 'Role' and 'office' (or position), though two sides of the same coin, are nevertheless two separate concepts. According to Katz and Kahn (1966), 'Office is essentially a relational concept, defining each position in terms of its relationships to others and to the system as a whole.' While 'office' is a relational and power related concept, 'role' is an 'obligation' concept. An office is concerned with the hierarchical position and privileges while a role is concerned with the obligations of the position. Office is a point in social structure defining the office-holder's power; a role is the integrated set of behaviors expected from a person occupying that office.

## **The Role and the Individual**

When a person becomes a member of a social system, he or she 'receives' certain expectations from other members and responds to these, at the same time projecting his or her own expectations onto the role. One may react very positively and with great satisfaction to others' expectations and fulfils them to the best of one's abilities. Such a 'reactive' (responsive) approach will help the individual take on the role effectively. In contrast, another individual may use the expectations he or she has from the role-what Kahn and Quinn et. al., (1964) calls reflexive role expectations to develop a role - behaviour. This is a 'proactive' approach to role performance.

Katz and Kahn (1966) have proposed the concept of a 'role episode' to explain the process of role taking. Role taking involves both role sending (by the 'significant' others) and role receiving (by the role occupant). The role occupant and the role senders constantly interact and the processes of role sending and role receiving together influence the role behaviour of the individual. The role senders have expectations on the basis of their perception of the role occupant's behaviour. The role occupant, in turn, acts on the basis of his or her perception of the role. However, a person's role behaviour also influences the expectations of the role senders. Thus a role episode has a feedback loop.

The other aspect of role taking is concerned with the identification of the self with the role. If the role expectations are congruent with the self- concept, there is role acceptance. However, if the expectations conflict with the self-concept, it may result in self-role distance. Even when there is no evident self-role distance, the degree of role acceptance can be defined in terms of the intensity with which an individual is able to get into the role- the intensity may vary from casual to a morbid identification with the role.

## **Role Systems**

An organization is considered as a role system in which the individual is part of a role system comprising a role space and a role set. A role is a useful concept in understanding the integration of an individual within a social system and in planning organizational effectiveness.

## **Role space**

The concept of the role is central to the organization, so the concept of the self is central to the several roles of a person. The term 'self' refers to the interpretations made by a person about the term 'I'. Self can be defined as the experience of an identity, arising from a person's interactions with external reality-things, persons, and systems. Role space is a dynamic interrelationship between the self and the various roles an individual occupies and also amongst these roles.

## **Role set**

The individual's role in the organization is defined by the expectations of other significant roles and those of the individual himself or herself. Role sets are sub-systems or interrelationships between a particular role and the other roles in an organizational system. Role linkage is an important concept in role satisfaction and role conflict.

A role is a very useful concept in understanding the dynamics of integration of an individual with a social system. It also helps in understanding the problems which arise in this individual-organization interaction and integration. The concept of roles goes beyond the individual employee and indicates a need to involve other significant persons in defining role requirements. A focus on roles can be useful in planning organizational effectiveness (Pareek, 1997 and Luthans, 2005).

## **The Concept of Role Efficacy**

The performance of a person working in an organization depends on his own potential effectiveness, technical competence, managerial experience, etc, as well as on the design of the role that he performs in an organisation. It is the integration of the two (the person and the role) that ensures a person's effectiveness. Unless a person has the requisite knowledge, technical competence and skills required for the role, he cannot be effective. Equally important is how the role, which he occupies in the organisation, is designed. If the role does not allow the person to use his competence, and if he constantly feels frustrated in the role, his effectiveness is likely to be low.

The integration of a person and a role comes about when the latter is able to fulfil the needs of the individual, and when the individual in turn is able to contribute to the evolution of the role. The more we move from role taking to role making, the greater is the likelihood of the role being effective. The effectiveness of a role occupant in an organization, therefore, depends on the individual's own potential effectiveness, the potential effectiveness of the role, and the organization climate. This potential effectiveness can be termed efficacy. Personal efficacy would mean the potential effectiveness of a person in both personal and interpersonal situation. Role efficacy means the potential effectiveness of an individual occupying a particular role in an organisation. Role efficacy can be seen as the psychological factor underlying role effectiveness.

Role efficacy has several aspects. The more these aspects are present in a role, the higher the efficacy of that role is likely to be. These aspects can be classified into three groups or dimensions.

#### **Role Making:**

1. **Self-role integration** every person has strengths, experience, technical training, special skills, and some unique contribution to make. When his role provides him with greater opportunity for using such special strengths, his role efficacy is likely to be higher. This is called self-role integration. The self, or the person, and the role get integrated through the possibility of a person's use of his special strengths in the role.
2. **Pro-activity:** A person who occupies a role responds to the various expectations that people in the organisation have from that role. While this certainly gives him satisfaction, it also satisfies others in the organisation.
3. **Creativity** It is not only initiative that is important for efficacy. An opportunity to be creative and try new and unconventional ways of solving

problems is equally important. The opportunity it gives people to be creative and try out innovative ideas increases their role efficacy.

4. **Confrontation** In general, if people in an organisation avoid problems or shift those on to others, their role efficacy will be low. The tendency to confront problems and find relevant solutions contributes towards efficacy.

### **Work-Family Conflict**

The demands and pressures of work and family may give rise to work-family conflict in an individual. An employee may be faced with work-family conflict, when he/she has to attend the parent-teacher meeting in the child's school or when he/she has a doctor's appointment for an ageing parent. At the same time the demands and pressures of work make it difficult for the employee to stretch time for such activities.

Dubrin (1978), has identified four types of role conflicts, in general, as follows:

1. Intra-sender conflict which occurs when one person is asked to accomplish objectives that are in apparent conflict.
2. Intra-sender conflict which occurs when two or more senders give incompatible directions.
3. Inter-role conflict, which results when two different roles those are played, is in conflict.
4. Person – role conflict, which occurs when the roles expected by the organization, are in conflict with the basic values of the individual.



## **Types of work-family conflict**

Three major types of work/family conflicts have been identified in work family literature.

### **Time-based conflicts**

These arise when time spent on role performance in one domain precludes time spent in the other domain because of depletion of energy or stress.

### **Strain-based conflicts**

These arise when strain in one role affects an employee's performance in another role. This type of conflict does not connote conflicting demands. Rather, it occurs when the demands from one domain cause tension, anxiety, fatigue, or dissatisfaction for the employee thereby reducing his/her personal resources of energy and physical or mental capacity.

### **Behavior-based conflicts**

These occur when there is incompatibility between the behavior patterns that are desirable in the two domains and employee is unable to adjust behavior when moving from one domain to another.

Conflict between work and family (life) is viewed in terms of the interference of the demands from family role on the performance of an individual's work role. Most firms developed HR practices that would provide the employee with time off for fulfilling family demands. Work demands are also equally likely to interfere with an individual's capacity to fulfill family (life) demands.

## **Work-family culture**

Work-life (family) culture may be defined as shared assumptions, beliefs, and values regarding the extent to which an organization supports and values the integration of employees' work and family lives. A family-supportive organizational culture refers to

the global perceptions that employees have regarding the extent to which the organization is family-supportive.

Thompson et al. (1999) suggested that there are three components of a supportive work—family cultures, which are as follows:

- **Organizational Time demands:** the extent to which there are expectations for long hours of work and for prioritizing work over family.
- **Perceived career consequences:** refers to the degree to which employees perceive positive or negative career consequences of using work-family benefits.
- **Managerial support:** the extent to which individual managers are sensitive to and accommodating of employees' family needs.

### **HRD Perspectives**

The primary purpose of organization is business. Hence, there may be a fundamental conflict between the efficiency and productivity oriented values of an organization on one hand and the work-life need of employees, on the other. Since organizations have to jointly manage these competing values, employees may often receive mixed-messages related to work-life balance. Kossek and Block (2000) proposed two perspectives of HRD that may be adopted by organizations for managing these competing values.

### **Long-term or the Human Relations Model**

This view sees investment in employees' work –life needs as a means for promoting productivity through caring about workers. This perspective assumes that when employees are provided with support in dealing with personal needs, organizational productivity will be maximized in the long run due to higher employee morale and commitment.

### **Short-term view or Rational Goal Model**

Debate surrounding the importance of facilitating work-life balance has gained intensity and emphasis has largely been on what organizations can do to provide support to employees in managing the balance between work-life. More recently, however, work-life balance is seen as involving employer-employee partnership, rather than the sole responsibility of the organization.

Both the organizational and individual approaches to work-life are as follows:

**Organizational Approaches:** This approach must fit with the organizational mission, culture, values, company's way of doing business, and the needs of the workforce. Kossek and Block (2000) described three organizational approaches. They are:

#### **(i) Social Arbiter Approach**

Firms that reflect this philosophy emphasize a separation between work and family. According to this approach, the employer should get involved only if the employees request help or if the organization feels that non-work issues are getting in the way of performance.

#### **(ii) Whole Persons and Systems Approach**

According to this approach, work-life balance should be an organizational goal. The organizations should view employees as internal customers and demonstrate more sensitivity to their needs. This perspective reflects the human relations approach to management and promotes 'whole systems' and 'whole persons' approach to employment. By implementing holistic work-life programmes, organizations will have employees who will be more loyal and committed.

#### **(iii) Omniscient organization**

In this approach, the organization attempts to make workplace a home to employees. Hence, there is virtually no separation between work and personal life. Recognizing that people spend most of their waking hours in office, with workplace

developments such as telecommuting and flexible workplace options, there is a blurring of boundaries between the work and personal domains.

While many practitioners, advocates, pundits, and policy-makers were busy exploring different work-family frontiers, academicians also began to forge new paths leading to increasingly sophisticated understandings of the work-family phenomena. By the mid-1990s, Scholars' interest in work-family issues had developed into a loosely coupled area of study. Today, a large number of academics see work-family issues as an important focal point for their teaching, research, and writing. Many who have attempted to chronicle the contemporary history of the work-family field point to the publication of

Kanter's (1977), monograph, *work and family in the United States: A Critical Review and Agenda for Research Policy*, as an important marker of the beginning of concerted academic study of work-family issues in the United States. Psychologists focused on different aspects of work-family issues. The efforts to move work-family research agendas by sociologists who focused on "family sociology" regularly consulted the work of those who focused on "sociology of work. Scholars also trained in different disciplines to focus on different aspects of work-family issues, to examine current work and family experiences. Historians who conduct work-family research typically examine archival information to gain new insights about the patterns, trends, and interpretations of work-family experiences by different groups of people living in designated areas during specific, past time periods. Their perspectives not only introduce us to some of the work-family experiences of previous generations, but their findings can also facilitate a better understanding of today's situations. Anthropologists focus on past as well as current cultures, and often conduct in-person observations of unfolding practices and rituals in which individuals and families engage (at home or at work). Industrial organizational psychologists and other organizational studies researchers often consider how the "employee" as a "person" responds to the workplace "environment." The person-in-environment framework is often adapted to examine the formal and informal aspects of the workplace and the impact on employees' work-family experiences. In the 1980s and 1990s, companies began to offer work/life programs.

## **Civil Rights Act**

The Civil Rights Act of 1964 of United States represents the beginning of a series of executive orders, laws, and judicial decisions that have affected working environments in the direction of more equal opportunities for women.

Personal support systems traditionally consisted of family members and friends are, for many demographic groups, largely disappearing, with families relying on a patchwork of costly professional services to manage home or domestic life. This phenomenon is in part due to the greater mobility of the workforce, which results in families moving away from their extended families and established communities for a better job. The increased presence of women and more recently, retired-aged people, in the workforce also diminishes the role and availability of these traditional support systems.

Government support systems are largely aimed at families either living below the poverty line or unemployed for extended periods of time. Employer-provided support systems, in the form of services and benefits, can be fairly extensive, but are also scaled out and back as the labour force contracts and expands respectively and thus are not a consistent source of support.

## **Part – B**

### **Approaches to work- life balance**

Work-life balance has been an enduring preoccupation of researchers across disciplines for four decades. Interest in work and family matters has risen on account of changes in the way in which work has been carried out, industrialization and the entry of increasing numbers of women in to the world of paid work. Approaches to work and family theories have increasingly been studied based on changing demographics and their impact on work-life balance and well being of individuals.

The present chapter focuses mainly on review of theories on work-life balance in management, psychology, sociology and social psychology as a parsimonious way of getting around the problem. Following are some of the theories identified revolving around the issue of work-life balance.

#### **Work/family Border theory (Clark, 2000)**

Work/family border theory explains how individuals manage and negotiate work and family spheres and the borders between them in order to attain balance. Central to this theory was the idea that ‘work’ and ‘family’ constitute different domains or spheres which influence each other.

Central concepts of border theory characteristics have:

- a) Work and home domains : work’ and ‘home’ can be called two different domains- worlds that people have associated with different rules, thought patterns and behaviour.
- b) Borders between work and home: Borders are lines of demarcation between domains, defining the point at which domain-relevant behavior begins or ends. Permeability Borders are characterized by flexibility, blending and strengthening in borders.
- c) Border-crosser: Border-crossers can be described on the degree to which they are peripheral or central participants in either domain (Lave & Wegner, 1991). Lave &Wegner (1991) define a central participants as having: i) internalized the domain’s

culture, including learning the language and internalizing the domain's values; ii) demonstrated competence in one's responsibilities; iii) connected with others who have central membership; and iv) identified personally with domain responsibilities.

d) Border-keepers and other important domain members: Some domain members who are especially influential in defining the domain and border will be referred to as border-keepers at common border-keepers at work and supervisors; common border-keepers at home are spouses.

Border theory suggests that organizations can alter domain and borders to increase work/family balance. Communication and central participation are tools that can also be used by individuals to attain better work/family balance. Border-crossers can increase domain members' other domain-awareness by regularly talking about that they do at other times, for example, sharing some of the challenges and successes at work with family members, and telling co-workers and supervisors about family events and happenings. Support is more likely to come from borders-keepers who understand and are informed about other-domain happenings.

Individuals can also increase their central participation at both work and home in order to attain better balance. This means developing relationships with others, becoming experts in their responsibilities at work and at home, and making work and home more integral parts of their identity.

### **Decision theory in work-life balance (Greenhaus and Powell 2006)**

Theoretical models of individual's decision-making make two general assumptions (Ilgen et al., 1989). First, people base their decision on one or more cues or pieces of information: a conflict situation exists when a work activity and a family activity are scheduled to occur at the same time, making it difficult or impossible for an individual to participate in both activities; that is, the situation represents an incident of work-family conflict.

Second, people combine these cues in some manner to reach their decisions: Internal cues pertain to the priorities of the individual facing the conflict situation. Individuals' general priorities as captured by work and family role salient may also influence their decisions during incidents of work-family conflict. Further, the importance of the specific work and family activities may influence individuals; decisions during conflict incidents.

Role sender cues pertain to the priorities of members of the individual's work and family role sets who are potentially affected by the conflict situation. Role activity cues pertain to characteristics of the particular work and family activities in the conflict situation such as whether each activity can be held at a different time or without the individual present. Decision theory process depicted by internal, role sender and role activity cues may influence each decision that individual make during this process.

### **Structural and Emotional Interference theoretical approaches (Near, Rice and Hunt, 1980)**

Structural interference theories identified structural relationship between job and non-job demands. Structural interference hypotheses link a dependent variable, quality of family life, to objective work and family conditions, such as (i) number of hours worked (Burke, Weir, & Duwors, 1980; Pleck, Staines, & Lang, 1980); (ii) frequency and amount of overtime and flexibility of work or shift schedules; and (iii) spouse's work schedule and number and age of children present in the family (Beutell & Greenhaus, 1982; Burke & Bradshaw, 1981. Burke., 1988).

In contrast, emotional interference theories emphasize the effects on employees' emotional reactions to a job on quality of family life. Emotions interference theories focus on the relationship between employees' affective responses to their jobs and home lives. Hypotheses relate quality of family life to tension, fatigue, and psychosomatic symptoms (Burke et al., 1980, Jackson & Maslach, 1982). The argument is that negative job-induced emotions can disrupt family life because they are carried home and allowed to color employees' interactions with family members.



### **Utilitarian Approach: The process of Role Investment (Lobel, 1991)**

Utilitarian approach to role investment (Farrell and Rusbult 1981) found both a significant positive relationship between perceived rewards of work and job commitment as well as a significant negative relationship between perceived costs of work and job commitment. In addition, Amatea and her colleagues (1986) reported positive correlations between occupational and parental role rewards and their respective measures of role commitment.

Work-family balance or the stress-free management of work and family roles occurs, according to the utilitarian approach, only when people's role investments are unequal and correspond to unequal net role rewards. Relative equality of work and family role rewards and role investment will be laden with ambivalence and, hence, will be stressful. Work-family imbalance would also be experienced if an individual were forced by circumstances, such as birth of a child, to invest more (and thus more equally) in the family role. The competition between roles is inevitable, and one role will gain acceptance at the expense of the other. Hence the links between the utilitarian approach and role conflict models of effects of work on family life and vice versa are apparent (e.g., Goode, 1960; Greenhaus & Beutell, 1985; Holahan & Gilbert, 1979; Kahn et al. 1964). Also the utilitarian approach is consistent with Maddi's (1989) conflict model of personality. The conflict model depicts life as a perpetual struggle between antagonistic forces (e.g., love versus work, individualization versus gregariousness).

### **Social Identity Approach: The process of Role Investment (Tajfel and Turner, 1985)**

According to social identity theory (Tajfel & Turner, 1985), individuals classify themselves as members of social groups. Individuals have multiple identities (e.g., manager, mother) that derive from their interactions with others (James, 1980). The extent of identification with each role varies across individuals and is a function of factors such as (a) selection of activities congruent with the salient social identity; (b) loyalty to the group despite negative attributes; (c) conformity to group norms and attribution of prototypical characteristics to oneself; and (d) reinforcement of the group's

prestige, values, and practices. Social identity theory have described other cognitive roots of role investment: for example, Super (1981) and Stryker (1968) viewed investment in a role as an outcome of self-concept and identity salience, respectively.

A distinguishing feature of social identity theory is the assertion that group membership results from perceptions or cognitions, not from interpersonal affections (Turner, 1982). Whereas Utilitarian approach would predict that people invest in roles that yield more rewards than costs, according to social identity theory, a favorable cost-benefit ratio is not a necessary condition for identification with a role; in some instances, identification may even be enhanced more by costs than rewards associated with group membership (Turner, 1987).

### **Institutional Theory (Sutton and Noe, 2005)**

Institutional theory suggests that organizations adopt family-friendly programs to gain legitimacy, but adoption of programs occurs with little consideration to how programs should be operated (Arthur & Cook, 2003). As a result organizations may implement various programs, including flextime, without taking into account the risks inherent in operating those programs. There are at least three pressures organizations experience that are consistent with institutional theory. These include normative pressure, mimetic pressure, and coercive pressure (Arthur & Cook 2003; DiMaggio & Powell, 1983). Normative pressures suggest internal groups insist the organization adopt a specific family-friendly program in order to make the organization adopt a specific family-friendly program in order to make the organization legitimate.

Mimetic pressures cause organizations to change as a result of imitating a competitor, and the organization seeks legitimacy by “mimicking successful competitors” (Arthur & Cook, 2003). Coercive pressures are usually government – mandated rules, which force organizations to change family –friendly programs. Hence organizations are challenged by operational concerns such as difficulties in ensuring that employees are physically present in the office to respond to customer needs. In addition, there may be a lack of management support for employees to participate in family – friendly programmes.

Employees are impacted also by operational inefficiencies, as they are likely to work longer hours should they participate in family – friendly programs (Hochschild, 1997).

### **Person Environment P-E Theory to work and family (Edwards and Rothbard, 2005)**

The constructs that constitute P-E fit theory was conceptualized in terms of work and family, Work demands may refer to task requirements, managing subordinates, and other expectations entailed by the work role. Family demands may include household chores, caring for children, and other family role expectations. Work and family abilities are conceptualized as commensurate with these demands, such that demands-abilities fit would entail the comparison between demands and abilities for work or family on a single content dimension (e.g., demands and abilities for work task requirements or household chores). Needs and supplies can also be distinguished between work and family. Work needs include intrinsic job characteristics, extrinsic rewards, and relationships with peers, coworkers, and supervisors. Family needs include companionship, intimacy, emotional support, and the desire to raise children. These needs are compared to commensurate supplies to determine the degree of needs-supplies fit (e.g., whether extrinsic rewards from work or emotional support from the family exceed or fall short of their corresponding needs). Other constructs constitute P-E fit theory can also be conceptualized in the parallel terms for work and family. Psychological strain, such as dissatisfaction and negative effect, can refer to either work or family. Coping and defense for work and family, change the objective or subjective person or environment focus on work family versions. Distinctions between work and family apply to coping and defense directed towards needs-supplies misfit most forms of coping and defense are domain specific, some forms target the person are environment as a whole transcending the work and family domain.

### **Role Theory perspectives on work and family (Barnett and Gareis, 2006)**

The Role enhancement approach yields work and family as separate, conflicting spheres, was reinforced by the then dominant corporate culture that explicitly required family matters to be left at the work-place door. To be taken seriously on the job, women would have to conform to the traditional one-dimensional view of men as worker thrives. This bifurcated model is still unfortunately a part of the corporate landscape. Similarly, the traditional sex-role assumptions underlying this model still have a hold on our thinking. In addition, the scarcity model of energy is consistent with the then (and still) dominant management fixation on “face time” as a reflection of employee commitment and productivity. Because it is believed that family roles deplete employees’ energy reserves, the best way to get the most out of employees is to keep them working long hours so that they will be unavailable for such activities.

Because of the dominant assumption that work and family are separate and in competition for such scarce resources as time and attention (Barnett, 1998), the work-family interface has been characterized as involving constant tension and perpetual conflict, especially for employed married women with children. Each employee is viewed as caught in a zero-sum game in which resources expended in one sphere deplete those available for the other, leading inevitably to diminished role quality in the deprived sphere (Gutek, Searle, & Klepa, 1991). Time is the resource most often dealt with in this literature, and this conceptualization has received some empirical support. For example, excessive work hours have been related to increased marital tension (Hughes & Galinsky, 1994). Although most studies of work-family conflict focus on competing time demands, such other aspects as energy, strain, and behavior (Greenhaus & Beutell, 1985; MacDermid et al., 2000) have also been identified.

**Barnett and Hyde’s (2001) expansionist theory:** focuses on the beneficial effects of role accumulation, including added income, the buffering affects role combinations, social integration, and expanded personal and social opportunities. Moen and colleagues

(Moen & Yu, 2000) use the image of “linked lives” to study the strategies married couples use over the course of their lives to manage work and family.

**Goode’s theory:** Goode (1960) made several assertions that have become part of the dogma of the study of conflict between family and work. First, he assumed that the role obligations of most individuals would exceed their capacity to respond, making the experience of role strain so inevitable as to be normal. Second, he articulated the “scarcity” hypothesis, which is based on the premise that individuals have a fixed pool of resources. Thus, resources expended in one domain necessarily are deprived from another.

**Social Identity Theory:** (Hopkins, 2005) Social identity theory explains how individuals define themselves and others. It assumes that “people tend to classify themselves and others into various social categories”. The theory encompasses a person’s total psychological identification with social groups and roles that are deemed meaningful and important in shaping attitudes, beliefs, and behaviors (Deaux, 1993; Hooper, 1985; Tajfel, 1978).

According to social identity theory, personal identity is based upon a combination of factors, including a set of values and beliefs and personal experiences (Ashforth & Mael, 1989). Supervisors’ beliefs and attitudes about help-seeking and help-giving at work likely determine how supportive and helpful supervisors are with workers experiencing work-life conflict. For example, supervisors who believe that workers should talk to them about work-life problems and think that it is part of their job to help workers with personal problems may be more likely to intervene proactively with workers than supervisors who do not believe that workers should talk about their problems at work. Certain values and attitudes may predispose some supervisors to be supportive and helpful people in general, not just when there are performance problems. But supervisors’ responses may also be affected by supervisors’ own work-life experiences, and their experiences in seeking help for problems. For example, a supervisor who has experienced child-care problems and received support and assistance from a manager and the human resources department may be more likely to support workers in similar circumstances and

refer them to human resources. Thus, a supervisor's sense of his or her own identity, which includes personal experiences, may help explain his or her behaviors with workers.

Second, Dubin (1974) stressed the need for "understanding the linkages between individual and organization" because the nature of the linkages may provide information as to why certain human resources policies may or may not be effective. Accepting this premise and applying it to supervisor support for work-life integration, it would be important to understand how supervisors are linked to the organization that employs them and how identified they are with the organization.

According to Dutton, Dukerich, and Harquail (1994), when individual members demonstrate behaviors that are inconsistent or interrupt the normal organizational routines or culture, it motivates other members to question and review what is happening.

Context is also important to social identity; past context and changes in context can impact current identity (Deaux, 1993). Thus, shifts in organizational philosophy about supporting and helping employees, roles and expectations for supervisors, and changes in organizational directives can impact supervisors' identification with the organization, thereby affecting supportive behavior.

Third, the expanded view of supervision that has called for a new breed of supervisors to be supportive leaders and coaches may well have resulted in a stronger identification with the work group. However, the extent to which supervisors are personally identified with the work group may well influence concern for worker well-being that goes beyond job performance.

For many people, work is a fundamental aspect of life that helps give individuals a sense of purpose; thus it makes sense for individuals to try to derive a sense of community at work, just as they strive to make their personal and family life richer and more meaningful. It may be that through this endeavor, supervisors become more identified with their "work family" and committed to the success of their work group, the individuals within it, and the organization that employs them.

## **Chapter - II**

### **Organizational Perspective on Work-Life Balance**

Work- life imbalance and the associated conflict have been shown to be related to decreased feelings of well-being (Kinnunen & Mauno, 1998), increased psychological and physical complaints (Frone, Russel, & Cooper, 1992), and increased job and life dissatisfaction (Netemeyer, Boles, & McMurrian, 1996). Maintaining the work-life balance of key employees helps reduce the risk of stress and burnout (Bacharach, Bamberger, & Conley, 1991) and can ultimately improve firm's overall success (Arthur, 2003; Konrad & Mangel, 2000; Meyer, Mukerjee, & Sestero, 2001; Perry-Smith & Blum, 2000). The effects of burnout from extreme stress not only encompass physiological and behavioral consequences for employees, but may also include decreased job satisfaction, occupational commitment, and overall work success.

In order to better align business to the needs of employees with caring responsibilities, companies have started to implement family- supportive human resource (HR) policies over the last years referred to as work- life policies, work-family policies, or work-family arrangements. Work-life policies and benefits are the most visible indicators of a family-responsible workplace and can be defined as any employer sponsored facilities and benefits, designed to support the combination of paid work and family responsibilities of its employees (den Dulk, Van Doorne-Huiskes, & Schippers, 1999). Work-life Policies aim at enhancing the ability of employees to manage competing demands from work and personal interests and to alleviate work-family conflict.

Poelmans and Sahibzada (2004) proposed a model of four main decisions that managers need to consider when thinking about the implementation of a work-life program in their company. Companies do not exist in a vacuum. The social, economic, legal, and technological contexts as well as the political dimension need to be carefully reviewed and incorporated into this political need to be carefully reviewed and incorporated into this decision. The approval process is an important determinant of the success of a work-life program only when employees actually can make use of work-family policies and their real needs and expectations are met.

It is necessary to focus specially on the adoption and design questions, i.e. which policies to adopt and implement. First, to briefly address the adoption decision, second, to describe various human resource policies that improve work-life balance and provide practical examples of companies that have implemented single policies as well as bundles of work-life arrangements. Third, to discuss flexibility policies, leave arrangements, care provisions, supportive arrangements, and conventional provisions for job quality and compensations/benefits. Finally, the importance of creating a family-supportive organizational culture and conclude as the new paradigm of harmonization between work and personal life.

### **The adoption of work-life policies**

The extent to which companies provide work-life policies differs widely by country and the level of national family policy provision. Den Dulk (2005) used Esping-Anderson's (1999) typology of welfare state regime to study differences and similarities in organizational policy provision in the Netherlands, Italy, the UK, and Sweden. She concludes that it is the (near) absence of public provisions of advanced public provisions. Sweden still has the highest level of provisions. In other countries, employers are on an average more active, but never fully substitute statutory provisions.

### **The design of work-life programs – the right fit**

Organizations who decide to implement work-life programs have to choose between formal, written policies available to all employees or informal arrangements only available to certain employees in specific situations. Each case is different, and in order to be able to respond to unique needs of employees, companies are recommended to develop cafeteria-style benefits, where employees can trade off free time against salary, and choose benefits that correspond with their specific family or personal situation.



### **Bundling work-life policies**

When companies decide to combine two or more disparate work-life policies into a group of interconnected and overlapping policies aligned with one another work-family bundle emerge (Perry-Smith & Blum, 2000). The implicit assumption which lie behind this effort is that the more is the better (Perry-Smith & Blum, 2000). Offering paid sick days when family members are ill increases profits just by the virtue of being offered. Tele-work, on the other hand, was found to increase a firm's profitability only when the use is generalized within the company (Meyer, Mukerjee, & Sestero, 2001). Companies' who seek policy effectiveness need to develop a specific and unique bundle of people, tailor-made for the specific work-family needs of its workforce and aligned with the company's business model. The right "fit" is the relevant approach (Poelmans, 2003).

### **Types of work-family policies**

Although there is no single, widely accepted approach to classify work-family policies, it is possible to categorize them in five basic groups (Poelmans & Beham, 2005a): (i) Flexibility policies, (ii) leave arrangements, (iii) care provisions, (iv) supportive arrangements, and (v) conventional provisions, for job quality and compensations/benefits.

### **Flexibility policies**

Flexible work arrangements allow employees to accomplish their work duties outside of the traditional and/or spatial boundaries of a standard working day (Rau, 2003). It is broadly assumed that the traditional work schedule is defined as a 40-hour and five-day working week within certain time limits that may vary across countries, industries, organizational policies, and social norms.

Distinction should be made between arrangements that create flexibility in terms of time (e.g. flexible working hours, part-time work, and compressed work weeks) and those that allow for flexibility in space, such as satellite offices and tele-work.

Jobs with set customer service hours or those in production (shift work) may have limited compatibility with flextime. In such cases, other flexible arrangements such as staggered compressed work weeks, other types of work-life policies, or a combination of different policies need to be considered.

### **Part-time Work**

Employees on a part-time work are those who work a specific number of hours below the standard work week on a regular basis (Galinsky, Friedman, & Hernandez, 1991b). Motherhood and part-time work are often strongly linked. With the arrival of children many women shift to part-time work (Blackwell, 2001). Part-time jobs often tend to be found in low-paying industries (e.g. retail, sales, etc.), and offer less benefits, and limited career advancement opportunities. Companies should start creating part-time jobs in professions and management that have adequate salaries and benefits, and allow climbing the career ladder (Barnett, 2003).

### **Reduced Working Schedules**

Employees with reduced working schedules work part-time on a weekly basis, with a working time reduction (anything between 50% and 100%) spread over a week resulting for instance in an employee working three days a week (60%). While reduced hours options are typically voluntary and arranged on a case-by-case, conventional part-time jobs are generally negotiated on a formal basis. A special type of reduced hours is V-time (Christensen & Staines, 1990). In a V-time arrangement, the agreed hours worked are scheduled throughout the year in such a way that some weeks might require 45 or more hours, whereas other weeks require substantially less hours.

Another form of reduced working schedule is referred to as compressed workweeks. Compressed work weeks offer flexibility on a week – to – week basis. Under a compressed workweek arrangement, employees typically work a standard 40- hour week but may only work three or four days a week.

## **Job Sharing**

Job sharing can be described as a specific form of part-time work of reduced working schedule where two employees share the same job, reduced a full-time job or even more between the two of them. From the employer's point of view the job sharing is usually introduced when organizations want to maintain consistency with respect to its clients but it may also be an interesting option for highly demanding jobs like executive assistant or school director, that often extend well beyond eight hours a day (Barnett, 2003).

## **Flexibility in space – tele-work**

Tele-work or telecommuting, is a subset of flexible work arrangements that allows employees to conduct work at an off-site location (e.g. from home or at a satellite office) during regular work hours by using telecommunications technologies, including computers, video and telephone systems, fax machines, and high – speed data lines for transferring data (Galinsky & Johnson, 1998).

## **Leave Arrangements**

Leave arrangement allow employees to return to their jobs after temporarily shifting their attention to their family or personal life. When taking a leave is seen as an alternative to quit employment, it improves outcomes for leave takers (Poelmans & Beham, 2005a). The availability of liberal, even unpaid-leave policies, has been found to increase the likelihood of returning to work after childbirth (Hofferth, 1996). In addition, leave policies have been found to be positively related to loyalty and productivity, and reduced employee turnover (Lambert, 1990, Waldfogel, 1998).

## **Care Provisions**

Care provisions refer to care functions which are performed by others during the time employees are at work and refer to both care for children and elderly people (den Dulk et al., 1999). In terms of childcare, companies may offer on-site childcare centers

that are owned and operated by the company or a third party, or collaborate with other companies nearby and run a common childcare center(e.g. in technology parks). On-site childcare or close –by facilities allows employees to reduce transport time by cutting distances. Instead of leaving early to pick up children from school, this time can be invested in an extra hour at work or at home. .

### **Supportive Arrangements**

Supportive arrangements cover a wide range of services which can either serve as a support for the actual implementation of all other policies, or directly support employees with information and training to improve their own work – life balance (Poelmans & Beham, 2005a). The first group of arrangements may include service such as a work – family handbook, an intranet web page that communicates the company’s work-family policies, distribution of information to increase the awareness of work-family coordinator who is responsible for work- family initiatives within the company.

Arrangements that are directly aimed at improving employees’ work-life balance include work – family management trainings which provide management personnel with skills necessary to manage a diverse workforce and to implement family-responsive policies and programs: workshops/seminars for all employees on topics related to advantages and disadvantages of referral program.

The costs involved for providing such services to employees can be optimized by carefully selecting the service provided, and by evaluating the impact and results of the program and training.

### **Conventional Provision and Compensation / Benefits**

The last group of arrangements is comprised of conventional compensation and benefits / services provided by the company to attract and retain talented employees. Especially women, managers and HR professionals may have to rethink traditional career models. While some may choose to advance to vice-president level in five years, others

may opt for ten years or more because of young kids, elder-care responsibilities, or to avoid heavy travelling or a relocation.

### **Family – Friendly Programs and the Role of the HR Department**

Within organizations, the role of the HR department is to identify and implement programs (i.e., family- friendly programs) that best address the needs of employees and facilitate the development of a healthy work-life balance. Previous research suggests that employees who have difficulties managing their work and non-work lives may experience productivity losses including increased absences, turnover, and reduced output among other adverse effects (Comfort, Johnson, & Wallace, 2003). Furthermore, HR departments are concerned about retaining valuable employees whom they have recruited and trained as well as reducing employee withdrawal behaviors such as decreased work effort, lateness, and absenteeism (Konrad & Mangel, 2000).

HR department typically implement such programs to address the following business needs like attracting new employees, retaining employees, reducing employee stress, and increasing employee productivity. The assumption underlying employee attraction is that job applicants desiring family-friendly programs will be more attracted to firms that offer these options, thereby increasing the size of applicant pool. Family – friendly programs also may help enhance the organization's image for prospective applicants (Lee et al., 2002). The underlying assumption regarding family-friendly programs with the reduction in employees stress is that these programs will benefit employees therefore resulting in increased job satisfaction and a better work-life balance. Furthermore, organizations that employ individuals with generalizable skills are concerned about employee retention, because employees with generalizable skills can move easily to other organizations (Coff, 1997; Konrad & Mangel, 2000).

### **Chapter - III**

#### **Women in Indian culture**

##### **Introduction**

Studies carried out in the area of the status of women in India during the ancient period shows that there was a widespread misconception regarding the true status of women in Indian society during the ancient times. The main cause sighted for this was due to deplorable ignorance of the original Sanskrit texts, both 'Srut' and 'Smriti' in which one finds Laws, Customs and Traditions which define the true status of women in early times. The most authoritative text on the subject is the Rig-Veda.

The Rig-veda speaks of the following rishikas and brahmavadins. The Rig-veda speaks of the following rishikas, e.g., Romasa, Lopamudra, Apata, Kadru, Viswavara and several others mentioned in the mandala like Ghosha, Juhu, Vagambhrini, Paulomi, Jarita, Sraddha- Kamayani, Sarnga, Yami, Indrani, Savitri, Nodha [Purvarchchika], Akrishtabhasha, Sikatanjvavari [Uttaravchchika], Ganpayana [Mookherji,1957].

The Brahmavadinis were products of the educational discipline of brahmacharya, for which women were also eligible. The Rig-Veda referred to young maidens completing their education as brahmacharinis and then gaining husbands in whom they were merged like rivers in oceans. The Yajur- Veda sights that a daughter who has completed her brahmacharya should be married to one who is learned like her. The Atharvaveda also refers to maidens qualifying by brahmacharya the disciplined life of studentship for married life in the second asrama. It is therefore, no wonder that wife along with her husband enjoyed full social status, religious rights and practiced and participated in religious ceremonies which would be invalid without wife. Hence joining her husband as her full partner was a must in those days. Thus Rig-Veda accorded the highest social status to the qualified women of those days [Mookherji, 1957].

## **A Brief History of women Work force**

In the pre-industrial family women and men both produced goods for the household and women also took care of the home. Work was then not regarded as separate from private life. People produced in small units what they needed for their existence.

Although women and men's tasks overlapped in the pre-industrial era there were rather strict ideas about women's work and men's work within the specific community. What exactly is (and historically was) regarded as typically feminine or masculine to a considerable extent varied from country to country and even from one region to another.

Many middle-class women only had paid work until they married, when they were primarily expected to take care of the house and children and be dependent on their husbands' wages. In working-class families women would often have to have paid work after marriage as well, in order to provide the family with what is needed. Married (middle-class) women' withdrawal from the labour market was contingent upon the idea of woman's proper place being in the home and a man's in the world of commerce (away from home).

Reinforcing these beliefs were stereotypes of men as strong, aggressive, and competitive and of women as frail, virtuous, and women were channeled into service jobs, and many employers (in the USA) introduced marriage bars. Married women again became dependent on their husbands' wages.

## **Status of Women**

The status of women in the society at present could be analyzed in two dimensions. The positive achievements of women are in the various fields of development, starting from their landmark in education to ruling the country. The analysis on the negative dimension is on the increasing magnitude of atrocities and evils done to women, starting from female infanticide to the various exploitations in the name of discrimination, dowry, prostitution, destitution, and so on.

## **Different Roles of Women**

The roles played by married working women can be distinguished based in the settings viz., the family, the work and the sociable setting. A familial setting is one in which the individual is accepted by the others and can be at ease in the sense of not having to prove himself or herself. A work setting is usually focused on the job to be done. A sociable setting is one in which the individual shares less formal social relationships but still tries to display his or her roles as a member of the society.

The married working women have roles both in and out of the family. Within the family they play the roles of a spouse, a daughter-in-law, sister-in-law, an employee, an owner and other roles. Together with these primary roles, they also play the roles of a guide, friend, supervisor, advisor, counselor and so on, in times of need, with their family members.

In work place, women play the roles of a worker, colleague, subordinate, supervisor, friend, leader, guide, and so on. In the society, women also play the role of a citizen; they may also be a member of the women's organization, health-club member, recreation club member, and so on.

Married working women play a number of roles in the family, work and society. Lack of effective co-ordination among different roles sometimes leads to conflicts and tensions.

It is an accepted fact that in the family, women are responsible for a greater number of activities like cooking food, arranging clothes, monitory, scheduling and coordinating among family members.

Besides the daily domestic duties and pressures on her time and temperament, a working woman has to face a number of other stresses like commuting long distances in over crowded buses and trains.

Enacting multiple roles mean that the person in some way should be able to allocate her time and resources among the roles and see that she performs effectively.



## **Women in Organizations**

Until late 1970s, women were virtually invisible as managers. In each state, changing societal patterns have resulted in significant increase in the number of women managers. These patterns include favorable economic and demographic conditions, supportive government policies, changing family roles and emerging support systems.

### **Women at hierarchy**

The enormous findings about the under representation of women in the top decision-making position may seem surprising given the existence of a women movement for over twenty years. The legislation aimed at providing equal opportunities for women in some countries. United Nations made improvement in the status of women an explicit one. In 1975 the United Nations launched the United Nations Decade for Women: Equality, Development and Peace (Richardson, 1999).

The experience of many women striving to hit the top levels in business is that they must work harder, often struggling with extraordinary demands on their personal lives, to earn the same recognition or success as men.

### **Socio-Economic Perspective of Women Managers**

One of the most prominent themes to emerge is that of a women manager. Regardless of the country, in which they live and work, they have similar experiences derived from their assigned status as women and such a situation is prevalent till today irrespective of all other changes taking place this area has not seen much change in positive terms. Women face discrimination on basis of marital status and have to conform to masculine standards of behavior to progress through managerial rank and also have to balance societal responsibilities of parenthood and work. The organizational atmosphere has not yet changed to the level where they can accommodate women as members fully equal to men. The widely relevant obstacle to women in the management field is the stubborn assistance of most societies in recognizing housework and childcare as roles to be shared equally by women.

## **Working Women and Government Policy**

The Constitution of India promises to secure all its citizens, justice, liberty, equality and to promote fraternity among all. To realize the goals, the Constitution guarantees certain fundamental rights. Along with these, certain negative rights, prohibiting discrimination or denial of equal protection of law are also guaranteed. The Constitution recognized the unequal social position of women and a special clause empowers the state to make special provisions for women and children even in violation of the obligation not to discriminate among citizens.

Article 1(1) and 16(2) of the Constitution grant the right of equal opportunities in regard to employment to men and women without any distinction. The Directive Principles of state policy which has a bearing on this point is 39(a).

Article 43 of the Constitution says, “The State shall endeavor to secure by suitable legislation or economic organization or any other way to all workers, agricultural, industrial or otherwise, work, a living wage, ensuring a decent standard of life, and full enjoyment of leisure and social, cultural opportunities.

Therefore, special laws have been enacted for the protection of women workers in factories, mines, and plantations, and to provide maternity relief to women workers in organized sector.

A number of laws are framed and enacted for the protection of working women which regulate the hours of work, provide measures for safety and well-being of female laborers especially in organized sector. The unorganized sector has not been able to implement any of these laws. The legislative measures are framed from time to time in order to ensure that women are not discriminated and exploited. These are the special Marriage and Divorce Act., 1954 Suppression of Immoral Traffic in Women and Girls Act, 1956, Hindu adoption and Maintenance Act, 1956, Hindu Succession Act, 1956, Maternity benefit Act, 1961, The Dowry Prohibition Act, 1961, Indecent Representation of Women (Prohibition) Act, 1986. The Commission of Sati (prevention) Act, 1987. All these legal measures and Acts aimed at ameliorating the condition of women laborers and

safeguarding women from the tyrannies of age – old social customs, superstitious values and exploitation.

The Factories (Amendment) Act, 1976: The Act provides for establishment of crèches where 30 or more women are employed (including casual laborers or contract laborers) as against one for every 50 hitherto.

The Employees' State Insurance Act, 1948: The benefits provided under this Act include sickness benefit, maternity benefit, disablement benefit and dependent benefit, medical and funeral benefit.

The Child Marriage Restraint (Amendment) Act, 1976: The Act raises the age of marriage for girls from 15 to 18 years and boys 18 years to 21 years. The offences under this Act have been made cognizable.

The Factories Act, 1948, Mines Act, 1952 and Plantation Labour Act, 1951: These Acts prohibit the employment of women between 7p.m. and 6 a.m. in factories, mines and plantations, regulate the working hours and contains provision for their safety and welfare. The Government is authorized to fix the maximum load that may be lifted by women and to open crèches etc.

The Contract Labour (Regulation and abolition) Act, 1978: The Act regulates the working conditions of contract labour (which includes women ), payment of wages and provides for welfare facilities and crèches for the children of working women engaged in construction work.

### **The Maternity Benefits Act, 1961**

This Act is applicable to every establishment, plantation, mine or factory and provides for payment of maternity benefit at the rate of average daily wage for the period of women's actual absence. It has been amended in April, 1976 to cover women, who do not fall within the purview of the Employees State Insurance Act, 1948.

## **Economic Development and Women Representation in Organizations**

Economic Development affects women's opportunity structure in general and their access to managerial positions in particular (Adler and Izraeli, 1988). In the labour market, owing to the expansion of the economy and technological advancement, new job positions, including managerial positions, will be open up to women especially when there is a shortage of qualified men. Thus, in countries with developed economy more opportunities are available for women to job positions with authority.

## **Globalization and its Impact on Women and Work**

The impact of globalization on women and work varies from one country to another, and in particular differs between industrialized and developing countries. There are certain generalizations, however, that can be made about how globalization and its impact on women and work suggests that globalization significantly expands opportunities for women in the workplace, but it does not remove barriers to advancement, cushion the impact of recessions, or ameliorate the predominance of low paying, menial jobs held by women.

Globalization plays a definite role in increasing opportunities for women in the workplace. It does not, however, automatically solve problems of advancement to executive positions (known as the "glass ceiling") or the movement of women beyond low-paying and menial jobs. However there are many common beliefs held by companies about women in international management:

## **Promoting Women in Global Economy**

Male-female differences may not be due to career track but "mommy track" (Schwartz, 1989). Support for this possibility was available in empirical studies that indicate that women with children reduce their working hours in countries like Sweden and Norway, which support such a coping mechanism (Kalleberg and Rosenfeld, 1990), their job involvement in countries where such support is lacking (Schwartz, 1989).

In general, marriage and parenting have negative effects (salary and promotion) on women in management and positive effects on men (Tharenou, Latimer, and Conroy, 1994). Getting to top requires enormous commitment to work and also putting in extraordinary long hours. By having proper work-family management women managers were found working 51 or more hours per week (Brett and Stroh, 1997).

Just at a time where more and more women qualify for higher-level management positions, the job of balancing work-family becomes difficult because of the position and role played by women. The net result is that increasing number of women feel they must choose between making a commitment to their careers and spending more time with families. These choices pose problems for one's own career development and also for the organization that have nurtured their careers. Enterprises struggling to retain high-tech talent are increasingly offering flexible work schedules and other benefits, in part to appeal to female workers.

### **The Changing Pattern of Women in Indian Society**

The status of women in many parts of the world must have been one of mere bondage until the event of modern ideas of freedom and equality. Our attitude towards women has been ambivalent and full of contradiction. Because Hinduism is not a monolithic religion, it has evolved over the countries integrating the beliefs and attitudes of diverse racial and cultural groups. Manu summed up the ancient ideas about women in these words "where women are honoured there all rituals are fruitful. Manu has laid the rule that "the daughter is equal to the son". But in spite of this dictum, the women of India have always been relegated to a secondary role vis – a vis men.

The practice of child marriage, sati, infanticide of new born girl to avoid payment of bride money, prohibition of female education and widow re-marriage, polygamous marriage, slavery, purdah system and the dowry system – all these practiced by society left the women weak and fragile and dependent on men from the time of their birth to death. By the turn of the century, many of these practices are abolished.

## **The Glass Ceiling**

One of the most widely studied areas that examine the barriers to women's career advancement is the consequences of discrimination in the workplace. The most well-known illustration of discrimination in the work place is the concept of the "glass ceiling" which defines the invisible barrier that prevents many women and minorities from advancing into senior and executive management positions within organizations. A number of studies have explored discrimination at work across factors such as job type, organization size and composition, industry, and target group involved.

One explanation for the persistence of earnings discrimination that is frequently cited is the existence of what has been labeled as "dual labor markets." A greater number of men are employed in the "primary labor market" compared to women. This primary market offers better jobs with higher pay rates. The "Secondary labor market" is dominated by women and minorities and contains low-paying and race is quite consistent with the notion of occupational segregation based on sex and race.

A significantly under researched area within the literature on the glass ceiling is the intersection of race and gender on career outcomes and advancement. In addition, these women are likely to experience job stress, dissatisfaction and interpersonal conflict that results from high visibility, performance pressure, and isolation.

Kanter (1977) argued that proportional representation affects the dynamics of social interactions at work. A workplace that is homogenous in terms of master statuses such as sex or race will differ qualitatively from environments that are "skewed" (those with a 15% or less minority populations) or "balanced" (those with a 40 to 50% minority population). Specifically she contended that in skewed work environments, token or solo status results in stereotypical assumptions about what those characteristics mean that advantage women and minorities in organizations, Kanter argued that women who enter male – dominated organizations are more visible to others due to their uniqueness, more likely to be viewed as different from the dominant gender group, and more likely to be stereotyped within the workplace.

Career strategies have changed substantially for women in organizations since the early studies on the glass ceiling. While organizations attempt to restructure career patterns of their employees, there has also been a corresponding change in individual career attitudes. Fortune magazine described college graduates of 1989 as having their eyes on “new realities” in reference to career mobility. Feldman (1985) has described the changing career values and goals as “the propensity to pursue career advancement through non – performance – based means. “These non – performance – based means include career mobility tactics (e.g., lateral transfers, downward movements, changing companies) and the instrumental use of social relationships with co workers, supervisors or other organizational mentors, ironically, the careerist attitude is seen as a double edged sword. When individuals place a great deal of weight on career advancement, the desire for success is often at the expense of both relationships within organizations and coworkers who resent the instrumental and deceptive relationships maintained by careerists. The fact that career paths increasingly extend beyond organizational boundaries and span different organizations calls for a special consideration of the impact of these “boundary less careers” and key outcomes as obstacles.

This “new career” reality has unique consequences for the experience of women compared to men in organizations. A study by Murrell A. J.(1999) and her colleagues showed that gender has an important effect on whether career mobility has positive versus negative outcomes on earnings, satisfaction, and breaking through the glass ceiling. Thus, while career mobility factors may enhance flexibility for males, they often mobilize strategies (interruptions, job changes, part-time work) that may have a negative effect on career outcomes, particularly for women.

### **Career Planning and Development Interventions**

Career planning and development have been receiving increased attention in organizations. Growing numbers of managers and professional staff are seeking more control over their work lives. Organization members are not willing to have their careers

“Just happen” and are taking an active role in planning and managing them. This is particularly true for women, midcareer employees, and college recruits, who are increasingly asking for career planning assistance. For example, a study by the Hay Group (1996) found that technology professionals were willing to leave their jobs for better career development opportunities. On the other hand, organizations are becoming more and more reliant on their “intellectual capital.” Providing career planning and development opportunities for organization members help to recruit and retain skilled and knowledgeable workers. Many talented job candidates, especially minorities and women, are showing a preference for employers who offer career advancement opportunities.

Many organizations – General Electric, Xerox, Intel, Ciba-Geigy, Cisco Systems, Quaker Oats, and Novotel among others – have adopted career planning and development programs. These programs have attempted to improve the quality of Work-life for managers and professionals, enhance their performance, increase employee retention, and respond to equal employment and affirmative action legislation. Companies have discovered that organizational growth and effectiveness require career development programs to ensure that needed talent will be available. Competent managers are often the scarcest resource. Many companies also have experienced the high costs of turnover among recent college graduates, including MBAs; the turnover can reach 50% after 5 years. Career planning and development help attract and hold such highly talented people and can increase the chances that their skills and knowledge will be used.

### **Work-Family Management**

In light of the dramatic social transformations according in the nature of family and worker demands, nearly all employees today need to make decisions on how to manage work and family roles. Managing the integration of work and family demands is important in the management literature. Nearly half of managers in Fortune 500 companies are in dual career families (Brett, Stroh, Reilly, 1992).



The selection of personal strategies by the women managers to manage work-family roles is most of the time rooted in our socio-culture context. In societies, that are high on power – distance women have the major responsibility to look after family needs. It is the women who have to sacrifice promotions because of family obligations. Thus, the social role of men and women in society shapes their responsibilities and most of the time women managers experience a number of social constraints in order to successfully perform their structural role. Family responsibilities demand longer hours from women when compared to men. On the other hand men spend longer hours at workplace than in the family. This is likely to create lots of stress amongst career-oriented women managers who feel that family is the responsibility of both husband and wife and therefore there should be partnering and equal sharing of family obligations.

### **Managing Social and Structural Roles**

Most of the times, the demands put forth by different roles are incompatible. This is likely to produce a good amount to understand the concept of role and the related concepts.

It is through the role that the individual interacts with, and gets (or does not get) integrated with the system (Pareek, 1976.). From the point of view of an individual, two roles systems are important, the system of various roles an individual occupies and performs, and the system of various roles of which his role is a part and in which his role is also more susceptible to role stress due to the multiple role demands inherent in running a career and a home and family. It seems that time demands impose a tighter schedule on the personal lives of executive women than on men, the women being less able to relax at the end of the day. Moreover, Ritzer (1972) noted that it was the women in upper level of the organization who tended to experience significantly greater amounts of 'Internal Strain', due to conflicting role demands on their time and energy.

**Personality and Stress:** Two main variables in this regard: personality and sense of security / insecurity. The stereotyped behavior and personality attributes seemed to be a potential source of pressure on female managers. It is obvious that a great deal of sex-role

learning takes place among women during the early phases of their lives, and that this can translate into an attitude of mind that creates difficulties later in working life. A number of internal blocks that women experience are derived from early sex stereotyping.

As women are frequently socialized not to be assertive aggressive or to seek power or control, McClelland (1975), has suggested that the most successful male managers are the most assertive and have most highly developed desire for power whereas, women are grossly disadvantaged from the 'pink' cradle of birth.

On the one hand where men are socialized to be independent and career-oriented, women, on the other hand have been encouraged by their parents and peers (the toys and games they are given to play with as children, and the role-taking within the family) to be dependent and nurturing.

### **Problems of Transport**

At times women have to wait for long hours at the bus-stop to board a bus. Buses are often overcrowded. In trains the position is not good. At present there is only one ladies compartment in local trains in cities like Bombay and Delhi, and that too is often occupied by men. During the peak hours one can hardly entrain and detrain without experiencing difficulty. In some metro-cities there is a "ladies special" during busy hours.

### **Work-Life Balance Interventions**

This relatively new organizational development intervention helps employees better integrate and balance work and home life. Restructuring, downsizing, and increased global competition have contributed to longer work hours and more stressed. Baby-boomers approaching 50 years of age and others are rethinking their priorities and seeking to restore some balance in a work-dominated life.

The Container Store in retailing, and the law firm of Alston & Bird topped Fortune's 2003 "100 Best Companies to Work For, " and they are responding to these concerns so that they can attract, retain, and motivate to Work For, " and identifying and publishing a "Best Companies" list. More balanced work and family lives can benefit both employees

and the company through increased creativity, morale, and effectiveness, and reduced absenteeism and turnover.

Early work-life balance programs serve men and women, all ages, and all family and life situations. Work-life program continues to focus on dependent care of both children and elders, but they also focus on job scheduling and flexibility, paid and unpaid leaves, employees wellness, concierge services, and others. Work-life balance planning helps members better manage the interface between work or paid employment and all the work and responsibilities associated with a person's life.

A related issue in the work-life arena involves dual – career accommodation practices in situations where both the employee and their spouse are significant. The U.S. Department of Labor reports that more than 80% of all marriages involve dual careers, and dual – career households are more likely to give each individual's career equal weightage in decisions than to give one career precedence over the other.

Because partners' careers can affect the recruitment and advancement of employees, organizations are devising policies to accommodate dual –career employees. A survey of companies reported offering recognition of problems of dual careers, offering help with relocations, flexible working hours, counseling for dual-career employees, family day-care centers, improved career planning, and policies making it easier for two members of the same family to work in the same organization or department. Some companies have also established cooperative arrangements with other firms to provide sources of employment for the other partner. General Electric, for example, has created a network with other firms to share information about job opportunities for dual-career couples.

### **Career Mobility Versus Job Interruptions**

A study by Schneer. J and Reitman F. (1990) examined the consequences of career choice and outcomes for females compared to males in managerial careers. They found that the impact of gender differences on the overall work environment for female compared to male MBAs was greater in later compared to earlier career stages. Many have argued that organizations are “gendered, “ and thus judgments of career strategies,

regardless of type or reason, are likely to have more negative consequences for women compared to men. While flexibility is important for new career entrants, what matters most is perhaps not the quantity of work but the type and quality of that work, especially for women in organizations.

Thus, we see that several attempts were made by researchers and organizations to address the issue of work-life balance conceptually and functionally.

## **Chapter - IV**

### **Review of literature**

The field of management is closely aligned with organizational behavior, which is multi-disciplinary in nature drawing from many fields in the social sciences, and seeks to understand behavior in organizations by examining individual, group, organizational, and inter-organizational dynamics (Miner, 1988). It is relatively accepted recently that work and family issues have been viewed as a mainstream and core management concern. As managers have become more cognizant of the importance of work-life balance issues to efficiency and effectiveness, the management field is gradually moving in practice toward recognition that like other business issues, work and family problems must be analyzed in the context of organizational behavior. New Research on work/life balance is getting a great deal of attention in the academic and corporate worlds.

The amount of published literature on work and family issues have exploded during the past decade. Much of it is oriented towards statistical observations of the extent to which work involvement has disrupted “traditional” family life (Friedman, 1987), together with anecdotal reports of what major corporations have done to help resolve these problems (Galinsky and Stein, 1990). The percentage of women in the active work population has increased rapidly in USA, Europe, Asia and Australia (Pituc, Sarah and Kaiser 2007). Work-life imbalance and the associated conflict have been shown to be related to decreased feelings of well-being (Kinnunen and Mauno, 1998), increased psychological and physical complaints (Frone, Russel, & Cooper, 1992), and increased work performance and personal life imbalance (Netemeyer, Boles & McMurrian, 1996). Maintaining the work-life balance of key employees helps to reduce the risk of stress and burnout (Bacharach, Bamherger, & Conley, 1991).

The present review of literature focuses on the following aspects

- Work-life balance of career women
- organizational initiatives towards work-life balance policies, programs and practices
- Impact of Role Efficacy and Emotional Intelligence on Work-life balance

### **Work-Life/Family Balance of Career Women in Organizations**

The approach to understanding career development from an individual's perspective has long been dominated by the idea that individuals pass through distinct career and life stages. There are different needs and challenges associated with each of these stages. During young adulthood, individuals are concerned with adjusting to the working world and establishing themselves. This is also the time of peak fertility for women. Concerns regarding career establishment versus family establishment are often in the forefront. Middle adulthood is characterized by reappraisal and concerns regarding career accomplishment. Older workers' issues center on fear of stagnation and planning for retirement.

There are important differences between workforces with a lot of young women in the "fertile" age, like, for instance, in temporary work agencies, and a workforce with mainly mature male engineers with children in the adolescent age, as in more traditional and mature industry sectors. These differences need to be taken into account while designing career systems within the organization. Organizations are interested in achieving an optimal match between individuals and jobs. Career development systems refer to the formal structures for evaluating and developing employees within organizations. Clearly management plays an important role in this system as employee evaluation is based on the expectations and implicit standards against which managers judge employees. Successful career management depends on an integrated and comprehensive system of associated practices such as performance appraisal used for career planning, succession planning, and formal education opportunities (Allen, 2008).

Buddhapriya (2009) studied the impact of family responsibilities on the career decisions of women professionals and probed the type of work-life support they experience from their employer. The study was conducted on 121 women professionals across different levels. The study reveals that commitment to family responsibility and lack of gender sensitive policies by employers are barriers which affect (women professionals) career advancement as they are making career trade-offs because of the family responsibilities.

Nandan (2009) examined obstacles and challenges of 40 working women in the high rungs of career ladder. Results revealed that women need to go a long way to achieve equal rights and position as traditions are deep rooted in Indian society

Cousins and Varshney (2009) examined social, political and technical issues to increase productivity and Work-life balance. The study considered different ways of organizing physical space, controlling accessibility and managing life space transitions. The study suggested that ubiquitous computing environments and networks can be designed to support Work-life integration and segmentation. Results reveal that ubiquitous computing environments tends to support users' preferences for blurred or defined boundaries, while facilitating their well being and feelings of satisfaction in both work and life. Facilities include flexible interfaces, smart wearable devices, location-management, multi-network access, context-awareness, the ability of sense and so on.

Reeshad, Holly , Howard, Charles (2009), examined within-person structure of job performance, with an emphasis on the relationship between Organizational citizenship behavior (OCB) and counterproductive work behavior (CWB), via two experience sample studies with affect-driven phenomena that exhibit considerable within-person variation. Results indicate that within-person affective forces on OCB were independent of those on CWB- and the two phenomena were themselves independent. When directed at an organization (rather than a supervisor or coworkers), both were, however, related (within-person) to each other and to overall job performance

Kahweiler (2008), informs the Organizational Development Community about some aspects of broad and varied area of work-life that seem highly relevant to researchers. It

was identified that there is a paucity of literature on work-life targeted specifically to O.D. professionals.

Roberts (2008) examined the concept of work-life balance through a broader concept of the temporal dimension than simply limited quantitative notions. The study identified a working pattern to suit the various and multi-dimensional facets of their lifestyles which successfully improved Work-lifebalance.

Chalofsky (2008) states that one approach to changing and embedding humanistic values in the organization culture is through work-life policies and programs. Programs such as the “100 Best Companies to Work For” have helped to create work-life cultures as being synonymous with humane, employee-friendly organizations.

Hammed (2008), examined the relationship between stress, social support, and work/family conflicts for 200 working women from the teaching and health care professions. The descriptive research revealed that there is significant difference between young and old women in the level of stress experienced, and there is no significant difference between junior and senior staff in their experience of work/family conflict.

Hechanova (2008) examined work-life balance in Philippine for male and female role and leadership qualities. The results reveal that initiatives to help workers achieve greater work-life balance exist.

Jennings, Douglad (2007) created work family interface model and mechanism into entrepreneurship theory. The model states that women entrepreneurs experience greater work-family conflict, coping strategies and show high performance by balancing both work and family roles.

Pituc, Sarah and Kaiser (2007) understand the lifestyle of Asian American working women with families in United States on work-life issues and suggest future steps in the research and policy areas regarding this growing demographic group.



Moore (2007), focused on how managers and workers group attempts to maintain an acceptable work-life balance. The results reveals that, although the bulk of the company's work-life balance initiatives focus on the managers, and the managers display greater loyalty to the company, the workers are better able to achieve work-life balance. The managers focus more on achieving status and the workers on personal satisfaction.

Greenhaus, Powell (2006) defined work-family enrichment as the extent to which experiences in one role improve the quality of life in the other role. The article gave a theoretical model on work-family enrichment and offers a series of research propositions that reflect two paths to enrichment: an instrumental path and an affective path

Lambert, Kass, Pioprowski, Vodanovich (2006) examined the impact of supportive communication and autonomy (central participation) on work-family balance and satisfaction based, in part, on Border Theory. Data was obtained from 95 employees. Results indicated that higher levels of work-family conflict were found to be associated with lower levels of life satisfaction.

Powell and Greenhaus (2006) used a conceptual model proposing a decision process that people follow in incidents of work-family conflict. The findings suggest that the utilization of cues represents positive relationships with important role senders in the work and family domains.

Kossek (2003) noted that the traditional research on managerial work family policy can be organized into several streams: an adoption stream, a demographic stream, and a policy impact stream. Research from the adoption stream tends to focus on the organizational level of analysis and examines employer characteristics predicting policy adoption or availability and work-life responsiveness, as well as variation in availability by industries and job groups. Research from the demographic stream tends to focus on the individual employee level of analysis, with regards to the perceived attractiveness, access, satisfaction, and use of policies by various demographic groups focusing on employee family-relevant demographics (e.g., gender, age, number and ages of dependents).

Sharma and Jyothi (2006) examined relationship between job satisfaction and life satisfaction of 120 teachers working in the University of Jammu. Exploratory and confirmatory analysis reveals that job satisfaction and life satisfaction are positively related with each other and also reciprocal in their effect.

Buddhapriya (2005) defined work and life balance from a business perspective. The analysis identifies that on one hand the ability of the employee to balance stress, work and life responsibilities is directly related to workplace issues like motivation, morale, productivity and absenteeism

Moshavi & Koch (2005) examined family businesses work family conflicts facing non-family employees by examining the adoption of work-family practices in family – owned firms. The results revealed that flexible scheduling arrangements reduce work-family conflicts.

Jeffery, Nathan, Marcie (2005), reports a meta-analytic test of a two-dimensional work stressor framework with respect to stressors' relationships with strains, motivation, and performance. Hindrance stressors had a negative direct effect on performance, as well as negative indirect effect on performance through strains and motivation. Challenge stressors had a positive direct effect on performance, as well as offsetting indirect effects on performance through strains (negative) and motivation (positive). Results suggest research and practice could benefit by distinguishing among challenge and hindrance stressors. .

Rajadhyaksha, Mita (2004) examined four time phases beginning with the period after independence up to mid-2000 in order to trace a timeline for work and family research. The study has evolved into a sub-area of cross-disciplinary study of women's studies centers with a focus on underprivileged women that looks at structures of patriarchy and their contribution to subordination of women at work and home. The study revealed that there has been little cross-pollination between work and home.

Liz Doherty (2004) explore the effectiveness of work-life balance initiatives in helping women progress to senior management and also explores the main barriers to women's progression and highlights the long hours associated with managerial roles as a major problem.

Spector, et. al (2004) compare work-family stressors, work hours, and well being. Results reveal that there is a strong positive relation between work hours and work-family stressors. In the study, work-family stressors related to increased job satisfaction and reduced well-being. Sample were found to work for long hours, most of them have children, and report the highest job satisfaction.

Lockwood (2003) stated that the challenge of work-life balance is rising to the top of many employers' and employees' consciousness. In today's fast-paced society, human resource professionals seek options to positively impact the bottom line of their companies, improve employee morale, retain employees with valuable company knowledge, and keep pace with workplace trends. Three factors-global competitions, personal lives/family values, and aging workforce-presents challenges that exacerbate work/life balance. Author suggests companies to capitalize on factors by using work/life initiatives to gain a competitive advantage in the marketplace.

Paul and Blum (2002) investigated and found that work-family role conflict and employer responsibility to a social problem of workplace for providing child or other dependent care services.

Marian, Patricia, Kate, Sara (2002), examined the relationships between multiple life roles, well-being, and managerial skills in two studies of managerial women. Qualitative results suggested that the roles women play in their personal lives provide psychological benefits, emotional advice and support, practice at multitasking, relevant background, opportunities to enrich interpersonal skills that enhance effectiveness in management role. Quantitative results indicated that multiple role commitment positively related to life satisfaction, self-esteem, and self-acceptance. Commitment to multiple roles was also related to interpersonal and task-related managerial skills.

Madjar, Oldham, Michael (2002), examined relations between creative performance and the extent to which employees receive support for creativity from both work and non work sources. Also observed that employees' mood states mediated the support-creativity relations and creative personality characteristics moderated these relations. Result indicates that work and non-work support made significant, independent contributions to creative performance. Positive mood mediated these relations, and employees with less creative personalities responded most positively to non work support

Manus, Karen, Hazel, Kevin (2002), examined employed mother's experiences of work-family issues. The results reveal that for higher level occupations depended upon marital status, family demands and income. Married women with lower family demands and higher incomes reported less informal support, but were more satisfied with formal work-family policies and rated them as more important. This was related to higher work/family, but lower family interference with work (Family/work), and higher job and family satisfaction.

Parasuraman,. Simmers (2001) observed the impact of work and family role characteristics on work-family conflict, and indicators of psychological well being among self-employed and organizationally employed women. Results revealed that employment type have independent main effects on several variables such as autonomy, schedule flexibility at work, job involvement, job satisfaction, than those employments in organizations.

Yang, Chen, Choi, Yimin,(2000) has given differences in values about work and family time between Americans and Chinese. Research observed that Americans experience greater family demand, which had greater impact on work-family conflict, whereas the Chinese experienced greater work demand. Results from the study reveals that work demand did not differ significantly between the two countries and did not have a greater effect than family demand on work-family conflict in china.

Rajadhyaksha and Bhatnagar (2000), examined 92 female professionals life role salience. The study found no resurgence of interest in work by female professionals at later stages of their life cycle due to the continuing parental obligations of Indian women that extend well into their late adulthood years, the responsibility of care for the elderly, the lack of re-training facilities and the absence of willingness on the part of organizations to offer challenging jobs to professional women who are keen for re-entry.

Clark, (2000), introduced work/family border theory between the domains of work and family. The theory addresses how domain integration and segmentation, border creation and management, border-crosser participation, and relationships between border-crossers and other at work and home influence work/family balance.

Maliye (2000), in her research, focused on women professional managers. Purposive sampling methods with 60 women and men managers, with a structured questionnaire along with informal interviews were conducted. The findings reveal that women have to work twice as hard as men to fulfill their aspirations. The traditional role of women as a home maker and socializer of the young remains unaltered despite her new roles as a economic earner.

Bidyadhar and Sahoo (1997) examined two hundred professionals, with parameter of work-family linkages and measured work and family involvement. The study revealed that work-family and harmony were strongly inter-correlated but negatively associated with conflict factors. Socio-demographic factors emerge as significant. There is a correlation between work involvement and family involvement; and child-related support.

Balmforth, Gardner (2006) examined 75 employees, and stated that there is an association between work-family facilitation (WFF), family-work facilitation (FWF), work-family conflict (WRC) and family-work conflict (FWC) were significantly related to job satisfaction and affective organizational commitment, and WFF was also related to organizational citizenship behavior. This exploratory article reveals that both WFF and FWF were negatively related to turnover intention.

Victoria, Robert (1995), provides a systematic examination of job stressors that threaten an employee's reputation with his or her supervisor which can have negative consequences for emotional well-being that extend beyond the workplace.

Paul Ingram, Tal Simons (1995), address pressures from both the organizational strategies and institutional environments. The results reveal that organization's responsiveness to work-family issues was determined by both the institutional environment and demands for work-family programs from important exchange partners.

Williams, Alliger (1994), examined 41 employed parents, their multiple role juggling, task demands, personal control and goal progress affected mood in work and family roles. Unpleasant mood spill over from work to family and vice versa, but pleasant moods had little spillover. Mood states, role juggling, and daily levels of role involvement predicted end-of-day ratings of work-family conflict. In particular, daily involvement in family roles, distress experienced during family activities, and family intrusions into work were positively related to perceptions that family interfered with work.

Parasuraman, Greenhaus, Rabinowitz, et. al. (1989), found that husbands of employed women reported slightly lower levels of job satisfaction, marital adjustment, and quality of life than husbands of housewives, husbands' time commitment to work and satisfaction with childcare were found to mediate the effect of wives' employment on husbands' job satisfaction and marital adjustment, respectively.

Jackson, Zedeck, Summers (1985), found that emotional interference was consistently related to family life outcomes, but structural interference was found to have little effect on quality of family life. Quality of family life was not significantly related to employees' intentions to leave the company.

Jick, Mitz (1985) “examined stress dynamics and proposes a framework for examining the sources of these differences. The results reveals that women tend to report higher rates of psychological distress and physical illness.

Janet, Robert, Hunt (1980), examined Workplace structures which are related to individual attitudes and behaviors outside the workplace. Social structures determine attitude and behavior. Results reveal that extra-work attitudes and behavior are the causes of work place structures.

### **Organizational initiatives towards work-life balance policies, programs and practices**

Not all work-life policies are equally suitable to a company’s business model and/or the actual needs of its workforce. Academic scholars have also suggested that companies make a rational choice by calculating the inputs and outcomes of work-life arrangements for the company (DenDulk, 2005; Poelmans & Beham, 2005)

Thompson & Prottas (2006), McDonald et al., (2005) stated five dimensions of work-life culture that affect whether employee feel comfortable using work–life benefits: (1.) Managerial support for work-life balance; (2) perceptions of potential career consequences for participating in work-life programs; (3) perceptions of heavy time demands; (4) perceptions that work-life programs are primarily for women; and (5) co-workers support for using Work-lifeprograms.

Judge, Ilies and Scott (2006), investigated the effect of work-family conflict on the emotions of guilt and hostility, and the implications of work-family conflict and these emotions for job satisfaction and marital satisfaction. Results revealed that, family-to-work conflict experienced at work, and work-to-family conflict experienced at home, were positively associated with guilt and hostility at work and at home.

Den Dulk and De Ruijter (2005) investigated managers’ attitudes towards the use of work-life policies by testing hypotheses based on both dependency and disruption theory. The performance of the department or work group was found to be the major interest of

managers. Work-family policies are often seen as disruptive, making it difficult to achieve the department's targets.

Poelmans and Sahibzada (2004) systematically reviewed the literature looking at all factors that may influence the adoption decision. They argue that the probability that an organization will be more effective in improving performance by reducing work-family conflict is a function of the macro-context in which an organization operates. Where as the 'legislative and cultural context will influence individuals' sense of entitlement to receive family support from their organizations, the labor market context will influence individuals' choice and negotiation power, thus increasing the pressure on firms to adopt work-life policies.

Korabik, Lero and Ayman (2003) distinguish two different approaches to work-family research that has been carried out globally: micro- and macro-level approaches. First, the micro-level approach emanating mostly from North America has focused mainly on workplaces and the business case for developing more effective management approaches to reducing work-family conflict. Second, the macro-level approach has derived mainly from Europe and has identified the critical importance of public policies in relation to expectations about men's and women's roles and employment –supportive policies such as paid parental leave and benefits.

Glass and Finley (2002) also note an important distinction between policies which provide time for familial care versus policies which simply allow enough schedule flexibility so that family care can be worked around the (usually long) hours of employment. For example, telecommuting and flexible work schedule are arrangements that may allow or encourage high-status employees to work more rather than less (Glass and Fujimoto, 1995)

Nobel & Shapiro, (2001) has identified three surprisingly consistent themes in what employees from around the world identified as being important barriers to reconciling their work and personal lives. The three issues barriers to reconciling their included a



lack of flexible work policies and practices, the availability and affordability of dependent care, and the negative impact of work overload and long working hours.

Konrad and Mangel (2000) examined 658 organizations Human resource executives who provided survey data on firm characteristics and work-life programs. The data revealed that the percentage of professionals and the percentage of women employed were positively related to the development of more extensive work-life programs. Significant interaction effects indicated that in 195 firms work-life programs had a stronger positive impact on productivity when women comprised a larger percentage of the workforce and when higher percentage of professionals were employed.

Tess Kay (2003), examined the extent to which the growing attention related to work-life balance issues, reflected in families'. It identifies the demands facing families in balancing paid work with other activities, the strategies they adopt to meet them, and the role played by policy interventions. Attention is drawn to diversity in family structures and labor market participation, to differences in the issues encountered by families in achieving a satisfactory work-life balance, and to the contribution of policy to their strategies.

Haas, Hwang, and Russell (2000) have conducted analyses in a broad range of cultural contexts and summarize the broad commonality in arguments supporting the potential benefits that can accrue to organizations implementing work-life practices and policies. First, work –life practices can provide an incentive to increase motivation and commitment and thus achieve higher levels of productivity from the current labor pool. Second, these practices can be part of a strategy that supports attracting and retaining the best quality people. Third, an effective work-life strategy can enable the best-quality people to advance in the organization. For example, it has been recognized that barriers to women include having to take time out for dependent care responsibilities and a lack of flexibility in career structures. Finally, companies can obtain community recognition by being seen as a “good” corporate citizen or care organization.

Thompson (2005) has classified the work-life initiatives as time-based strategies, information-based strategies, money-based strategies, direct services and culture-change services. Time-based strategies include programmes or policies like flexi-time, compressed work weeks, compulsory power-offs, job sharing, part-time work, leave for new parents, phased return to work following childbirth, telecommuting, compulsory vacations and breaks and so on. Information-based strategies refer to programmes or policies on intranet resources on work-life balance, resource and referral service, relocation assistance, dependent care resources, work-life brochure and so on. Examples of money-based strategies are vouchers / subsidy for child care, flexible spending accounts, adoption assistance, discounts for child care tuition, leave with pay and so on. Direct services are those programmes or policies like on-site / near-site dependent care, emergency back-up care, lactation rooms and support, help line, concierge services, after-school and school holiday activities and so on.

Culture-change services include programmes or policies like training for managers and supervisors to help employees deal with work-life conflicts. Pro-work-life balance culture initiatives include family-friendly policies, inclusive atmosphere, supervisor support, work-life education inputs like workshops / seminars on work-life issues, counseling, wellness programmes, fitness initiatives and so on. Thus, a work-life balance friendly culture is a productive work culture where the potential for tensions between work and other parts of people's lives is minimized. This means having appropriate employment provisions in place, and organizational systems and supportive management underpinning them.

### **Impact of Role Efficacy and Emotional Intelligence on Work-life balance**

Powell and Greenhaus (2010), examined whether variables selected from theories of psychology of gender as well identity, boundary and role theories explained effect on work to family conflict and “positive spillover”. Women experienced higher positive spillover because they were higher in femininity. Women managers did not experience different levels of conflict than men, individuals who scored higher on measured family role salience, which was positively related to femininity, experienced lower conflict. Role

segmentation not only reduced conflict but also had the unintended consequence of reducing positive spillover.

Hobbler, Wayne & Lemmon (2009), examined the intervening roles of knowledge sharing and team efficacy in the relationship between empowering leadership and team performance. Team performance was measured through a time-lagged market-based source. Results revealed that empowering leadership was positively related to both knowledge sharing and team efficacy, which, in turn, were both positively related to performance

Roger Sauve (2009), examined balance between family and work-life. The results revealed that women still do most of the juggling in bringing about a balance between family time and work time. The ongoing stress and change is leading to more dissatisfaction, more time off for illness and family reasons, more women are thinking of leaving their current employers and rated low for their employers.

Day et al. (2009) examined relationship between workplace stressors (risk perception, worries, and patient-care barriers) and two components of burnout (emotional exhaustion; depersonalization), and the moderating impact of job control of team efficacy for 106 professionals. Results reveal that lack of perceived control over one's job was related to exhaustion and depersonalization after controlling for stressors. Job control and team efficacy buffered some of the stressor-burnout relationships.

Mulki, Lassk and Jaramillo (2008), investigated the effect of work overload and self-efficacy on important work-life balance issues which includes capability rewards and pay satisfaction. An empirical study was presented that included 138 responses which provide evidence that role stress and work overload mediate the effect of self-efficacy on work-life balance issues.

Rathi and Rastogi (2008) examined relationship between emotional Intelligence (EI) and Occupational Self-Efficacy studies on 112 scientists. Correlation and regression analysis reveals that emotional intelligence has a positive relationship with occupational self-efficacy and was found to be one of its significant predictors. The study implies that

people with higher emotional intelligence are more effective employees as compared to those with lower emotional intelligence.

Cinamon (2006) explored the relationship between work-family conflict, self-efficacy, and family background. The researcher posited a negative relationships between work/family conflict and work/family conflict self efficacy. Additionally, she hypothesized that women would experience lower levels of work/family conflict self-efficacy. The study pointed out significant gender differences with regard to levels of work/family conflict self-efficacy. More specifically, male participants reported significant higher levels of family-work conflict self-efficacy than did women.

Waite and Gallagher (2000) documented the tensions within and between dual career couples brought about by the transformation of marriage and family life. At the personal level, marriage and family functioning have become fundamentally personal choices and responsibilities, making the maintenance of both more vulnerable. At the cultural level, while traditional values such as gender role ideologies are constantly being challenged, balance related to the importance of Work-lifeand personal life still persist to role efficacy and emotional intelligence.

Pleck (1977) proposed that traditional gender role expectations lead to opposite patterns between men and women in the experience of work – family conflict. According to this argument, women are more family-identified and take primary responsibility for home and care giving at the same time that men are more work-involved. Subsequent research with non-work activities more often than do men and are more likely to interrupt their work in order to respond to family-related demands (Mirchandani, 1999).

Rothbard (2001) studied the dynamics of engagement in work and family roles (attention to and absorption in each role, as well as emotional responses to work and family roles- and found that work and family roles) and found that work and family are more tightly linked for women than for men and that women experience depletion from work to family roles while men do not. To the extent that technology increases the permeability of the

boundary between work and family roles, it is possible that work – life integration may be more strongly affected by technology for women than for men.

Work-family conflict has been related to important individual and organizational problems such as absenteeism, intentions to leave work, decreased organizational commitment, and decreased job, family, and life satisfaction (Allen, Herst, Bruck, & Sutton, 2000; Aryee 1992; Bedeian, Burke, & Moffet, 1988; Higgins, Duxbury, & Irving, 1992; Kossek & Ozeki, 1998; Lyness & Thompson, 1997; Netemeyer, Boles, & McMurrian, 1996; Thomas & Ganster, 1995). In addition, negative mental and physical health outcomes (e.g. depression, stress, job burnout) have been associated with high levels of work-family conflict (Boles, Johnston, & Hair, 1997; Frone, 2000; Parasuraman, Purohit, Godshal, & Beutell, 1996). More recently scholars have called for a more balanced approach that recognizes the positive effects of combining work and family roles (e.g. Barnett & Hyde, 2001; Frone, 2003). Experiences in one role can produce positive experiences and outcomes in the other role.

Antal and Izraeli (1993) have suggested a number of predictors for women's progress into management in a cross-culture setting. These predictors include level of female labor force participation, women's participation in higher education, economic structure, and women's political representation.

The work-family conflict literature typically assesses the sources processes and types of conflict between work and family roles and their consequences for attitudinal outcomes (Kossek, Noe and Demarr, 1999). Considerable work has focused on the process of role interaction between work and family, such a spillover, where attitude and behaviors might carry over from one to another, often provoking competing (and conflicting) demands (Greenhaus and Beutell, 1985; Kopelamn, Greenhaus and Connolly, 1983). By mainly focusing on measuring and describing conflict, the work-family conflict literature overlooks the individual's influence on the selection of personal strategies for work-family role integration that may beget spillover and conflict in the first place (Kossek, Noe and Demarr, 1999).

The above review of research focused on several factors of work – life balance such as spill over, conflict at work and personal life domains, barrier to career advancement, gender sensitivity, increased choice and flexibility at workplace, challenging stress and so on. Research has highlighted the significance of psychological constructs in managerial perspective. Although Powell & Greenhaus (2010), Cinamon, (2003) have provided support towards work-life balance through psychological constructs, additional research is needed to specify degree of role efficacy and degree of emotional intelligence. There is a need to examine role efficacy and emotional intelligence of women and men managers. The area work-life balance of career managers related to family dynamics on the career of women and men still needs to be explored (Singh et al., 2002). There is also need to determine the various ways by which family experiences can enrich life at work. Family-derived resources include assistance with children, elders and housework; emotional support; and the development of skills than can be applied to the work domain (Friedman & Greenhaus, 2000). Pituc, Sarah and Kaiser (2007) has provided some support for psychological research on Asian women and work-life issues, additional research is needed to explore the Indian managers family resources and experiences that are associated with different types of enrichment.

In an Indian study (Hussain and Rukmini Rao, 1980) on the status of women in public enterprises, it was found that there was job stagnation in industry for women in general, and particularly in low skilled jobs. The management policies indicated that women did not require training or career planning. They were not considered suitable for supervisory jobs. Managers seemed to carry such stereotypes about women in society as “women earn pin money and don’t really need a wage”, “women are not interested in their work”, “they work to have fun,” “women are not and should not be ambitious”, etc. The study reflected these views in the existing organizational policies and ongoing practices that treated women as non-existent (encyclopedia of women and Human Resources, 2001) which is contradicted in the present scenario by Archana Bhaskar, HR Director for Shell Companies in India, observes *“there is certainly positive change for women in India in the work place. There is a gap in the Indian talent market, with significantly more than talented people. Today, women are thought of as great managers, often pursued strongly by search firms. In fact, several firms have targets to achieve on women number .....”* ([www.shrmindia.org/perspectives-women](http://www.shrmindia.org/perspectives-women))

## **Research Gap**

- Prior research identified some support towards work-life balance through some psychological constructs, but additional research is needed to specify degree of role efficacy, degree of emotional intelligence and impact on work-life balance.
- There is also a need to examine role efficacy and emotional intelligence of women managers. Work-life balance of career managers as related to family dynamics also needs to be explored.
- Additional research is needed to explore the family resources and experiences in the Indian context that are associated with different types of enrichment.

## **Research questions**

- ▲ Does the examining of the interactive effects of multiple individual differences include personality traits and demographic differences?
- ▲ How do women perceive and face the challenges in their work-life?
- ▲ Do coping strategies facilitate enactment of direct roles?
- ▲ What role does personality play in the ability to identify, select, and implement these various thriving strategies?

Thus, the above issues identified significant research gaps, which need to be addressed to engender data and literature in the area of work-life balance and also to further research.

## **Chapter - V**

### **Research Methodology**

#### **Need and Significance of the Study**

From the review of literature it is obvious that certain areas and issues in work-life balance need to be addressed. Some of them are:

- Increased number of dual career couples – calls our attention for balancing work and family related issues.
- Gaps identified from organizational perspective such as decreased productivity, absenteeism and dissatisfaction in women employees need careful attention and the present study attempts to do so.
- From the sociological and psychological perspective our aim is also to nurture “healthy” and productive employees. The variables Role Efficacy and Emotional Intelligence chosen in the study highlights the contribution for healthy, productive and effective employees.
- From the organizational perspective management would like to enhance employee-employer relation. One of the ways of gaining this is by providing certain welfare measures which increase loyalty and commitment from the employees. The study attempts to identify some more measures to achieve the above objective.

#### **SCOPE OF THE STUDY**

The present research work has been conducted in the State of Andhra Pradesh covering three districts namely Hyderabad, Vishakhapatnam and Guntur. The study is focused on the following dimensions

- Measuring the two determinants role efficacy and emotional intelligence of work- life balance of women employees,
- Interviewing HR managers in organisations for identifying the organizational initiative taken in work-life balance.
- Assessing women employees work-life balance.



The sample for the study were women employees and HR Managers from various services sectors. The respondents included 443 women employees and 59 HR Managers.

### **Objectives of the study**

The broad objective of the study is to determine the work-life balance of women employees. To investigate the above objective the following specific objectives were formulated.

- To investigate personal and organizational constraints in work-roles and family roles of women employees.
- To measure the strength of relationship between role efficacy and emotional intelligence factors.
- To study the organizational initiatives in motivating women employees to career success.
- To analyze the impact of demographic factors on the above-mentioned issues.

### **Hypotheses of the study**

The Hypotheses were framed based on the two variables: Role Efficacy and Emotional Intelligence.

#### **Role Efficacy Variables**

1. Hypothesis (H<sub>1</sub>): Age difference has significant impact on Decision making in role efficacy.
2. Hypothesis (H<sub>2</sub>): There is a significant difference between Educational qualification and Creativity among women employees.
3. Hypothesis (H<sub>3</sub>): Designation has significant difference on Self assistance.
4. Hypothesis (H<sub>4</sub>): a) Working hours have significant impact on Role significance.  
b) Working hours have significant impact on Personal Growth.
5. Hypothesis (H<sub>5</sub>): Work experience has significant effect on Role efficacy
6. Hypothesis (H<sub>6</sub>): Annual Income has significant effect on Role efficacy.

7. Hypothesis (H7): Elder care responsibility has significant impact on Role efficacy.
8. Hypothesis (H8): Number and age of children have significant impact on Role efficacy.
9. Hypothesis (H9): Mode of transport has significant effect on Role efficacy.

#### **Emotional Intelligence variables**

10. Hypothesis (H10): Age has significant impact on Ability of alternative thinking.
11. Hypothesis (H11): Qualification has significant effect on Confidence.
12. Hypothesis (H12): Designation has significant impact on Optimistic thinking.
13. Hypothesis (H13): Working Hours have significant impact on Public relations.
14. Hypothesis (H14): Work experience has significant effect on Emotional intelligence.
15. Hypothesis (H15): Annual Income has significant impact Emotional intelligence
16. Hypothesis (H16): Elder care responsibility shows significant impact on emotional intelligence.
17. Hypothesis (H17): Number of Children has significant impact on Emotional intelligence.
18. Hypothesis (H18): Mode of Transport has significant effect on Emotional intelligence.

#### **Sources of Primary Data:**

The primary data was collected from the women employees and also by interviewing the HR managers in various organizations. Data required for the research was collected by distribution of questionnaires personally to the sample respondents in organizations. The questionnaires were designed and adapted with the following research questions:

- What are the organizational perceptions on work-life balance?
- Does the organization have work-life balance initiatives approach towards career planning, and career advancement among women employees?

- Is the organization adopting a planned approach towards work from home environment?
- Role played by women managers in providing work-life balance initiatives of these organizations.

The primary data was collected from the women employees by administering structured and in various organizations, open ended questionnaire and also interviewing HR managers.

### **Description of the Sample:**

The sampling method used in the study was Quota and purposive sampling. This method is adapted when sample elements in all the selected strata are sample representative of sub-population and main population. The technique is used when a complete list of all members of the population does not exist and/ or is inappropriate.

### **Quota Sampling**

Quota sampling is the most sophisticated form of non-probability sampling. In quota sampling the researcher, instead of being given a list of specific individuals and/ or addresses to contact, is free to select, within proportioned quotas, units with pre-determined characteristics. It aims at securing proper representation by splitting the universe down into more homogeneous segments, selecting units from each of the segments or strata and combining them to form a total sample.

### **Purposive Sampling**

Purposive sampling is explicitly chosen to be non-representative to achieve a specific analytical objective. This form of sampling entails the following three steps:

- i. Determining the defining characteristics of the key subgroups.
- ii. Determining the number of individuals required in each group, from the perspective of data analysis.
- iii. Choosing the sample from the population.

### **Sample for the study**

The Sample chosen in the present study consisted of 443 women employees. The sample were chosen from Government and private companies in the service sectors of Insurance, Banking, Educational Institutions, Information Technology, Research Institutes and Manufacturing organizations in the areas of Hyderabad, Andhra Pradesh. The methods used for collection of data were Quota and Purposive sampling method. A list of organizations was drawn and the HR managers, senior managers were contacted for providing the necessary details of the women employees in their respective organizations. Having identified the women employees, the questionnaires were distributed and were collected from the women employees. Data was collected from three places namely Hyderabad, Vishakhapatnam and Guntur. A balance of private and public sector organizations was aimed at and the organizations were chosen accordingly. The list of organizations and the number of women employees present in their respective departments is presented below:

**Table a**  
**Showing the distribution of the sample for the study**

<b>S. No</b>	<b>Place</b>	<b>Organizations</b>	<b>Questionnaires distributed to women employees</b>	<b>Questionnaire Received</b>
1	Hyderabad	Indian Institute of Chemical Technology	41	25
		Research & Development (Defence Research Development Organization, Defence Research Development Laboratories)	50	10
		Accountants' General office	85	52
		Secretariate	58	24
		Educational Institutions	173	52
		Life Insurance Corporation- Insurance sector	115	70
		Banking	70	40
		Pharmaceuticals	100	40
		Hospitals	100	65
		Information Technology	130	52
2	Vishakhapatnam	Navel Science and Technological Laboratory.	100	34
3	Guntur	Banking, Insurance, Educational institutions	100	35
<b>WOMEN EMPLOYEES</b>			<b>1122</b>	<b>499</b>

**Table b**  
**Shows the final sample who responded to the study**

<b>Questionnaires Received</b>	<b>Questionnaires eliminated after analysis for insufficient data</b>	<b>Final sample of the study</b>
<b>499</b>	56	443

Primary data thus was collected and analyzed for 443 women employees.

**Sources of Secondary Data:**

- Review of books on relevant areas for the research such as organizational behavior, strategic human resources management, human resources management instruments, emotional intelligence, corporate governance, quality of work-life, work-life balance/conflicts/integration, and women managers' leadership qualities.
- Digital libraries, journals, online database on other web resources.
- Encyclopedias: business management, psychological, sociological, gender and race, women leadership, organizational behavior, social science, family studies, anthropology.
- Proceedings of Seminars/Conferences reports- Standing Conference of Public Enterprises (SCOPE)
- Women statistic reports and census 2001. Reports of directorate of Economics and Statistics, Ministry of Labour Statistics 2000 to 2010.
- Press release and interviews by executives/managers/CEOs.
- Web information: web sites of work-life balance, work-family conflicts, other sites such as Indian statistics.com, Indiainfo.com, etc.

During research period, data is also accessed from libraries of University of Hyderabad, Osmania University, Institute of Public Enterprise, Administrative Staff College of India and Indian School of Business.

## **Tools used for the Data Collection**

The following tools were used for data collection: (ANNEXURE – I&II)

- Demographic profile
- Role Efficacy Scale
- Emotional Intelligence Scale
- Working life questionnaire
- HR managers Interview Schedule

### **Description of the tools used in the study:**

- **Demographic Profile** – Data was collected on the personal and family related aspects from the sample. Aspects included details about age, educational qualifications, organizational background, designation, work experience, annual income, mode of transport, type of family and children related details.
- **Role Efficacy Scale (RES)** – The Role Efficacy Scale (RES) was developed by Udai Pareek (1997). It is a structured instrument consisting of twenty traits of statements, divided into ten dimensions. The ten dimensions of the RES are: Centrality, Self-role Integration, Pro-activity, Creativity, Inter-role Linkage, Helping Relationships, Super-ordination, Influence, Personal Growth and Confrontation. Role Efficacy Score has three alternatives which are pre-weighted. Each dimension of role efficacy and the scoring pattern followed is +2, +1 or -1.
- **Emotional Intelligence scale** – Emotional Intelligence scale (EIs) comprises of 43 statements of four major dimensions. Emotional Intelligence (EIs) scale used was adapted from Matrix life system Pvt Ltd. (2004) and converted into a five point scale. It has 43 items grouped into seventeen emotional intelligence variables. Furthermore, these seventeen emotional intelligence variables fall into four major dimensions, viz. Capability to Express (CE), Purposefulness(PUR), Self-reliance(SR), Identifying Emotions(ID), Support Building(SB),

Empathy(EMP), Logical Analysis(LA), Initiative(INT), Ability to Cope(AC), Anger Management(AM), Happiness Orientation(HO), Confidence(CON), Assertiveness(ASS), Decisiveness(DEC), Civic Sum / Accountability(CS/ACC), Adaptability(ADA) Patience(PAT) Participants respond by indicating their agreement to each of the 43 statements using five point scale ranging from 1(strongly disagree) to 5(strongly agree).

- **Working life questionnaire** – The questionnaire was originally developed by Veena Sethi (2004) and adapted according to the context to suit the present study objectives. The questionnaire had sixteen statements which had multiple options as well as open ended questions.
- **HR Managers interview schedule** – The interview schedule elicited information on organizational details, various infrastructural facilities available in the organizations, work-family balance initiatives undertaken and further plans for facilitating women employees.

### **Pilot Study**

The Pilot study was conducted with an objective of validating the instruments to be used in the study. Data was collected from 63 women employees.



## Results and interpretation of pilot study

**Table1 Showing  
Demographic profile of sample N=63**

<b>Characteristic</b>	<b>frequency</b>	<b>percent</b>
<b>Age</b>		
23-30	5	7.9
31-37	10	15.9
38-45	30	47.9
46-63	13	20.6
54-60	5	7.9
<b>Education qualification</b>		
Graduates	45	71.4
Post graduates	18	28.6
<b>Designation</b>		
V.p, D.s,	1	1.6
Gazetted/ Sr. executive	22	34.9
Aso/aao/junior executive	40	63.5
<b>Annual income in lakhs</b>		
1-5	54	85.7
5-10	9	14.3
<b>Work hours</b>		
7	57	90.5
9	5	7.9
10	1	1.6
<b>Marital status</b>		
Married	61	96.8
unmarried	2	3.2
<b>Type of family</b>		
Nuclear family	61	82.5
Joint family	11	17.5
<b>Children status</b>		
Under 18 years	31	50.8
Above 18 years	30	49.2
<b>Inconvenient in transport</b>		
Difficult to get bus	2	3.2
Long distance	1	1.6
Traffic	16	25.4
No difficult	44	69.8

Table.1, reveals the demographic profile of women employees whose age ranged from 23 to 60 years and had an average age of 40 (s.d. = 7.28). Women employees were from various levels of management. Majority of the women employees were assistant officers (ASO/AAO, Jr. Executive) middle management (63.4%), Gazetted/Sr. Executives-upper middle (34.9%), top management (vice president, deputy secretary) (1.6%). Their education qualification ranged from graduation (71%) to post graduation (28.6%). Their work experience ranged from 1-35 years 25.3% of women had 15- 20 years experience. 97% women were married and more than 50 percent have children under the age of 18. Family status of women is Nuclear (82.5 %) and 17.5% came from joint families. Women while traveling to work place felt inconvenient due to lack of bus frequency (3.2%) and heavy traffic (25.4%).

**Table 2**  
**Impact of work experience on Emotional Intelligence**

**ANOVA**

		Sum of Squares	df	Mean Square	F	Sig.
Role efficacy Total	Between Groups	235.630	7	33.661	.859	.544
	Within Groups	2154.688	55	39.176		
	Total	2390.317	62			
Emotional Intelligence	Between Groups	12320.375	7	1760.054	3.371	.005
	Within Groups	28713.276	55	522.060		
	Total	41033.651	62			

Table 2, shows that there is a significant ( $F=.005$ ) relationship between work experience and emotional intelligence of women employees. This assumption of the study finds support in the work of Chan (2004) which states that there is an overall significant relationship on demographic profile on emotional intelligence.

**Table 3**  
**Mean and standard deviations of Emotional**  
**Intelligence and Role Efficacy of**  
**Women employees (N = 63)**

Descriptive Statistics	Mean	Std. Deviation
CAPABILITY TO EXPRESS	14.49	2.552
PURPOSEFUL	4.22	0.812
SELF RELIANCE	18.78	2.997
INDITIFYING EMOTIONS	28.33	4.385
SUPPORT BUILDING	7.63	1.649
EMPATHY	12.17	2.311
LOGICAL ANALYSIS	16.32	3.073
INITIATIVE	3.68	0.93
ABILITY TO COPE	11.4	2.083
ANGER MANAGEMENT	3.25	0.967
HAPPYNESS ORIENTATION	12.08	2.611
CONFIDENCE	16.06	2.758
ASSERTIVENESS	3.76	0.911
DECISSIVE	4.54	6.153
CIVICSUM/ACCOUNTABILITY	4.38	0.923
ADAPTABILITY	3.43	1.174
PATIENCE	3.16	1.322
EMOTIONAL INTELLIGENCE	167.7	25.732
CENTRALITY	2.1	0.995
INTEGRATION	3.16	1.334
PROACTIVITY	2.02	1.039
CREATIVITY	2.7	1.444
INTER-ROLE LINKAGE	2.97	1.47
HELPING RELATIONSHIP	3.3	1.352
SUPERORDINATION	1.63	1.579
INFLUENCE	2.05	1.25
GROWTH	2.33	1.107
CONFRONTATION	3.53	0.97
ROLE EFFICACY	25.73	6.274

The results in Table 3 show the mean values of the emotional intelligence and the potential for effectiveness in the organizational roles and functions of women employees. Seventeen emotional intelligence variables and role efficacy variables have above average scores. It means that women employees have an above average ability to manage their own emotions with whom they interact. It is assumed that an above average amount of emotional intelligence possessed by them would help them to function effectively in their respective roles in the organization/s. This assumption of the investigators has empirical grounding, as other researchers (e.g. Bachman, 1988; Rosenthal, 1977) working in the area of emotional intelligence and related domain of knowledge have maintained similar assumptions.

Mean values reveal the results obtained for the potential role effectiveness of women employees. While looking at the results obtained, it can be said that the overall role effectiveness of women employees under study is above average. Such a relatively high level of the role effectiveness of women employees can be assumed to be a function of their perceiving their roles to provide them with opportunities for professional development and finding themselves well integrated with the roles assigned. Therefore, it is assumed that these women employees would tend to interact freely with the people and the environment, and feel satisfied with life.

**Table 4**  
**Correlation coefficients of Role Efficacy with Emotional Intelligence for Women employees (N= 63)**

Correlations	CENTRALITY	INTEGRATION	PROACTIVITY	CREATIVITY	INTER-ROLE LINKAGE	HELPING RELATIONSHIP	SUPERORDINATION	INFLUENCE	GROWTH	CONFROTATION	ROLE EFFICACY
capability to express	0.178	-0.16	0.24	0.16	-0.24	0.064	0.04	0.07	-0.07	.326(**)	0.108
purposeful	-0.027	-0	0.05	0.06	0.03	-0.08	-0.1	0.16	0.2	0.209	0.11
self reliance	0.007	-0.08	0.15	0.19	-0.2	0.12	0.15	.408(*)	0.09	.393(**)	0.235
identifying emotions	0.004	-0.12	0.18	0.21	-0.13	0.105	0.09	.274(*)	0.17	.443(**)	0.228
support building	0.041	-0.09	0.21	0.04	0.04	-0.12	0.02	0.2	-0.05	0.217	0.095
empathy	-0.127	-.260(*)	0.08	-0.1	-0.06	.267(*)	-0	.293(*)	0.1	.443(**)	0.11
logical analysis	0.027	-0.08	0.2	0.08	-0.01	0.046	0.07	0.24	0.13	.253(*)	0.174
initiative	-0.089	-0.18	.256(*)	0.1	-0.08	-0.1	0.09	0.04	-0.02	0.122	0.032
ability to cope	0.168	-0.02	0.22	.260(*)	0.01	0.077	0.12	.333(*)	0.18	.453(**)	.340(**)
anger management	0.125	0.24	0.22	0.11	0.01	0.113	0.15	0.18	0.07	-0.04	.251(*)
happiness orientation	0.171	-0.04	.261(*)	0.12	0	0.089	0.11	0.25	0.13	.296(*)	.271(*)
confidence	0.115	0.06	0.21	0.14	0.01	0.008	0.2	.280(*)	0.11	.273(*)	.279(*)
assertiveness	-0.028	-0.08	0.07	.251(*)	-0.24	-0.01	0.13	0.11	0.1	.359(**)	0.135
decisiveness	0.002	-0.12	0.16	0.01	-.264(*)	0.05	0.09	0.14	-0.02	0.125	0.021
civic sum/accountability	-0.145	-0.19	0.06	0.09	-0.09	-0	0.01	0.17	0.1	0.24	0.038
adaptability	0.144	0.07	0.13	.353(*)	-0.13	0.08	0.16	0.12	0.04	0.217	0.226
patience	0.074	-0.01	0.03	0.19	-0.15	0.117	0.18	-0.1	-.257(*)	-0.05	0.029
emotional intelligence	0.062	-0.12	.252(*)	0.18	-0.16	0.095	0.14	.311(*)	0.09	.402(**)	0.236

Table 4, shows the impact of role efficacy on emotional intelligence of women employees. These values measure the strength and direction of the linear relationship between the two variables. The following are the dimension variables of emotional intelligence and role efficacy used in the present study.

Out of seventeen variables of Emotional Intelligence and ten variables of Role Efficacy it can be observed (table 4) that emotional intelligence jointly predicts (23.5%) significant to the role effectiveness of the women employees in their organizational lives. That is variables related to Ability to cope ( $F=0.340$ ), Anger management ( $F=0.25$ ), Happiness orientation ( $F=0.27$ ) and Confidence ( $F=0.279$ ) are significant between .01 level to .05 level. Apart from these variables, it can also be observed that (13%) variables such as self reliance, identifying emotions, support building and so on also shows the individual significance on the role efficacy variables. As pointed out by Bandura (1998) people with high confidence in their capabilities handle work-life related factors effectively and approach difficult tasks as challenges to be mastered rather than as threats to be avoided.

## **Findings**

- There was a significant relationship between role efficacy on demographic factors of women employees
- There was a significant relationship between emotional intelligence on demographic factors of women employees
- There was an impact of role efficacy on emotional intelligence of women employees.

**Table 5**  
**Showing Role Efficacy Cronbach's Alpha Test**

	<b>(Role Efficacy) pre-test</b>	<b>(Role Efficacy) post-test</b>
<b>Cronbach's Alpha</b>	.598	.621
<b>No. of items</b>	20	17 (after removal of 3 items)

**Table 6**  
**Showing Emotional Intelligence Cronbach's Alpha Test**

	<b>( Emotional Intelligence) Pre-test</b>	<b>(Emotional Intelligence) Post-test</b>
<b>Cronbach's Alpha</b>	.937	.937
<b>N of items</b>	43	43

**Table 7**  
**Showing Role Efficacy and Emotional Intelligence KMO and Bartlett's Test**

<b>KMO and Bartlett's Test</b>		<b>Role Efficacy</b>	<b>Emotional Intelligence</b>
<b>Kaiser-Meyer-Olkin Measure of Sampling Adequacy.</b>		.651	.927
<b>Bartlett's Test of Sphericity</b>	<b>Approx Chi-Square</b>	523.59	6481.504
	<b>df</b>	136	903
	<b>Sig.</b>	.000	.000

- From Table 5 & Table 6 Cronbach's Alpha value measure Role efficacy variables of .621 (after removal of 3 items), and Emotional intelligence variables of .937 indicates the sample adequacy subject to statistical analysis.
- From Table 7 Kaiser-Meyer-Olkin (KMO) measure of adequacy at a measure of .651 (Role Efficacy scale) indicates the sample can subject itself to factor analysis and indicates that 65.1% of the variance in the 17 variables is explained by the underlying factors.
- The Bartlett's test of sphericity indicates the chi-square value is significant at 0.000 and therefore there exists significant relationship between the 17 variables related to Role Efficacy.
- It therefore indicates that Role efficacy is related to management practices.
- Exploratory factor analysis was then done to analyze the structure of interrelationships among the variables of Role Efficacy.
- Factor analysis would also identify groups of variables that can be conceptually used in describing work-life balance practices among women employees.
- Even the values of Emotional Intelligence scale (for 43 variables) were calculated to ensure the reliability of the measure used (Table 7). Then reliability of the scale was taken. The alpha value of the scale Emotional Intelligence is .927. It can be observed that the values calculated were more than the acceptable alpha limit of 0.60.

Thus the pilot study established the relationship among variables and the final study was executed.



## **Chapter - VI**

### **Results and Discussion**

Data was collected from 443 women employees and 59 HR managers belonging to various organizations. The data was coded and subjected to SPSS 17.0 version analysis. The quantitative and qualitative description of the data is presented below as results and discussion. Descriptive statistics like frequency, mean, median, mode, correlation analysis, regression equations and factor analysis emerged from the analysis. Each of the Hypotheses was tested according to the objectives of the study and conclusions were drawn.

The demographic variables are discussed in the tables under – **I**.

The role efficacy variables are discussed in the tables under – **II**.

The emotional intelligence variables are discussed in the tables under – **III**.

Working life questionnaire and HR managers' interview schedules are represented in the form of pie diagrams and qualitative analysis – **IV**.

#### **Discussion of Demographic profile of women employees:**

Data was collected on the personal and family related aspects from the sample. Aspects included details about age, educational qualifications, organizational background, designation, work experience, annual income, mode of transport, type of family and children related details.

**Table Ia – Showing Age Profile of the sample**

Characteristics	Frequency	percentage
21to25 years	114	25.73
26 to 30 years	95	21.44
31 to 35 years	46	10.38
36 to 40 years	46	10.38
41 to 45 years	65	14.67
46 to 60 years	76	17.16
Not specified	1	0.24
Total	443	100.00

The above table **Ia** shows age profile of the sample which is ranging from 23 years to 60 years with an average age of 40. Majority of respondents, 25.73% of the survey population are in the 21-25 years age group, followed by 26-30 years age group making up for 21.44% of the sample. 0.24% has not responded to this statement.

**Table Ib – Showing Educational Qualifications of the sample**

Characteristics	Frequency	percentage
Up to Graduation	4	0.90
Graduation	125	28.28
Post Graduation	198	44.65
M Phil / Phd	52	11.73
Technical Education	44	9.93
Professional Qualification	20	4.51
Total	443	100.00

The above table shows women employees' educational qualifications which are as follows: graduation 28.28%, post graduation 44.65%, higher education M.Phil/PhD- 11.73%, technical education (B.Tech/ M.Tech) 9.93% and professional qualification 4.51%. It is also observed that 44.65% of the sample are post graduates and 28% of the sample are graduates showing their dominance in the study.

**Table Ic – Showing Designation of the sample**

Characteristics	Frequency	percentage
ASO/AAO, Jr. Executives	206	46.54
AO/ SO/ Sr. Exe/ Doctors/ Professors	163	36.76
Scientists	45	10.38
Software Professionals	21	4.51
Chemists, Nurses, Medical Transcriptionists	7	1.58
Not specified	1	0.23
Total	443	100.00

The above table **Ic** shows that 46.54% of the sample are at the junior level of management in the organizations, 36.76% are in the senior level of the organizations, 10.38 % are employed as Scientists in Research Institutes, 4.51% are working as software professionals, 1.58% are working in other areas such as chemists, nurses, medical transcriptions, etc. 0.23% of the sample have not responded to the statement. Nearly 80% of the sample surveyed are employed in the junior and senior executive levels.

**Table Id – Shows the Annual Income of the sample**

Characteristics	Frequency	percentage
Up to 1 lakh	50	11.28
1 to 2 lakhs	84	18.96
2 to 3 lakhs	80	18.05
3 to 4 lakhs	67	15.12
4 to5 lakhs	46	10.35
Above 5 lakhs	66	14.96
Not specified	50	11.28
Total	443	100.00

The above table shows the distribution of annual income of the sample. It was observed that the sample were positioned in the junior and senior executive categories and nearly 37% of the sample were in the range of one to three lakhs per annum. 14.96% of the sample were drawing above five lakhs salary per annum.

**Table Ie – Shows Work Experience of the sample**

Characteristics (years)	Frequency	percentage
1 to5 years	199	44.97
6 to 10 years	59	13.31
11to15 years	39	8.80
16 to 20 years	51	11.51
Above 21 years	76	17.13
Not specified	19	4.28
Total	443	100.00

It is interesting to note that nearly 45% of the sample have less than five years of experience, 17.13% have experience above twenty years followed by 13.31% having six to ten years and 11.5% have between sixteen to twenty years of work experience. This also shows that our sample represents the junior and senior level category of management.

**Table If – Shows Working Hours per day of the sample**

Characteristics	Frequency	Percentage
6 to 7 hours	149	33.18
8 to9 hours	259	57.68
10 to 11 hours	23	5.12
Not specified	12	4.02
Total	443	100.00

Time spent in active participation of work-life is related to work-life balance. When data was collected from the sample with regard to the number of hours spent in the work place, it was observed that about 5% of the sample spend between ten to eleven hours, 57.68% of the sample spend eight to nine hours and 33.18% of the sample spend six to seven hours. It means that nearly 60% of the sample spends the required or more amount of time in the work place.

**Table Ig – Shows Mode of Transport used by the sample**

Characteristics	Frequency	percentage
Own vehicle	169	38.16
Staff bus	32	7.22
Public transport	230	51.91
Not specified	12	2.71
Total	443	100.00

The above table **Ig** shows that 51.91% of the sample depend on public transport in commuting to work place, while 38.16% use their own vehicles to reach the work place. and only 14.24% of the sample experience inconvenience due to lack of frequency of public transport and heavy traffic congestions.

**Table Ih – Showing Details of Personal/ Family life of the sample**

Characteristics: Marital status	Frequency	percentage
Married	294	66.36
Unmarried	146	32.95
No response	3	0.69
Total	443	100.00

The above table **Ih** shows that, 66.36% of the sample respondents are married and 32.95% are unmarried and .69% did not respond to this statement. It shows that nearly 67% of the sample need to fulfill obligations in the family as well as in the work place and execute their roles effectively.

**Table Ii – Showing Type of Family of the sample**

Characteristics	Frequency	Percentage
Joint family	118	26.63
Nuclear family	253	57.12
Not specified	72	16.25
Total	443	100.00

The above table shows that 57.12% of the sample have nuclear families and 26.63% of the sample are living in joint families like extended families or with in-laws.

**Table Ij Shows Spouse's Qualification of the sample**

Characteristics (N=294)	Frequency	percentage
Graduation	87	29.59
Post Graduation	113	38.43
M.Phil/Ph.d	15	5.12
Technical	39	13.26
Professional	20	6.80
Not specified	20	6.80
Total N	294	100.00

The above table Ij shows spouse's qualification of the sample. Out of 294 married women employees, 38.43% of respondents spouse are post graduates and 29.59% are graduates and 13.26% have technical background. Nearly 7% of the sample also have spouse who are professionally qualified.

**Table Ik Showing Details of Children of the sample**

Characteristics	Frequency	percentage
Single child	73	16.47
Two children	120	27.08
Three children	4	0.90
Not applicable	220	49.69
No response	26	5.86
Total	443	100.00

From the married women employees sample it is observed that, 27% of them have two children and 16.47% have a single child.

## **Conclusion**

Demographic profile indicates the details about age, qualifications, designation, work experience, number of children, working hours, and transportation. More than 50% of the sample are married and need to execute both familial and work related responsibilities. In this context what is required is work–family balance, where the objective is fulfilling the roles effectively and the outcomes aimed are achievement and satisfaction. In order to study this, two variables related to the above aspect: role efficacy and emotional intelligence are chosen as variables influencing work–family balance. Those two aspects and their relatedness are discussed in the next tables.

**Role Efficacy**

Role efficacy refers to potential effectiveness of an individual occupying a particular role in an organization. The dimensions studied under role efficacy are centrality, integration, pro-activity, creativity, inter-role linkage, helping relationships, super ordination, influence, growth and confrontation. Accordingly hypothesis were framed and tested in the study.

The interpretation of this is given in the below tables beginning with the number **II**.

**Table IIa Showing Mean & Standard Deviation of Role efficacy**

Dimensions	Parameters	Mean	SD	Remarks
Centrality	1. Role importance in organization.	1.05	0.659	Role importance > self importance
	11. Self importance in organization.	0.91	0.791	
Integration	2. Knowledge skills implementation in role	1.19	1.173	Skills implementation > enjoying role autonomy
	12. Enjoying role autonomy	0.76	1.326	
Pro-activity	3. Role freedom	1.07	0.996	Role freedom > self freedom
	13. Self freedom	0.97	0.791	
Creativity	4. Creative at work	1.16	1.084	Almost role creativeness = self innovative at work
	14. Self innovative	1.25	0.976	
Inter-role linkage	5. Role significance at work	1.54	0.961	Role Significance > self significance
	15. Self significance at work	0.64	1.304	
Helping relationship	6. Role assistance	1.34	1.149	Self assistance > role assistance
	16. Self assistance	1.38	1.105	
Super ordination	7. Role contribution	1.12	1.088	Role contribution > self contribution.
	17. Self contribution	0.74	1.220	
Influence	8. Decision making in role	0.86	1.154	Decision making in role > relevant decisions.
	18. Relevant decisions	0.50	1.255	
Growth	9. Personal growth in role	0.92	1.113	Personal growth > personal development
	19. Personal development in role	0.51	1.221	
Confrontation	10. Dealing with role issues	1.46	0.998	Role issues = personal issues.
	20. Dealing issues personally	1.17	0.839	



**Table IIb Showing Role Efficacy Dimensional Scores**

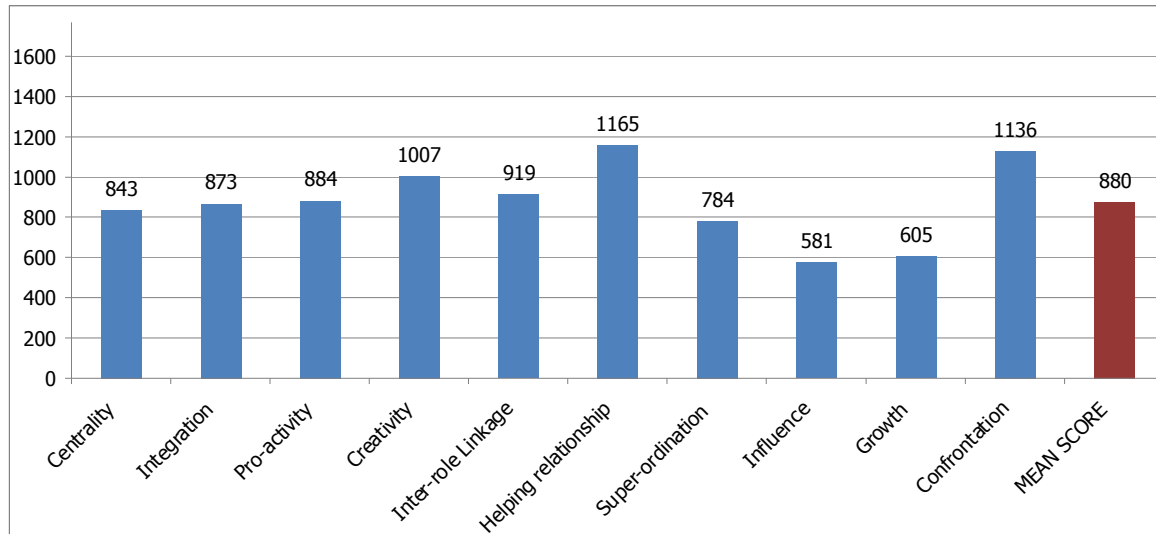


Table **IIa** and **IIb** show the dimensions of role efficacy:

**Centrality:** Table **IIa** indicates that women employees perceive higher role importance ( $M=1.05$ ;  $SD=0.659$ ) than the self importance ( $M=0.91$ ;  $SD=0.791$ ) given to their roles. Table **IIb** shows that 443 respondents centrality score is almost equal to mean score (880).

The objectives of an organization determine its structure and the structure determines the role relationships. Every role has got the expected and enacted aspect. The personality of an individual gets integrated with the goals of the organization and the enacted role emerges. The significance of the role in terms of relationships and relatedness with other positions results in the perception of the individual about the importance of his or her role. If a person feels that he is enacting a significant role, his or her efficacy increases. Hence it may be said that perceived importance of the role influences role efficacy and in the present study the sample were found to score high in this dimension indicating high role efficacy.

**Integration:** Table **IIa** shows the mean scores for the dimension of self role integration. ( $M=1.19$ ;  $SD=1.173$ ) ( $M=0.76$ ;  $SD=1.326$ ). Here the term self is interpreted as including the strengths and special skills of the individual. When the organization provides for an

opportunity to utilize his or her special skills on the job better self role integration takes place resulting in role efficacy. In the present study the sample were found to be moderately high in this dimension.

**Pro-activity:** The mean scores for the dimension of pro-activity were found to be  $M=1.070$ ;  $SD= 0.996$ ,  $M=0.97$ ;  $SD= 0.791$  indicating a moderately high score. When a role occupant takes initiative he or she is demonstrating pro-active behaviour. Taking initiative, showing enthusiasm for handling responsible tasks is essential in the linking of roles with each other. It also signifies the ability for co-ordination and leadership qualities. The sample in the present study demonstrated the above qualities and it is also important to note that organizations also need to provide opportunities for the employees to exhibit the same.

**Creativity:** The mean scores for the creativity dimension were found to be  $M=1.16$ ;  $SD=1.084$ ,  $M=1.25$ ;  $SD= 0.976$  and the sample were found to score high on this dimension. Creativity is a function of three major components: expertise, creative thinking skills and motivation. How imaginatively and flexibly people can visualize their issues and problems will result in effectiveness. In the present study the sample has expertise in imaginative power and are intuitive in decision making and hence the high scores on creativity.

**Inter-role linkage:** The mean scores for the inter-role linkage dimension were found to be  $M=1.54$ ;  $SD=0.961$ ,  $M=0.64$ ;  $SD= 1.304$  and the sample were found to score high in this dimension. Inter-role linkage signifies that there is task inter-dependency and individuals put in a concerted effort to understand problems and find solutions. Linking of one's role with others increases role efficacy and in our study it was found that the design of the jobs for the sample was facilitated this process.

**Helping relationships:** The mean scores for the helping relationships dimension were found to be  $M=1.34$ ;  $SD=0.961$ ,  $M=1.38$ ;  $SD=1.105$  and the sample were found to score high on this dimension. This dimension is related to the organizational climate. Here, the

culture fosters for a free discussion and articulating the issues and seeking support from one another. This is also linked to the inter-role linkage and super ordination dimensions.

**Super ordination:** The mean scores for the super ordination dimension were found to be  $M= 1.12$ ;  $SD= 1.088$ ,  $M=0.74$ ;  $SD= 1.220$  which is less than the average mean score. To be effective in the role, one needs clarity as well as focus on the goal to be achieved. In an organization the meaning that an individual derives as to how his implementation of the tasks is linked to the overall objectives is what explains this dimension. From the results it may be said that probably the management need to clarify certain processes or steps to the employees which might contribute for increase in the role efficacy.

**Influence:** The mean scores for the influence dimension were found to be  $M= 0.86$ ;  $SD=1.154$ ,  $M=0.50$ ;  $SD= 1.255$  which are less than the average mean score. The concept of influence is closely related to the concept of power. The amount of authority that an individual has will be responsible in influencing the other members. Our sample in the study consists of employees from junior and middle levels, where the amount of authority is restricted or limited. This explains the lower score of the sample in this dimension.

**Growth:** The mean scores for the influence dimension were found to be  $M=0.92$ ;  $SD= 1.113$ ,  $M=0.51$ ;  $SD=1.221$  and the sample were found to score very low on this dimension. Employees perceive their roles in the organization as a stepping stone for their career growth. When certain opportunities are not provided by the organization in terms of personal growth, employees tend to change their perceptions or leave organizations. A challenging growth related opportunity is what is expected by the employees.

**Confrontation:** The mean scores for the influence dimension were found to be  $M=1.46$ ;  $SD=0.998$ ,  $M=1.17$ ;  $SD= 0.839$  which is higher than the average mean score. Here, the term confrontation is interpreted as attempting to resolve issues by facing the challenges and discussing the solutions in an open manner. It also indicates a free and trustworthy atmosphere. This again contributes to role efficacy as people feel free to ventilate their issues. Hence, a higher score in this dimension is related to role efficacy.

Role efficacy dimensions were compared with the demographic variables such as age, qualification, designation, annual income, work experience, working hours, details of children and mode of transport. From the numerous tables obtained, only those aspects whose Chi-square was significant were identified and Hypothesis was tested against it. Thus the following tables represent the relationship between Demographic variables and Role efficacy.

**Hypothesis (H1): Age difference has significant impact on Decision making in role**

The 3 X 9 matrix cross-tabulated values relating to decision-making and age are tabulated in the table below:

<b>Crosstab Table IIc</b>					
Count					
		Decision-making			Total
		-1	1	2	
Age	21 to 25 years	35	29	49	113
	26 to 30 years	29	41	25	95
	30 to 35 years	7	20	17	44
	36 to 40 years	6	21	19	46
	41 to 45 years	14	33	18	65
	46 to 50 years	2	17	12	31
	51 to 55 years	10	14	8	32
	56 to 60 years	3	3	5	11
	not specified	0	4	2	6
Total		106	182	155	443

<b>Chi-Square Tests of Table IIc</b>			
	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	31.695 <sup>a</sup>	16	.011
Likelihood Ratio	34.820	16	.004
Linear-by-Linear Association	1.089	1	.297
N of Valid Cases	443		
a. 6 cells (22.2%) have expected count less than 5. The minimum expected count is .24.			

The above Table IIc (n-1) calculated value of Chi-Square is 31.695 at 5 percent level of significance and 16 degrees of freedom  $\{(3-1) \times (9-1) = 2 \times 8\}$  whereas the critical value is 26.296.

The asymptotic value is 0.011 which is lower than 0.05 and shows that the Chi-square value is greater than table value which strengthens the alternative hypothesis statement and rejects the null hypothesis. It indicates that there is a difference in the ability of decision making between the women employees depending on the age. Decision making is a dynamic process which has both strategic and behavioural implications for the organizations. Most organizations implement participative decision making process initiated by the senior manager or leader. The degree of participation of the members will be determined by factors such as age, experience and nature of the task. The more experience and the more open and unstructured the task, the more participation there will tend to be. In the above instance when the results show that the age factor influences decision making, it implies that differences in the age and experience contribute for differential participation in the organizations.

**Hypothesis H2: There is a significant difference between qualification and creativity**

The 3 X 6 matrix cross-tabulated values relating to creativity and Qualification are presented in the table given below:

<b>Crosstab Table IIa</b>					
Count					
		Creative at Work			Total
		-1	1	2	
Qualification	up to graduation	2	1	1	4
	Graduation	18	58	48	124
	post graduation	33	63	99	195
	mphil or/and phd	4	12	35	51
	Technical	12	11	20	43
	Mbbs	10	1	9	20
Total		79	146	212	437

<b>Chi-Square Tests of Table IIa</b>			
	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	41.148 <sup>a</sup>	10	.000
Likelihood Ratio	39.290	10	.000
Linear-by-Linear Association	1.232	1	.267
N of Valid Cases	437		
a. 4 cells (22.2%) have expected count less than 5. The minimum expected count is .72.			

The above Table **IIa** indicates calculated value of Chi-Square is 41.148 at 5 percent level of significance and 10 degrees of freedom  $\{(3-1) \times (6-1) = 2 \times 5\}$  whereas the critical value is 18.307.

The asymptotic value is 0.000 which is perfect significant ( $p < 0.05$ ) and shows that the Chi-square value is greater than table value which strengthens the alternative hypothesis statement and rejects the null hypothesis.

Creative thinking draws on observation, experience, knowledge and ability of an individual to arrange in new patterns. Thus, it might result in divergent thinking, cognitive complexity and innovative designs. Earlier research has also suggested a strong relationship between intelligence and creativity. Increase in educational qualifications widens the scope in the thinking process and contributes for divergent thinking. Hence, our results also support the above earlier findings and assert that there is a significant difference between qualification and creativity.

### **Hypothesis H3: Designation has significant difference on Self assistance**

The 3 X 6 matrix cross-tabulated values relating to self assistance and designation status are presented in the table given below:

<b>Crosstab Table IIe</b>					
Count					
		Self Assistance			Total
		-1	1	2	
Designation	AAO/ASO/JR.EXE/LECTURE RS	26	19	157	202
	AO/SO/SR.EXE/SR.LEC/DOC TORS/PROFF	31	17	103	151
	SCIENTIST	9	11	21	41
	SOFTWARE PROGRAMER	5	1	15	21
	CONDUCTORS, MEDICAL TRANSCRIPTIONISTS,NURS E, CHEMIST	0	2	3	5
	NOT SPECIFIED	12	7	4	23
Total		83	57	303	443

Chi-Square Tests of Table IIe			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	23.617 <sup>a</sup>	10	.009
Likelihood Ratio	21.500	10	.018
Linear-by-Linear Association	5.512	1	.019
N of Valid Cases	443		
a. 9 cells (50.0%) have expected count less than 5. The minimum expected count is .24.			

The above table **IIe** indicates calculated value of Chi-Square is 23.617 at 5 percent level of significance and 10 degrees of freedom  $\{(3-1) \times (6-1) = 2 \times 5\}$  whereas the critical value is 18.307. The asymptotic value is 0.009 which is lower than 0.05 and shows that the Chi-square value is greater than table value which strengthens the alternative hypothesis statement and rejects the null hypothesis.

In the organization where middle and senior level positions exist, or where task interdependency is structured, it was observed that employees seek support from each other. In the administrative hierarchy mutual help and support is being experienced by the sample and where the sample were involved in working alone, this was absent. It indicates that the Designation of an employee influences the amount of collaboration with other positions.



**Hypothesis H4a: Working hours has significant impact on Role significance**

The 3 X 4 matrix cross-tabulated values relating to role Significance and working hours presented in the table given below:

Crosstab Table II <sub>f</sub>					
Count					
		Role Significance at Work			Total
		-1	1	2	
Working hours	6 to 7 hours	13	9	124	146
	8 to 9 hours	31	35	184	250
	10 to 11 hours	2	7	14	23
	not specified	1	8	15	24
Total		47	59	337	443

Chi-Square Tests of Table II <sub>f</sub>			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	22.249 <sup>a</sup>	6	.001
Likelihood Ratio	22.241	6	.001
Linear-by-Linear Association	1.271	1	.260
N of Valid Cases	443		
a. 4 cells (33.3%) have expected count less than 5. The minimum expected count is 1.89.			

The above Table II<sub>f</sub> indicates calculated value of Chi-Square is 22.249 at 5 percent level of significance and 6 degrees of freedom  $\{(3-1) \times (4-1) = 2 \times 3\}$  whereas the critical value is 12.592. The asymptotic value is 0.001 which is lower than 0.05 and shows that the Chi-square value is greater than table value which strengthens the alternative hypothesis statement and rejects the null hypothesis.

It is observed that almost 50% of the sample spends nearly eight to nine hours in the work place. Time spent in an activity is an indication of commitment and involvement of the individual. This process happens when an individual identifies with the work and considers it as a significant one. Thus, our results also confirm this by stating that working hours has a significant impact on role significance.

**Hypothesis H<sub>4b</sub>: Working hours has significant impact on Personal growth**

The 3 X 4 matrix cross-tabulated values' relating to personal growth and work-hours are presented in the table given below:

<b>Crosstab Table IIg</b>					
Count					
		Personal Growth in Role			Total
		-1	1	2	
W_hours	6 to 7 hours	13	75	55	143
	8 to 9 hours	62	100	86	248
	10 to 11 hours	9	9	5	23
	not specified	14	6	9	29
Total		98	190	155	443

<b>Chi-Square Tests of Table IIg</b>			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	33.744 <sup>a</sup>	6	.000
Likelihood Ratio	35.007	6	.000
Linear-by-Linear Association	21.958	1	.000
N of Valid Cases	443		
a. 1 cells (8.3%) have expected count less than 5. The minimum expected count is 3.92.			

The above Table **IIg** indicates calculated value of Chi-Square is 33.744 at 5 percent level of significance and 6 degrees of freedom  $\{(3-1) \times (4-1) = 2 \times 3\}$  whereas the critical value is 12.592. The asymptotic value is 0.000 which is perfect significant and shows that the Chi-square value is greater than table value which strengthens the alternative hypothesis statement and rejects the null hypothesis.

A factor which is closely related to role efficacy is the perception as to how much the role provides to the individual an opportunity to grow and develop. Our results show that the employees spend more than the required amount of time in the work place as they perceive that their organizations are providing ample opportunities in the form of training or higher learning in their roles. Thus, it is observed that working hours are significantly related to personal growth.

The Variables were also subjected to **Analysis of Variance (ANOVA)** and the hypothesis H6 to H10 were tested for the same.

**ANOVA** is a hypothesis testing procedure used to determine if main differences exist for two or more variables. The purpose of ANOVA is to decide whether the differences between mean of observations is simply due to chance (random sampling error) or whether there are systematic effects that have caused course of observations in one or more groups to be statistical and significantly different from those in other groups.

**Hypothesis H5: Work experience has significant impact on Role efficacy**

**Table IIh**

	Work experience	Mean	S.D	S.E	F	Sig	Remarks
Role Efficacy	1-5	18.45	6.425	0.451	2.773	0.008	Significant difference exists
	6-10	21.62	7.038	0.909			
	11-15	19.27	6.786	1.060			
	16-20	20.45	7.172	0.967			
	21-25	20.39	7.996	1.249			
	26-30	20.85	8.198	1.578			
	31-35	24.20	5.808	1.837			
	35-40	26.50	10.607	7.500			
	Total	19.71	7.011	0.335			

The F-ratio is computed to study the variation between samples to the variation within sample. A higher value of F, closer to one signifies that there is significant difference and will be found in the population mean also. The F value =2.773 shows that a significant difference exists between women employees work experience in relation to role efficacy. The higher the work experience, the higher is the degree of presence of role efficacy also.

**Hypothesis H6: Showing Impact of Annual Income on Role Efficacy**

**Table IIi**

	Income	Mean	S.D	S.E	F	Sig	Remarks
Role Efficacy	Up to 1 lakh	18.22	6.182	0.874	3.372	0.002	Significant difference exists
	1-2	17.95	6.825	0.745			
	2-3	20.36	6.141	0.717			
	3-4	18.51	5.710	0.687			
	4-5	22.00	8.390	1.224			
	5-6	22.32	6.827	1.456			
	6-7	24.25	7.008	2.023			
	>=7	20.34	9.819	1.660			
	Total	19.68	7.160	0.358			

Table **III** shows that significant difference exists between Income levels and role efficacy of the sample ( $F=3.372$ ;  $p<0.05$ ). The above results indicate that women employees with higher income levels spend more time in the organization, hold responsible position and execute their duties diligently. Higher the income brackets, the greater the responsibilities and the role also demands certain obligations from the employees.

**Hypothesis H7: Showing Impact of Eldercare on Role Efficacy**  
**Table IIj**

	<b>Elder Care responsibility</b>	Mean	S.D	S.E	F	Sig	Remarks
Role Efficacy	Financial support	18.25	3.500	1.750	2.719	0.044	Significant difference exists
	Support and care for elders	23.00	7.943	2.293			
	Financial support and Care for elders	24.70	8.394	2.654			
	Total	19.75	7.014	0.331			

A significant F ratio ( $F=2.719$ ;  $p<0.05$ ) emerged in the above table wherein the sample were found to be supporting the elders in the family and also executing their role in the organization.

**Hypothesis H8: Age of Children has significant impact on Role efficacy**  
**Table IIk**

	<b>Age of Children (years)</b>	Mean	S.D	S.E	F	Sig	Remarks
Role Efficacy	Under 10 years	22.50	6.815	1.027	5.239	0.000	Significant difference exists
	11-18 years	21.89	6.571	0.991			
	Above 18 years	22.70	7.033	1.284			
	Total	19.75	7.014	0.331			

The above results with F-ratio ( $F=5.239$ ;  $p<0.05$ ) shows that the age and number of children influences role efficacy. In other words the role efficacy dimensions differed in their degree in the sample in relation to the number and age of children they had.

**Hypothesis H9: Showing impact of Mode of Transport on role efficacy**

**Table III**

	<b>Mode of Transport</b>	Mean	S.D	S.E	F	Sig	Remarks
Role Efficacy	Walk	19.40	7.796	1.203	2.869	0.015	Significant difference exists
	Own vehicle	18.98	6.559	0.514			
	Public transport	20.56	6.990	0.507			
	Private and public transport	24.07	8.499	2.271			
	Staff vehicle	17.25	6.773	1.197			
	Total	19.75	7.014	0.331			

Significant difference exists between mode of transport and role efficacy levels ( $F=2.869$ ;  $p<0.05$ ). The above results show that the sample use different modes of transport which is time consuming and influences work related activities.

**Emotional Intelligence**

Emotional intelligence is the innate potential to feel, use, communicate, recognize, remember, describe, identify, learn from, manage, understand and explain emotions. The dimensions studied under emotional intelligence are capability of expression, purposeful, self-confidence, identifying emotions, support building, empathy, logical analysis, initiative, ability to cope, anger management, happiness orientation, confidence, assertiveness, self reliance, decisiveness, adaptability, patience and civic sum/ accountability. Accordingly hypothesis were framed and tested in the study.

The interpretation of this is given in the below tables beginning with the number **III**.

**Table IIIa Emotional Intelligence Variables Dimensional Scores**

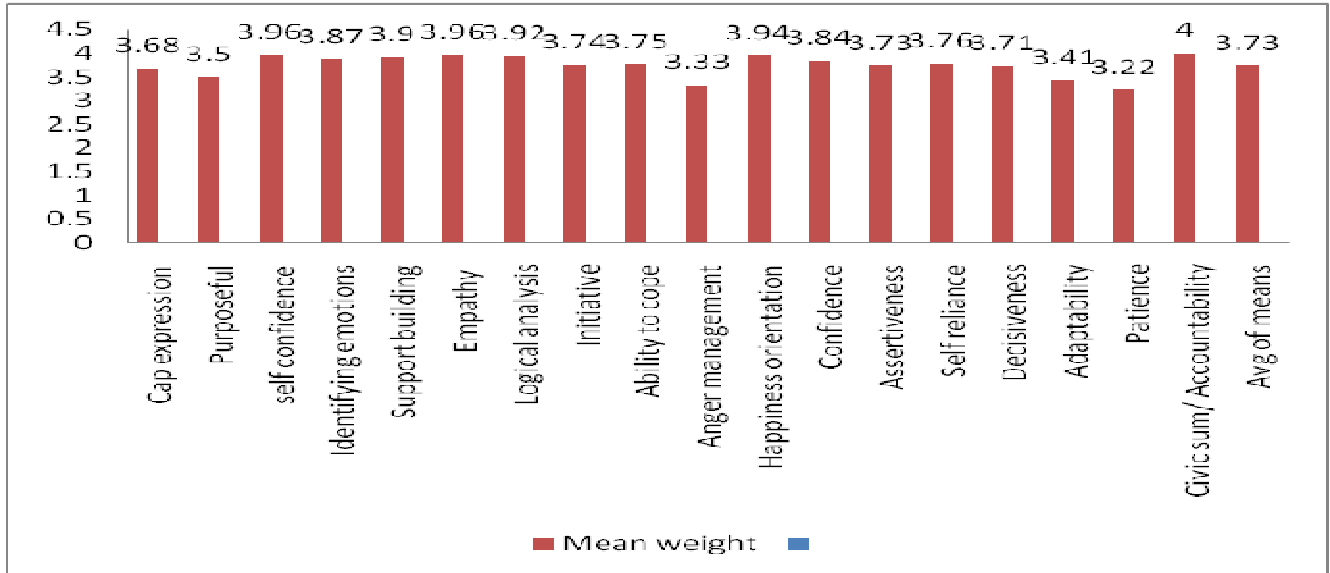


Table **IIIa** shows calculated mean score dimensions of emotional intelligence. Over all mean scores of 443 respondents are 3.73. On the advice of statistical experts it is assumed that mean score is considered as the base level.

Details of dimensions are discussed below:

**Capability of expression:** Capability of expression variable has mean weight of 3.68 which is little less than the average mean weights (3.73) from 443 respondents. Capability of expression renders clear and convincing messages. Employees having high capability of expression are effective in give-and-take, registering emotional cues in attuning their message, deal with difficult issues straightforward, listen well, seek mutual understanding, and welcome sharing of information fully and foster open communication and stay receptive to bad news as well as good.

**Purposeful:** Purposeful variable has mean weight of 3.5 which is lesser than the average mean weights (3.73) of 443 respondents. Purposeful employee understands their roles as a citizen and reflects on their values.

**Self–Confidence:** Self-confidence variable has mean weight of 3.96 which is higher than the average mean weights (3.73) of 443 respondents. Adjective, sureness about one's self-worth and capabilities, employees with this competence present themselves with self-assurance and can voice views that are unpopular and go out on a limb for what is right. Self-confident employees are decisive and able to make sound decisions despite uncertainties and pressures.

**Identifying emotions:** Identifying emotions variable has mean weight of 3.87 which is little higher than the average mean weights (3.73) of 443 respondents. Recognizing one's emotions and their effects, employees with this competence know which emotions they are feeling and why, realize the links between their feelings and what they think - do - say, recognize how their feelings affect their performance. In other words they can guide awareness of their values and goals.

**Support building:** Support building variable has mean weight of 3.9 which is higher than the average mean weights (3.73) of 443 respondents. Nurturing instrumental relationship, employees with this competence cultivate and maintain extensive informal networks, seek out relationships that are mutually beneficial and build rapport and keep other in the loop. In other words they make and maintain personal friendships among work associates.

**Empathy:** Empathy variable has mean weight of 3.96 which is higher than the average mean weights (3.73) of 443 respondents. Sensing other's feelings and perspective, and taking an active interest in their concerns. Employees with this competence are attentive to emotional cues and listen well, show sensitivity and understand others' perspectives and help out based on understanding other people's needs and feeling.

**Logical Analysis:** Logical analysis variable has mean weight of 3.92 which is higher than the average mean weights (3.73) of 443 respondents. It is the analysis which explains in a corresponding process for a given situation/cause



**Initiative:** Initiative variable has mean weight of 3.74 which is higher than the average mean weights (3.73) of 443 respondents. Readiness to act on opportunities, employees with this competence are ready to seize opportunities, pursue goals beyond what's required or expected of them cut through red tape and bend the rules when necessary to get the job done and mobilize others thorough unusual, enterprising efforts.

**Ability to cope:** Ability to cope variable has mean weight of 3.74 which is almost equal to the average mean weights (3.73) of 443 respondents. It means that the ability to identify what is stressful, realistically appraise one's capacity for action, and problem solve effectively facilities adaptation. Coping mechanisms vary from one employee to another employee.

**Anger management:** Anger management variable has mean weight of 3.33 which is less than the average mean weights (3.73) of 443 respondents. Anger management variable has mean weight of 3.33 which is less than the average mean weights (3.73) of 443 respondents. Anger management is to manage disruptive emotions and impulses. Employees with anger management are able to manage their impulsive feelings and distressing emotions well; stay composed, positive, and unflappable even in trying moments and think clearly and stay focused under pressure

**Optimism/ Happiness orientation:** Optimism/Happiness orientation variable has mean weight of 3.94 which is higher than the average mean weights (3.73) of 443 respondents. Optimism/ Happiness orientation is persistence in pursuing goals despite obstacles and setbacks. Employees with this competence persist in seeking goals despite obstacles and setbacks and operate from hope of success rather than fear of failure. Employees also have sets back due to manageable circumstance rather than a personal flaw

**Confidence:** Confidence variable has mean weight of 3.84 which is higher than the average mean weights (3.73) of 443 respondents. It is an act of confiding, trusting, or putting faith in; trust; reliance and belief. Confidence is a firm belief in one's powers, abilities, or capacities: employees gain strength, courage and confidence by very experience in which you really stop to look fear in the face.

**Assertiveness:** Confidence variable has mean weight of 3.73 which is equal to the average mean weights (3.73) of 443 respondents. Assertiveness means telling employees what we want, need, or would prefer. Characteristic of assertiveness is giving preference clearly and confidently, without self belittling or others, without threatening or putting other employees down. Assertive employees can initiate conversation, can compliment others and receive compliments gracefully and can cope with justified criticism. It's a positive way of behaving, that doesn't involve violating the rights of other people.

**Self Reliance:** Self Reliance variable has mean weight of 3.76 which is higher than the average mean weights (3.73) of 443 respondents. It results in maintaining standards of honesty and integrity. Employees with this competence act 1.ethically and are above reproach, 2. Build trust through their reliability and authenticity, 3. Admit their own mistakes and confront unethical actions in others and 4.take tough, principled stands even if they are unpopular.

**Decision:** Decision variable has mean weight of 3.71 which is higher than the average mean weights (3.73) of 443 respondents. Thinking critically and making decisions are important parts of today's business environment. It is important for employees to understand in decision making process related 1. to identifying the problem, defining criteria, setting goals and objectives, 2.evaluating the effect of the problem, identifying the causes of the problem, framing alternatives, 3.evaluating impacts of the alternatives, making the decision, implementing the decision, and measuring the impacts. By using various methods and tools to assist in making important business decisions an employee can ensure the decisions they make will be as successful as possible.

**Adaptability:** Adaptability variable has mean weight of 3.41 which is less than the average mean weights (3.73) of 443 respondents. Flexibility in handling changes. Employees with this competence 1.Smothly handle multiple demands, shifting priorities, and rapid change, 2. Adapt their responses and tactics to fit fluid circumstances, 3. Are flexible in how they look at the events.

**Patience:** Patience variable has mean weight of 3.22 which is less than the average mean weights (3.73) of 443 respondents. It is a virtue that every person should strive to have. Without patience things can go terribly wrong. Employees who are impatient need to struggle to handle situations.

**Civic sum/ Accountability:** The variable has mean weight of 4 which is highest among all variables mean weights. Civic sum/ Accountability is taking responsibility for the one's own words and actions. Accountable means being dependable-arriving to work and appointments on time, meeting deadlines, being in the right place at the right time.

#### **Hypothesis H10: Age has significant impact on Ability of alternative thinking**

The 5 X 9 matrix cross-tabulated values relating to age and ability of alternative thinking is presented in the table given below:

<b>Crosstab Table IIIb</b>							
Count							
		Ability of alternative thinking					Total
		strongly disagree	disagree	Neutral	agree	strongly agree	
Age	21 to 25 years	4	5	16	44	45	114
	26 to 30 years	2	3	16	36	38	95
	30 to 35 years	2	3	7	23	11	46
	36 to 40 years	0	2	7	14	23	46
	41 to 45 years	1	3	15	29	16	64
	46 to 50 years	2	0	4	15	12	33
	51 to 55 years	3	1	2	17	9	32
	56 to 60 years	0	0	1	5	5	11
	not specified	0	1	0	0	0	1
Total		14	18	68	183	159	442

<b>Chi-Square Tests Table IIIb</b>			
	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	51.561 <sup>a</sup>	32	.016
Likelihood Ratio	36.949	32	.251
Linear-by-Linear Association	.626	1	.429
N of Valid Cases	442		
a. 25 cells (55.6%) have expected count less than 5. The minimum expected count is .03.			

The above Table **IIIb** indicates calculated value of Chi-Square is 51.561 at 5 percent level of significance and 32 degrees of freedom  $\{(5-1) \times (9-1) = 4 \times 8\}$  whereas the critical value is 43.773.

The asymptotic value is 0.016 which is lower than 0.05 and shows that the Chi-square value is greater than that of table value which strengthens the alternative hypothesis statement and rejects the null hypothesis. It means that as age progresses it helps to develop alternative thinking while fulfilling multiple responsibilities. Hence, it is concluded that age has significant impact on ability to think alternatively in different situations.

### Hypothesis H11: Qualification has significant effect on Self-Confidence

The 5 X 6 matrix cross-tabulated values relating to qualification and Confidence are presented in the table given below:

Crosstab Table IIIc							
Count							
		Confidence					Total
		strongly disagree	disagree	neutral	agree	strongly agree	
Qualification	up to graduation	0	0	0	2	2	4
	graduation	1	5	29	54	36	125
	post graduation	2	12	47	72	65	198
	mphil or/and phd	1	5	4	22	20	52
	technical	0	4	17	11	9	41
	mbbs	0	2	1	2	15	20
Total		4	28	98	163	147	440

Chi-Square Tests Table IIIc			
	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	40.656 <sup>a</sup>	20	.004
Likelihood Ratio	42.801	20	.002
Linear-by-Linear Association	.067	1	.795
N of Valid Cases	440		
a. 14 cells (46.7%) have expected count less than 5. The minimum expected count is .04.			

Table IIIc indicates calculated value of Chi-Square is 40.656 at 5 percent level of significance and 20 degrees of freedom  $\{(5-1) \times (6-1) = 4 \times 5\}$  whereas the critical value is 31.410.

The asymptotic value is 0.004 which is lower than 0.05 and shows that the Chi-square value is greater than table value which strengthens the alternative hypothesis

statement and rejects the null hypothesis. It indicates that increase in qualifications increases knowledge levels and skills and also the depth of thinking in an individual. This makes an individual self reliant, increases a positive self image and also enhances self efficacy which results in increased confidence levels. Thus, our results prove that increase in educational qualification is significantly related to confidence levels of individuals.

### **Hypothesis H12: Designation has significant impact on Optimistic thinking**

The 5 X 6 matrix cross-tabulated values relating to Designation and optimism are presented in the table given below:

<b>Crosstab Table IIIa</b>							
Count							
		Optimism					Total
		strongly disagree	Disagree	neutral	agree	strongly agree	
Designation	AAO/ASO/JR.EXE/LECTURERS	6	10	41	82	64	203
	AO/SO/SR.EXE/SR.LEC/DOCTORS/PROFF	3	5	48	59	40	155
	SCIENTIST	1	1	6	24	13	45
	SOFTWARE PROGRAMER	0	1	10	9	1	21
	CONDUCTORS, MEDICAL TRANSCRIPTIONISTS, NURSE, CHEMIST	0	3	1	2	1	7
	NOT SPECIFIED	0	0	2	0	0	2
Total		10	20	108	176	119	433

<b>Chi-Square Tests Table IIIa</b>			
	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	49.811 <sup>a</sup>	20	.000
Likelihood Ratio	37.648	20	.010
Linear-by-Linear Association	4.981	1	.026
N of Valid Cases	433		
a. 16 cells (53.3%) have expected count less than 5. The minimum expected count is .05.			

The above Table **IIIa** indicates calculated value of Chi-Square is 49.811 at 5 percent level of significance and 20 degrees of freedom  $\{(5-1) \times (6-1) = 4 \times 5\}$  whereas the critical value is 31.410. The asymptotic value is 0.000 which is lower than 0.05 and shows that the Chi-square value is greater than table value which strengthens the alternative hypothesis statement and rejects the null hypothesis.

When employees occupy senior levels in the organization, positivism and optimism are essential in the work-life. Goleman refers to optimism as an emotionally intelligent attitude. Optimism also has other desirable characteristics like perseverance, achievement, health, etc. In the present sample the results show that in the middle and senior level managerial cadre women are optimistic in their outlook. This also explains their motivated nature in work-life.

### Hypothesis H13: Working Hours has significant impact on Public relations

The 5 X 4 matrix cross-tabulated values relating to work hours and public relations is presented in the table given below:

Crosstab Table IIIe							
Count							
		Public relations					Total
		strongly disagree	disagree	neutral	agree	strongly agree	
W_hours	6 to 7 hours	5	13	51	52	25	146
	8 to 9 hours	8	22	61	82	76	249
	10 to 11 hours	0	1	7	5	10	23
	not specified	0	1	2	3	12	18
Total		13	37	121	142	123	436

Chi-Square Tests Table IIIe			
	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	28.415 <sup>a</sup>	12	.005
Likelihood Ratio	28.653	12	.004
Linear-by-Linear Association	15.478	1	.000
N of Valid Cases	436		
a. 6 cells (30.0%) have expected count less than 5. The minimum expected count is .54.			

The above Table IIIe indicates calculated value of Chi-Square is 28.415 at 5 percent level of significance and 12 degrees of freedom  $\{(5-1) \times (4-1) = 4 \times 3\}$  whereas the critical value is 21.026.

The asymptotic value is 0.005 which is lower than 0.05 and shows that the Chi-square value is greater than table value which strengthens the alternative hypothesis



statement and rejects the null hypothesis. It shows that the relationship under mutual benefit between work associates to compete during working hours improves public relations. Hence, it is concluded that working hours has significant impact on Public relations. According to motivational experts an individual spends more time in an activity which is of interest and the fact that our sample in the study spend on an average more than eight hours per day is an indication that they enjoy their work. This is also fostered by a supportive work atmosphere of good inter-personal relationships.

The Variables were also subjected to Analysis of Variance (ANOVA) and the hypothesis H6 to H10 were tested for the same.

**Hypothesis H14: Showing Work experience impact on Emotional intelligence**

**Table IIIf**

	Work experience	Mean	S.D	S.E	F	Sig	Remarks
Emotional Intelligence	1-5	162.59	24.119	1.693	1.795	0.087	Significant difference does not exists
	6-10	163.58	21.548	2.782			
	11-15	148.51	28.191	4.403			
	16-20	158.69	32.994	4.449			
	21-25	160.02	27.815	4.344			
	26-30	158.33	33.594	6.465			
	31-35	158.90	22.278	7.045			
	35-40	184.00	36.770	26.000			
	Total	160.43	26.620	1.270			

The above Table **III f** shows that work experience has no significant difference while testing the impact of emotional intelligence on work experience of women employees. It means that irrespective of work experience the sample showed emotional maturity in handling situations and people.

**Hypothesis H15: Showing Impact of Annual Income on Emotional intelligence**

**Table IIIg**

	Income	Mean	S.D	S.E	F	Sig	Remarks
Emotional Intelligence	Up to 1 lakh	152.78	25.580	3.618	3.736	0.001	Significant difference exists
	1-2	159.90	23.088	2.519			
	2-3	166.68	24.236	2.710			
	3-4	158.38	24.789	2.984			
	4-5	164.81	21.977	3.206			
	5-6	155.18	35.956	7.666			
	6-7	172.58	31.950	9.223			
	>=7	144.77	35.120	5.936			
	Total	159.48	26.754	1.339			

Senior roles and positions in the organization not only enjoy financial benefits but also shoulder additional and critical responsibilities which calls for emotional maturity. This is demonstrated in the above table where differences in income levels also showed differences in emotional maturity. ( $F=3.736$ ;  $p<0.05$ ).

**Hypothesis H16: Showing Impact of Eldercare on Emotional intelligence**

**Table IIIh**

	Elder Care responsibility	Mean	S.D	S.E	F	Sig	Remarks
Emotional Intelligence	Financial	159.50	16.902	8.451	0.348	0.790	Significant difference does not exists
	Services	168.25	13.679	3.949			
	Financial and services	161.30	29.612	9.364			
	Total	160.60	26.421	1.247			

The above table **IIIh** shows that there was no significant difference while testing the impact of eldercare responsibility on emotional intelligence.

**Hypothesis H17: Showing impact of Children on Emotional intelligence**  
**Table IIIi**

	<b>Age of Children (years)</b>	Mean	S.D	S.E	F	Sig	Remarks
Emotional Intelligence	Under 10 years	159.55	29.309	4.419	2.363	0.039	Significant difference exists
	11-15 years	163.70	21.988	3.315			
	16 – 20 years	168.83	29.488	5.384			
	Total	160.60	26.421	1.247			

The above table **IIIi** indicates that emotional maturity is high in women having children of different ages as instinctively and voluntarily they need to handle many issues effectively.

**Hypothesis H18: Showing impact of Mode of Transport on Emotional intelligence**  
**Table IIIj**

	<b>Mode of Transport</b>	Mean	S.D	S.E	F	Sig	Remarks
Emotional Intelligence	Walk	156.45	27.211	4.199	2.277	0.046	Significant difference exists
	Own vehicle	159.79	26.891	2.106			
	Public transport	164.09	26.829	1.946			
	Private and public transport	164.71	27.714	7.407			
	Staff vehicle	149.22	16.056	2.838			
	Total	160.60	26.421	1.247			

Even in the earlier observation it was found that women were using different modes of transport. This at times may cause irritability or create stress in handling the delays or the traffic. In this context it was found that our sample was high in emotional maturity and are capable of handling these situations very effectively.

## **Factor analysis**

Factor analysis is a statistical method used to describe variability among observed variables in terms of potentially lower number of unobserved variables called factors. The main aim of factor analysis is:

- (i) To reduce the number of variables
- (ii) To detect the structure in the relationship between variables i.e., to classify variables.

Therefore factor analysis is data reduction or structure detection method which determines a number of components/ factors to be retained for further analysis.

The factor analyses for the variables of Role efficacy and Emotional intelligence are discussed in the tables under – **IV**. The variables of role efficacy are denoted as v1, v2, etc. Table IVa shows Principle Component Analysis related to Role efficacy variables which are greater than 0.60 and which include v1 (Role importance), v4 (Creativeness), v6 (Role assistance), v7 (Role contribution), v9 (Personal Growth), v11 (Self importance), v12 (Role autonomy), v14 (Self innovative), and v20 (Dealing issues personally).

**Table IVa: Communalities (Principal Component Analysis)**

<b>Role Efficacy</b>			
Variable Code	Variable Name	Initial	Extraction
v1	Role Importance	1.000	.654
v2	Implementing knowledge and skills	1.000	.472
v3	Role freedom	1.000	.543
v4	Creativeness	1.000	.820
v5	Role significance	1.000	.548
v6	Role assistance	1.000	.729
v7	Role contribution	1.000	.621
v8	Decision Making	1.000	.605
v9	Personal Growth	1.000	.632
v10	Dealing with role issues	1.000	.552
v11	Self importance	1.000	.714
v12	Role autonomy	1.000	.674
v13	Self freedom	1.000	.584
v14	Self innovative	1.000	.709
v16	Self assistance	1.000	.529
v19	Personal development	1.000	.527
v20	Dealing issues personally	1.000	.699

**Table IVb-Role efficacy-Total Variance Explained**

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.462	14.483	14.483	2.462	14.483	14.483	1.589	9.348	9.348
2	1.464	8.610	23.093	1.464	8.610	23.093	1.504	8.846	18.195
3	1.310	7.707	30.800	1.310	7.707	30.800	1.349	7.935	26.129
4	1.221	7.183	37.983	1.221	7.183	37.983	1.322	7.779	33.908
5	1.113	6.545	44.527	1.113	6.545	44.527	1.279	7.523	41.431
6	1.068	6.283	50.810	1.068	6.283	50.810	1.254	7.379	48.810
7	1.016	5.977	56.787	1.016	5.977	56.787	1.160	6.825	55.635
8	.958	5.634	62.421	.958	5.634	62.421	1.154	6.786	62.421
9	.881	5.185	67.606						
10	.852	5.013	72.619						
11	.778	4.576	77.196						
12	.755	4.442	81.638						
13	.707	4.160	85.798						
14	.682	4.014	89.811						
15	.641	3.769	93.581						
16	.565	3.325	96.906						
17	.526	3.094	100.000						

**Table IVc-Role efficacy-Rotated Component Matrix<sup>a</sup>**

	Component							
	1	2	3	4	5	6	7	8
V1	.255	-.075	.737	.009	-.117	-.081	-.092	.100
V2	.538	.371	.063	-.142	.042	.134	.029	-.016
V3	-.112	.487	.074	-.041	-.020	.489	-.042	.213
V4	.056	.052	-.012	.011	-.081	.038	.879	.184
V5	.187	.591	.048	.122	-.170	.146	.049	-.306
V6	.023	-.066	.050	.020	.847	.023	-.037	-.049
V7	.157	.300	-.364	-.062	.451	-.010	-.043	.406
V8	.686	.083	.096	.223	.043	-.102	.233	-.039
V9	.123	.739	.042	.117	.112	-.178	.087	.060
V10	.307	.150	-.127	-.140	.281	.514	.226	-.070
V11	-.100	.248	.761	.046	.190	.082	.133	-.024
V12	.028	.114	-.088	.799	-.014	.101	-.048	-.037
V13	.742	-.005	.003	.010	.021	.094	-.085	.127
V14	.089	-.042	.102	.111	-.076	.068	.135	.805
V16	.071	.091	.131	.074	.410	.037	.456	-.339
V19	.038	.015	.128	.701	.027	.021	.076	.103
V20	.046	-.129	.020	.222	-.044	.793	-.011	.018

**Note:** Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization. A Rotation converged in 13 iterations. (V1= role importance , V2= implementing skills,V3= Role freedom V4= Creativeness V5= Role significance V6= Role assistance V7= Role contribution V8= Decision making V9= Personal growth V10= Dealing with role issues V11= Self importance V12= role autonomy V13= Self freedom V14= Self innovative V15= Self significance V16= Self assistance V17= Self contribution V18= Relevant decisions V19= Personal development V20= Dealing issues personally)

The results of the rotation that was converged in 13 iterations which reveals factor loading as given in below -Table **IVd**

Table **IVb** shows all the factors extractable from the analysis along with their Eigen values the percent of variance attributable to each factor and the cumulative variance of the factor and the previous factors. The method of principal component analysis extracted eight factors with an Eigen value of greater than 0.90. These eight factors cumulatively explain 62.4% of the variances in the variable.

Table **IVc** shows the rotated component factor for the variables under study. The idea of rotation is to reduce the number of factors on which the variables under investigation have high loadings. From the table we can see that the factor loadings are clearly differentiated and eight factors emerged and stand out.

From the above analysis the seventeen variables of role efficacy were reduced to eight major factors using Kaiser's rule. These eight factors account for 62.4% of the covariance among the variables. The eight factors were given new names and the related variable and the factor loadings are presented below:

**Table IVd- Factor Loading**

Renamed Factors	Variables	Factor loadings
Factor 1:career aspiration	Implementing skills	.538
	Decision making	.686
	Self freedom	.742
Factor 2: Career planning	Role significance	.591
	Personal growth	.739
Factor 3: Hierarchical approach	role importance	.737
	Self importance	.761
Factor 4 : Career Growth	role autonomy	.799
	Personal development	.701
Factor 5: Inter-personal relations	Role assistance	.847
	Role contribution	.451
Factor 6: Handling Career Barriers	Role freedom	.489
	Dealing with role issues	.514
	Dealing issues personally	.793
Factor 7: Creativity	Creativeness	.879
	Self assistance	.456
Factor 8: Initiative	Self innovative	.805



**Role Efficacy factor equations are:**

**Factor 1 (Career success) = 0.538 (Implementing skills) + 0.686 (Decision making) + .742 (Self freedom)**

**Factor 2 (Career planning) = 0.591 (Role significance) + 0.739 (Personal growth)**

**Factor 3 (Hierarchical approach) = 0.737 (Role importance) + 0.761 (Self importance)**

**Factor 4 (Career Growth) = 0.799 (role autonomy) + 0.701 (Personal development)**

**Factor 5 (Inter-personal relations) = 0.847 (Role assistance) + 0.451 (Role contribution)**

**Factor 6 (Handling Career Barriers) = 0.489 (Role freedom) + 0.514 (Dealing with role issues) + .793 (Dealing issues personally)**

**Factor 7 (Creativity) = 0.879 (Creativeness) + 0.456 (Self assistance)**

**Factor 8: (Initiative) = 0.805 (Self innovative)**

Factor 1 - Career Success explains 14.48% of the variance in the study. The sample were found to be high on decision making skills, and also possess the capability of implementing the decisions freely.

Factor 2 – Career Planning indicates 8.61% of the variance in the study. The variables role significance and personal growth as related to work-life have emerged as the next factor in the study.

Factor 3 – is named as Hierarchical Approach where the variance was found to be 7.707%. Here the sample were found to be placing importance to the role they execute in

the organizations and are also conscious of the personal contribution thereby attaching importance to their self.

Factor 4 – Career Growth accounts for 7.18% of the variance in the sample. The factor indicates that the sample enjoy autonomy in the role execution and utilize the resources effectively for personal development.

Factor 5 - Inter-personal relations accounts for 6.54% of the variance in the study and it is observed that employees seek assistance, clarify their roles and support each other in various tasks and contribute for the completion of the tasks.

Factor 6 – Handling Career Barriers – the variance was found to be 6.28% indicating that the sample are capable of dealing with their role related issues in a mature manner. They also enjoy autonomy in dealing with the issues effectively.

Factor 7 – Creativity – accounts for 5.97% of the variance in the study and the sample were found to be high on this variable.

Factor 8 – Initiative, the eight factor accounted for 5.63% of the variance, reiterating the fact that the sample are high in taking initiative in the various tasks assigned to them in the organization.

### **Regression Analysis**

Regression analysis is a technique for estimating a score or observation in one variable based on a score or observation in another variable, i.e., it enables estimates to be made of 'y' values from known values of 'x'.

A standard multiple regression was performed between overall R variables as the Dependent Variables and rating of Career Aspiration, Career Planning, and Hierarchical approach, Career Growth, Inter-personal Relations, Handling Career Barriers, Creativity and Initiative.

### Variables Entered/Removed

Model	Variables Entered	Variables Removed	Method
1	V8, V7, V6, V5, V4, V3, V2, V1 <sup>a</sup>	.	Enter

a. All requested variables entered.

b. Dependent variable: Role Importance

### Model Summary

	Model	R	R. Square	Adjusted R Square	Std. Error of the Estimate
Role Efficacy	1	.932 <sup>a</sup>	.869	.866	2.579

a. Predictors: (Constant), V1( Career aspiration ) V2 ( career planning ), V3 (Hierarchical approach), V4 (Career Growth ), V5 (Inter-personal relations ), V6 (Handling Career Barriers ), V7 (Creativity ), V8 (Initiative ).

b. Dependent Variable: V1 (Role efficacy)

### (RE) ANOVA<sup>b</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	19077.764	8	2384.720	358.467	.000 <sup>a</sup>
	Residual	2887.207	434	6.653		
	Total	21964.971	442			

a. Predictors: (Constant), V1( Career aspiration ) V2 ( career planning ), V3 (Hierarchical approach), V4 (Career balance ), V5 (Career Development ), V6 (Dealing Career Barriers ), V7 (Career advancement ), V8 (Self innovative ).

b. Dependent Variable: V1 (Role efficacy)

### Table IVe Role Efficacy Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	t	
1	(Constant)	19.835	.123		161.862	.000
Role Efficacy	V1	2.880	.123	.409	23.476	.000
	V2	2.904	.123	.412	23.672	.000
	V3	1.371	.123	.195	11.179	.000
	V4	3.076	.123	.436	25.071	.000
	V5	2.047	.123	.290	16.688	.000
	V6	2.327	.123	.330	18.968	.000
	V7	1.906	.123	.270	15.536	.000
	V8	1.361	.123	.193	11.094	.000

a. Dependent Variable: Role efficacy

A stepwise regression was conducted to find the best combination of predictors of role efficacy among the eight new factors namely Career Aspiration, Career Planning, and Hierarchical approach, Career Growth, Inter-personal Relations, Handling Career Barriers, Creativity and Initiative.

The correlation of .932 represents the combined correlation of all the independent variables and the adjusted  $R^2$  tells us that 0.866% of the variation can be explained by variation in the eight factors taken together.

In the calculated ANOVA for role efficacy the F value 358.467 is found to be highly significant. It means that the eight factors taken together are significantly related to role efficacy.

The coefficients also reveal the standardized beta weights (Table **IVe**) and show the relative contribution of each of the predictors. All the values show that they are highly significant.

Thus it may be concluded that role efficacy is an outcome of the factors such as Career Aspiration, Career Planning, and Hierarchical approach, Career Growth, Inter-personal Relations, Handling Career Barriers, Creativity and Initiative.

### **Emotional Intelligence Factor Analyses**

Factor analyses for Emotional intelligence variables are denoted as E1,E2,...E43. The table under **IVf** shows Principle Component Analysis related to Emotional intelligence variables which are greater than 0.60 and which include E2 (angry), E4 (meaningful), E5 (self reliance), E6 (understanding), E8 (caring people), E9 (clarity), E10 (creativity), E11 (dealing issues), E12 (anger control), E16 (ability to say no), E20 (my good and bad points), E22(awareness of law), E23 (rethinking), E24 (realistic thinking), E25 (adjustment), E26(coping situations), E27(people' view on me), E28 (satisfaction), E29 (optimism), E30 (emotional approach), E31(expressing ideas), E32 (people description about me), E33 (my achievements), E36 (public relation), E37(social

service), E38 (alternate thinking), E39 (adoption), E40 (my attitude), E41 (handling typical situations), E42 (patience), E43 (positivism).

**Table IVf Communalities (Principal Component Analysis)**

<b>Emotional Intelligence</b>			
Variable code	Variable Name	Initial	Extraction
E1	Express feelings	1.000	.546
E2	Angry	1.000	.689
E3	Confidence	1.000	.570
E4	Meaningful life	1.000	.625
E5	Self reliance	1.000	.630
E6	Understanding	1.000	.602
E7	Make friends	1.000	.572
E8	Caring people	1.000	.638
E9	Clarity	1.000	.625
E10	Creativity	1.000	.643
E11	Dealing issues	1.000	.616
E12	Anger control	1.000	.615
E13	Cheerful	1.000	.595
E14	Handling situation	1.000	.566
E15	Dealing difficult situations	1.000	.574
E16	Ability to say no	1.000	.630
E17	My good and bad points	1.000	.516
E18	Happiness	1.000	.586
E19	Decision making	1.000	.542
E20	Concern to others	1.000	.631
E21	Friends' intimacy	1.000	.522
E22	Awareness of law	1.000	.617
E23	Rethinking	1.000	.681
E24	Realistic thinking	1.000	.670
E25	Adjustment	1.000	.608

E26	Coping situations	1.000	.618
E27	People view on me	1.000	.614
E28	Satisfaction	1.000	.676
E29	Optimism	1.000	.630
E30	Emotional approach	1.000	.621
E31	Expressing ideas	1.000	.651
E32	People description about me	1.000	.718
E33	My achievements	1.000	.639
E34	Helpingness	1.000	.540
E35	Sharing things	1.000	.623
E36	Public relations	1.000	.619
E37	Social service	1.000	.734
E38	Alternate thinking	1.000	.564
E39	Adoption	1.000	.680
E40	My attitude	1.000	.615
E41	Handling typical situations	1.000	.509
E42	Patience	1.000	.632
E43	positivism	1.000	.587

Table 11: Total Variance Explained									
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	11.903	27.681	27.681	11.903	27.681	27.681	4.244	9.869	9.869
2	2.533	5.891	33.572	2.533	5.891	33.572	3.282	7.633	17.502
3	1.616	3.758	37.330	1.616	3.758	37.330	2.841	6.608	24.110
4	1.458	3.391	40.721	1.458	3.391	40.721	2.362	5.492	29.602
5	1.415	3.291	44.012	1.415	3.291	44.012	2.123	4.936	34.538
6	1.231	2.862	46.874	1.231	2.862	46.874	2.058	4.787	39.325
7	1.160	2.699	49.573	1.160	2.699	49.573	1.847	4.296	43.621
8	1.128	2.622	52.195	1.128	2.622	52.195	1.762	4.097	47.719
9	1.074	2.497	54.693	1.074	2.497	54.693	1.687	3.922	51.641
10	.998	2.321	57.014	.998	2.321	57.014	1.529	3.556	55.197
11	.948	2.205	59.218	.948	2.205	59.218	1.336	3.107	58.304
12	.915	2.128	61.346	.915	2.128	61.346	1.308	3.042	61.346
13	.881	2.050	63.395						
14	.863	2.006	65.401						
15	.835	1.943	67.344						
16	.784	1.824	69.168						
17	.758	1.763	70.931						
18	.743	1.727	72.658						
19	.717	1.668	74.325						
20	.661	1.536	75.862						
21	.650	1.511	77.372						
22	.632	1.470	78.842						
23	.630	1.465	80.307						
24	.611	1.420	81.728						
25	.585	1.361	83.089						
26	.547	1.272	84.361						
27	.532	1.236	85.598						
28	.515	1.198	86.796						
29	.501	1.164	87.960						

30	.471	1.094	89.055						
31	.448	1.042	90.096						
32	.441	1.025	91.121						
33	.425	.988	92.109						
34	.418	.972	93.081						
35	.393	.914	93.995						
36	.372	.866	94.861						
37	.360	.837	95.698						
38	.347	.806	96.504						
39	.341	.793	97.297						
40	.327	.760	98.057						
41	.302	.701	98.758						
42	.279	.649	99.407						
43	.255	.593	100.000						

Note: Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization. A Rotation converged in 25 iterations (1=express feelings, 2= angry 3= confidence, 4=meaningful life, 5= self reliance, 6= understanding, 7=make friends, 8= caring people, 9= clarity, 10= creativity, 11=dealing issues , 12=anger control, 13=cheerful, 14= handling situation, 15=Dealing difficult situations, 16= ability to say no, 17= my good and bad points, 18= happiness, 19=decision making, 20=concern to others, 21= friends' intimacy, 22= aware ness of law, 23= rethinking, 24= realistic thinking, 25= adjustment, 26= coping situations, 27= people view on me, 28= satisfaction, 29= optimism, 30= emotional approach, 31=expressing ideas, 32= people description about me, 33= my achievements, 34=helping ness 35= sharing things, 36=public relations, 37=social service, 38= alternate thinking, 39=adoption, 40= my attitude, 41= handling typical situations, 42= Patience 43=positivism ).

The method of principal component analysis extracts twelve factors with an Eigen value of greater than 0.90. These twelve factors cumulatively explain 61.34% of the variances in the variable of emotional intelligence as shown in Table **IVg**.

Table **IVh** and Table **IVi** show the rotated component factor for the variables under study. The idea of rotation is to reduce the number of factors on which the variables under investigation have high loadings. From the table below we can see that the factor loadings are clearly differentiated and twelve factors emerged which are listed below:



**Table IVi Factor Loading**

Renamed factors	Variables	Factor loadings
Factor 1 (self awareness)	9. clarity	.677
	13.cheerful	.464
	15. Dealing difficult situations	.611
	17. my good and bad points	.394
	21.friends' intimacy	.638
	23. rethinking	.654
	25. adjustment	.646
	38. alternate thinking	.389
Factor 2 (problem solving)	4. meaningful life	.383
	6. understanding	.500
	31. expressing ideas	.658
	35. sharing things	.476
	37. social service	.775
	41. handling typical situations	.371
	43. positivism	.556
Factor 3 (convincing capability)	14. handling situation	.416
	16. ability to say no	.483
	18. happiness	.443
	20. concern to others	.686
	22. aware ness of law	.658
	24. realistic thinking	.577
Factor 4 (managing capabilities)	1. express feelings	.403
	8. caring people	.496
	10. creativity	.644
	12. anger control	.649
	28. satisfaction	.472
Factor 5 (emotional success)	29. optimism	.453
	33. achievements	.713
	39. adoption	.481
Factor 6 (Decision making)	3. confidence	.569
	11. dealing issues	.623
	19. decision making	.475

	34. helping ness	.317
Factor 7 (self appraisal)	30. emotional approach	.491
	32. people description about me	.667
Factor 8 (maintaining relations)	7. make friends	.638
	36. public relations	.590
Factor 9 (self evaluation)	26. coping situations	.460
	27. people view on me,	.373
	40 my attitude	.697
Factor 10 (angry)	2. angry	.773
Factor 11 (dealing issues)	5. dealing issues	.724
Factor 12 (anger control)	42. anger control	.744

The forty three variables of emotional intelligence were reduced to twelve major factors using Kaiser's rule. These twelve factors account for 61.34% of the co-variance among the variables. The twelve factors were given new names and the related variable and the factor loadings are presented in the above table **IVi**.

Thus the renamed factors were found to be Self Awareness, Problem solving, Convincing Capability, Managing Capabilities, Emotional Success, Decision Making, Self Appraisal, Making Relations, Self Evaluation, Angry, Dealing issues and Anger control.

## Regression Analyses of Emotional Intelligence

### Variables Entered/ Removed<sup>b</sup>

Model	Variables Entered	Variables Removed	Method
1	EI12, EI11, EI10, EI9, EI8, EI7, EI6, EI5, EI4, EI3, EI2, EI1 <sup>a</sup>	.	Enter

a. All requested variables entered.

b. Dependent variable: Emotional Intelligence

### Model Summary<sup>b</sup>

	Model	R	R. Square	Adjusted R Square	Std. Error of the Estimate
Emotional Intelligence	1	.952 <sup>a</sup>	.906	.904	7.901

a. predictor: (Constant), EI2, EI3, EI4 , RE5 , EI6, EI7, EI8,EI9,EI10,EI11,EI12

b. Dependent variable.: EI 1(Emotional Intelligence)

### (EI) ANOVA<sup>b</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	259878.897	12	21656.575	346.953	.000 <sup>a</sup>
	Residual	26840.326	430	62.419		
	Total	286719.223	442			

a. predictor: (Constant), EI1 EI2, EI3, EI4 , RE5 , EI6, EI7, EI8,EI9,EI10,EI11,EI12

b Dependent variable.: EI1 (Emotional Intelligence)

A stepwise regression was conducted to find the best combination of predictors of emotional intelligence. Among forty three variables twelve showed strong relationships providing the best combination with adjusted  $R^2 = .904$  and a significant  $F = 346.953$ ,  $p=.000$ .

The coefficients also reveal the standardized beta weights and show the relative contribution of each of the predictors in emotional intelligence. All the values show that they are highly significant (Table IVj).

$$\text{Emotional Intelligence} = 161.896 + 10.812(\text{EI1}) + 9.902 (\text{EI2}) + 8.433(\text{EI3}) + 8.024 (\text{EI4}) + 6.605 (\text{EI5}) + 7.322 (\text{EI6}) + 7.318 (\text{EI7}) + 5.233(\text{EI8}) + 5.160(\text{EI9}) + 4.251(\text{EI10}) + 2.924(\text{EI11}) + 2.471(\text{EI12})$$

**Table IVj Emotional Intelligence Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	161.896	.375		431.299	.000		
EI1	10.812	.376	.425	28.772	.000	1.000	1.000
EI2	9.902	.376	.389	26.348	.000	1.000	1.000
EI3	8.433	.376	.331	22.440	.000	1.000	1.000
EI4	8.024	.376	.315	21.351	.000	1.000	1.000
EI5	6.605	.376	.259	17.576	.000	1.000	1.000
EI6	7.322	.376	.287	19.484	.000	1.000	1.000
EI7	7.318	.376	.287	19.473	.000	1.000	1.000
EI8	5.233	.376	.205	13.925	.000	1.000	1.000
EI9	5.160	.376	.203	13.732	.000	1.000	1.000
EI10	4.251	.376	.167	11.311	.000	1.000	1.000
EI11	2.924	.376	.115	7.780	.000	1.000	1.000
EI12	2.471	.376	.097	6.576	.000	1.000	1.000

a. Dependent Variable: Emotional Intelligence

From the above discussion of the results it is observed that role efficacy and emotional intelligence form an important component in the work-life balancing behavior of women. The factors which emerged under role efficacy were Career Aspiration, Career Planning, Hierarchical approach, Career Growth, Inter-personal Relations, Handling Career Barriers, Creativity and Initiative, and the factors under emotional intelligence were found to be Self Awareness, Problem solving, Convincing Capability, Managing Capabilities, Emotional Success, Decision Making, Self Appraisal, Making Relations, Self Evaluation and Anger management. . Our study also shows a significant relationship between role efficacy and emotional intelligence.

## Analysis of work-life balance Questionnaire

The expectations of an organization and the ability of an employee to balance professional obligations with family responsibilities is a topic of great importance. From an organizational perspective, work setting requires employees to trade their talent and time for compensation. Employees need to focus on their jobs while attending to competing demands from children or aging parents. Work-life balance refers to the integration of person's personal and work-life issues. Hence it is necessary for an organization to focus into the employee work and life related issues.

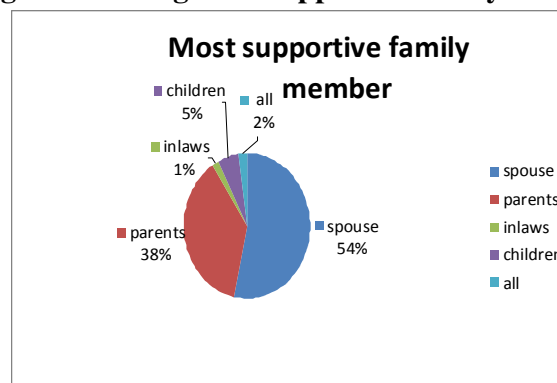
### Objective:

One of the objectives in the present study is

To investigate personal and organizational constraints in work-roles and family roles of working women.

Accordingly the questionnaire had 16 statements with multiple choices and open ended options. The broad area covered in the questionnaire were the attitude and support from the family members, consequences of long working hours, decision making in house-hold responsibilities and preferences placed towards work-life.

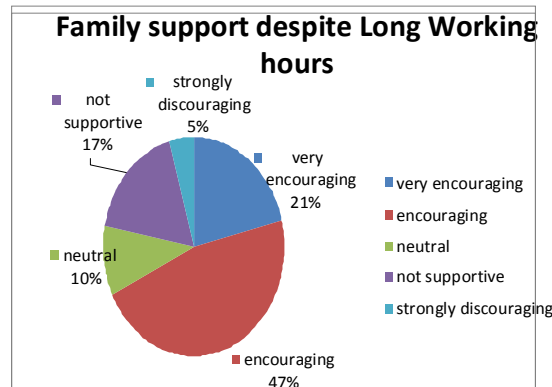
**Diagram showing most supportive family member**



To the statement eliciting information about the support from family members 89% of the sample stated that they enjoy supportive climate from the family members particularly with the spouse (54%) and parents (38%). 7% of the sample felt the need for support from the family members or atmosphere. The results are so because most of the

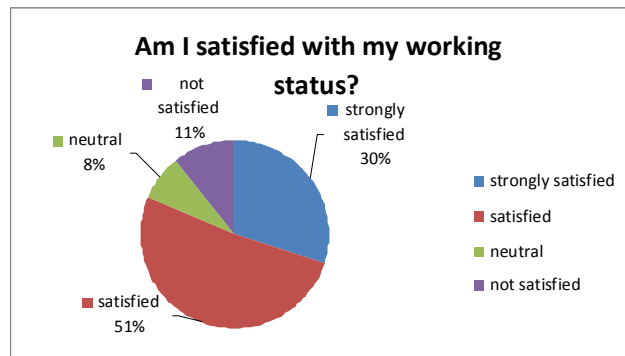
sample are from nuclear families, with small children and are seeking support for child care. This also speaks about the sociological change which has resulted in disintegration of joint families and increase in dual working couples.

**Diagram showing family support despite long working hours**



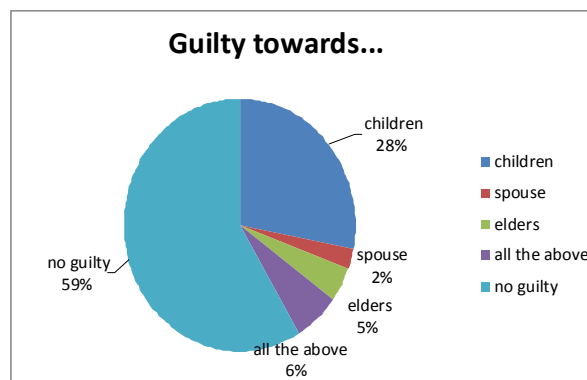
Work demands are always such that employees need to spend long hours at times to fulfill their responsibilities and duties to the satisfaction of the employer. To this the attitude of the family member was found to be supportive for 68% of the sample, 10% reported neutral reaction, 17% stated that they do not enjoy any of the family support during work long hours. Here is an aspect where women experience and conflict in fulfilling their work related obligations and in the role to be played as a home maker. At times the conflicts may not be resolved, might built up stress and tension and women might be forced to withdraw or sacrifice one of them. Probably this explains the reason as to why we do not have a large number of women in the top management level.

**Diagram showing work satisfaction**



To the statement whether women experience problem of status vis-a-vis have been their spouse, 81% of them experienced satisfaction because of their status and 11% expressed dissatisfaction. Traditionally, in the sphere of family man is always held in the upper position and enjoy a higher status when compared to his life partner. This stereo type is universal and existing from a long time. In recent times, with various social changes, in some situations women have been found to climb the career ladder faster than men. In such instances discrepancies might exist between the couple and that could have contributed for either feeling of guilt or dissatisfaction in the status.

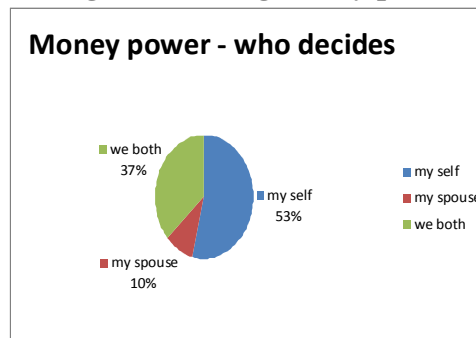
**Diagram showing guilty towards family members**



Women roles have always primarily been a home maker and socializing children. Employment places certain demands and time has to be divided between home and work-life. Net result is that family time is reduced when this is coupled with long working hours. Women are likely to experience guilt that they are unable to spend more time with their family members. To this statement whether they experience guilty toward family

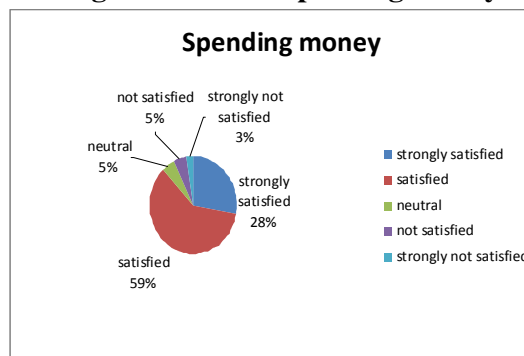
that they are unable to spend time, 28% of the respondents felt that they are unable to spend more time with their children. However, 59% of the women expressed no guilt feeling towards their family members. This could be because of the supportive climate enjoyed at home, attitude of family members and also personality related aspects like having emotional maturity.

**Diagram showing money power**



The above diagram shows that 53% of the sample decide on financial matters at home. 37% of the sample indicated that joint decisions are taken.

**Diagram towards spending money**

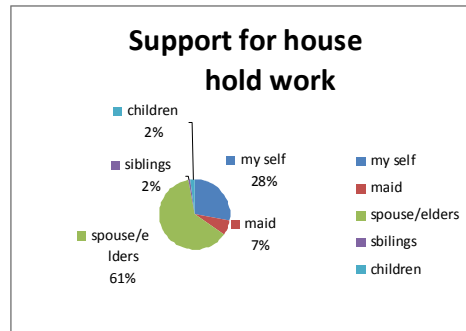


Employment is also indication of empowerment and decision making from an important dimension. To the query as to the decision of financial matters in the household 87% stated that they enjoyed financial autonomy and participated in the decision making as to how money needs to be spent. This is also a reflection of the changing society trends where women are experiencing freedom in choices in important aspects of life. However,



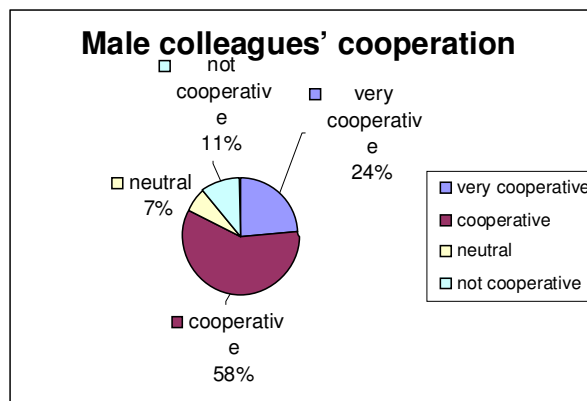
they were still a small portion of the sample who say that they are not experiencing financial autonomy.

**Diagram showing support for house hold work**



It is interesting to note that 61% of the sample enjoyed support of spouse and elders in their household work. It indicates that there is a division of responsibilities and good understanding among family members while executing their duties. This is an important dimension as it helps in fulfilling the responsibilities in a tension free manner and experience satisfaction at the end of the day.

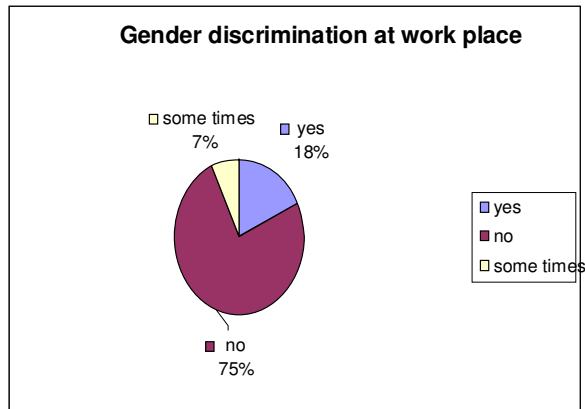
**Diagram showing male colleagues cooperation**



It is not only that the women enjoy cooperation in the family front but also experience cooperation in the work place. 82% of them stated that their male colleagues are cooperative and marital status does not influence the cooperation levels of colleagues in the work place. It is also important to note that at the executive level particularly at the senior management level friendliness exists among colleagues and work culture but tasks

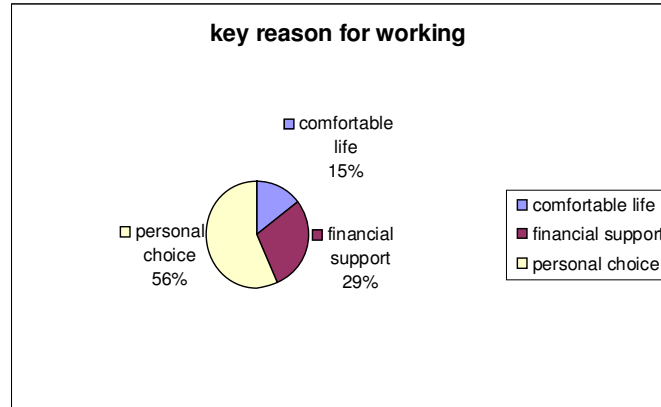
cannot be shared. Each individual's work responsibilities need to be completed by themselves alone. But friendly atmosphere and attitude might encourage and provide for tension free work-life.

**Diagram showing gender discrimination at work place**



The sample for the study has been chosen from various organizations like IT, Manufacturing, Banking, Insurance, Educational, etc, and it is interesting to note that majority of sample, i.e., 75% of them expressed non existence of gender discrimination in the work place. 18% of the sample stated that gender discrimination exists in their work place. Usually discrimination reflects in promotions, assignments of certain tasks, etc. However, since majority of our sample say that gender discrimination does not exist, it shows that fair means of competition exists in their work places.

**Diagram showing key reason for working**



When probed about the key reason for working 15% of the sample stated that they are working to enhance their life style and living standards. 56% of the sample stated that they are working out of personal choice and working is a conscious decision made by them. 29% of the sample stated that they opted to work for economic reasons.

**Diagram showing transferable**

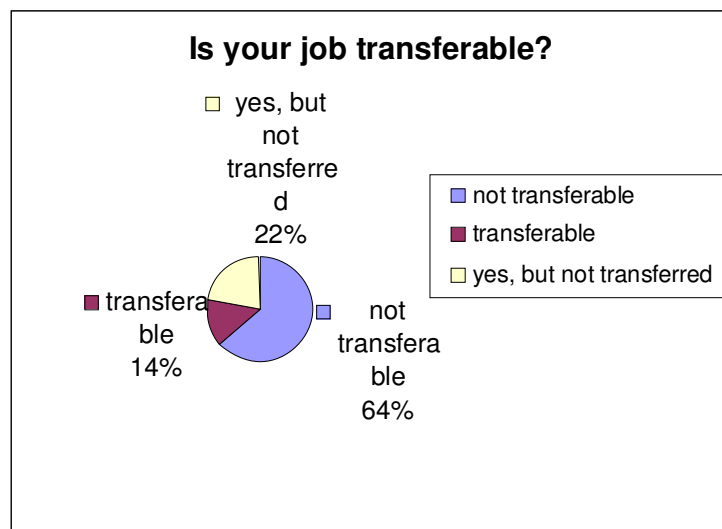
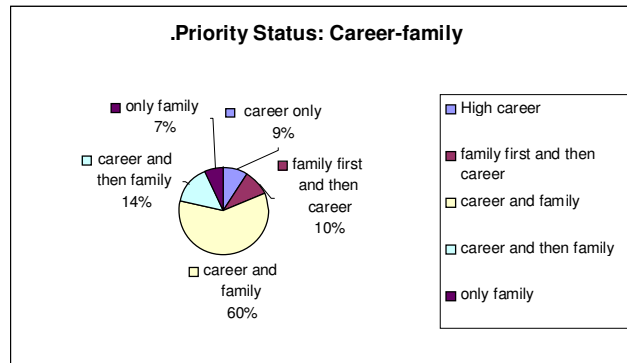


Table 13 shows that 64% of women have non-transferable job positions. 22% have transferability but not yet transferred. Only 14 % got transferred recently. Results indicate that most of the women restricted themselves to the non-transferable job.

### Diagram showing priority status of career and family



To a question whether family career is being prioritized, 60% of the sample has given equal priority to career and family. It could be because they enjoy a supportive family and are able to meet the demands from the job. Adjustment factors are high because of emotional maturity, understanding and executing their roles effectively. It is also interesting to note that 14% of the women have prioritized career first and then family. This portion of the sample is still in their early stages of their career, young and unmarried. This segment of the sample has a different outlook about the balancing roles. However, 7% of the sample reveals that their complete focus is on family there by restricting their career advancement.

In summary, the results show that women are experiencing satisfaction their work-life. They are getting more recognition at their work place. They are able to prioritize the demands of work and life. The Industry is providing them with good opportunities to learn and develop their skills. The work environment is friendly and cooperative and gender discriminations are found to be marginal.

In the family front, it was observed that majority come from nuclear families, have one or two children, enjoy familiar support and made conscious decisions of employment. It has also been observed that the sample is found to be high on emotional intelligence and the dimensions on which they scored high were:

- Self confidence
- Awareness of emotions

- Support building
- Empathy
- Logical analysis
- Initiatives
- Ability to cope
- Happiness orientation
- Self reliance and
- Accountability.

Probably this is influencing their attitudes and outlook towards career and the result is better balancing and adjustment of roles. However, still women can perform better and reach greater heights.

### **HR Managers Interview schedule analysis**

#### **Another objective in the present study is:**

To study the organizational initiatives in motivating women employees to career success.

Achieving work-life balance is not only an individual initiative but also an organizational obligation. To this effect various societies have undertaken several programs like, employee assistance programs, welfare measures, etc. In some societies certain laws are also formulated and implemented to facilitate women employees. In India the Factories Act of 1948 and the welfare measures specify the organizational initiatives to be taken up by the management to facilitate women employees.

These are being implemented in public sector units and government organizations in India. The private sector is yet to implement them in total. In the present study a sample of 59 HR managers were chosen to study the organizational initiatives undertaken by them effecting the work-life balance. HR managers were chosen from both manufacturing and services sector. 80% of the sample of HR managers belonged to services sector. A check list of various work-family balance initiatives was given to the HR managers and information was elicited. Most of the organizations have infrastructural

facilities like canteen, hospital, dining halls, counseling center, rest rooms, crèche and fitness center.

**Table A showing Infrastructural facilities in Organizations**

<b>Factors</b>		<b>Yes</b>	<b>%</b>	<b>No</b>	<b>%</b>	<b>Total</b>	<b>%</b>
1	Canteen	16	27.1	43	72.9	59	100.0
2	Hospital	2	3.4	57	96.6	59	100.0
3	Dining Hall	55	93.2	4	6.8	59	100.0
4	Rest rooms	53	89.8	6	10.2	59	100.0
5	Crèche	2	3.4	57	96.6	59	100.0
6	Fitness center	19	32.2	40	67.8	59	100.0
7	Counseling center	8	13.6	51	86.4	59	100.0

Table A shows Infrastructural facilities provided by different organizations. Infrastructure facilities are the basic physical and organizational structures needed for the operation of an organization. These are the services and facilities which are necessary for an employee to function. The respondents were enquired about the factors present to promote employee work-life which are as follows.

- Canteen: Most of the companies (72.9 percent) in the study are not maintaining canteens. Only 27.1 percent provide canteen facilities to their employees. The HR managers felt that maintaining canteen is a cumbersome process to account for individual employees for deductions from their payrolls.
- Hospital: Most organizations (96.6 percent) are not providing health care services. On the other hand only 3.4 percent provide health care services to their employees.
- Dining Hall: Almost every company (93.2 percent) provides employees with a range of alternatives for dining facilities. Only 6.8 percent of respondents reported that they are not provided with dining hall facility.

- Rest rooms: Most respondents avail (89.8 percent) rest rooms facility with a sufficient number of chairs and tables. Only 10.2 percent respondents felt that they are not provided with such facility.
- Crèche: only 3.4 percent of organizations in the sample are providing crèche facility where as 96.6 percent are not providing this facility to their employees. Maintaining a crèche and day care centre encourages more women to work and it enhances future human capital.
- Fitness centre: only 32.2 percent of the organizations in the sample have launched fitness centre for its employees still 67.8 percent of organizations need its proactive role in creating a healthy working environment for its employees.
- Counseling services: 13.6 percent of the organizations in the study provide counseling services to help their employees through employee assistance program. This service enables employees to resolve their personal or work-related issues that might have a negative impact on their work. 86.4 percent of the sample are in need to design counseling programs for their employees.

**Table B Showing Work-Family initiatives**

Factors		Yes	%	No	%	Total	%
1	Flexible Work Arrangement	50	84.74	9	15.26	59	100.0
2	Maternity Leave	48	81.15	11	18.65	59	100.0
3	Sick leave	58	98.31	1	1.69	59	100.0
4	Work from home	12	20.33	47	79.67	59	100.0
5	Relocation assistance	7	11.86	52	88.13	59	100.0
6	Elder care	1	1.69	58	98.31	59	100.0
7	Financial support for dependent care	12	20.33	47	79.67	59	100.0
8	Emergency services/ child services	35	59.32	24	40.68	59	100.0
9	Long term loan facility	20	33.89	39	66.10	59	100.0

Table **B** shows work-family initiatives provided by different organizations. Employees with dependents have been found to have greater need for Work-family balance initiatives. The respondents were enquired about the necessary factors facilitating to promote employee work-life effectively which were stated as follows:

- Flexible Work Arrangement: 84.74 percent of respondents stated that organizations provide flexible work which includes flextime, compressed work weeks, job sharing, telecommuting, or reduced-time. Only 15.26 percent of organizations still need to plan for flexible activities for their employees.
- Maternity Leave: 81.15 percent of organizations in the sample provide maternity benefits to women employees. 18.65 percent of organization are not implementing maternity policy
- Sick leave: 98.31 percent of respondents avail sick leave facilities where as only 1.69 percent do not have such provision in their employment.
- Work from home: Only 20.33 percent organizations of the sample provide work from home facility. 79.67 percent of organizations do not provide such facility.



- Relocation assistance: Only 11.86 percent organizations of the sample provide relocation assistance program (RAP) to their employees. 88.13 percent organizations do not provide information while changing, companies about housing, child and elder care, school systems, diversity, and community resources.
- Elder care facility: only 1.69 percent of organizations of the sample provide any elder care program or activity or assistance.
- Financial support for dependent care: only 20.33 percent of organizations of the sample offer financial assistance to their employee's child education.
- Emergency services/ child services: 59.32 percent of organizations of the sample provide essential human services in emergency.
- Long term loan facility: 33.89 percent organizations of the sample offer its own benefits package to their employees.

**Table C Showing Organizational Initiatives in support of work-life balance**

<b>Factors</b>		<b>Yes</b>	<b>%</b>	<b>No</b>	<b>%</b>	<b>Total</b>	<b>%</b>
1	Part time working	35	59.32	24	40.68	59	100.0
2	Over time payments	40	67.69	19	32.21	59	100.0
3	Wellness programmes	45	76.27	14	23.73	59	100.0
4	Retain & Development employee skills	33	55.93	26	44.06	59	100.0
5	Career advancement	9	15.25	50	84.75	59	100.0
6	Policy support for further education	35	59.32	24	40.68	59	100.0

Table C shows organizational initiatives provided by different organizations in the study.

- Part time working: 59.32 percent of the companies provide the option for part-time working facility.
- Over time payments: 67.39 percent of the organizations pay overtime to their employees where they exceed their stipulated working hours.
- Wellness program: 76.27 percent of the organizations in the study focusing on individual health by creating a healthy work environment.
- Retain & Development employee skills: 55.93 of organizations under study are providing training and development skills opportunities so as to retain their employees.
- Career advancement: 15.25 percent of organizations in the study are providing opportunities for career advancement to employees.
- Policy support for further education: 59.32 percent of organizations under study have policies to support further education of employees.

Employees with longer tenure of service in the same organization have greater responsibilities at work. Organizational initiatives to a certain extent resolve personal or work-related issues that are having a negative impact on their effectiveness.

Employers have an obligation towards their employees and the actions of a caring employer have great business sense. Employee Assistance Program (EAP) delivers organizational benefits in terms of reducing absenteeism and staff turnover, improving staff productivity, morale and motivation. EAP provides support and counseling for organization and employees on a wide range of issues, including Work-related stress and stress management prevention at work, solution to Personal issues, depression and various financial problems.

Some employees need emergency care for an elderly person whom they care for. Such services entail outside-the-home or in-home care. Arrangement with a community

organization or private companies that provide such services lessen the stress experienced by employees lowers the rate of unexpected employee absenteeism, but the cost associated with such a measure is high.

Employers also offer financial assistance to their employees to reduce the financial stress. The child-care centre facility lessens the stress experienced by women employees about governing their children. A child care centre in the work spot accommodates the employees' schedules readily.

### **Gender Differences in work-life balance among men and women:**

Data was also collected from male employees to compare the differences in work-life balance with women employees.

The following broad objective was formulated:

- To study the degree of presence of role-efficacy and emotional intelligence among women and men employees.

The following hypotheses were formulated:

- Null Hypothesis ( $H_0$ ): There is a no significant difference between men and women employees' demographic factors.
- Null Hypothesis ( $H_0$ ): There is a no relationship between the role efficacy and emotional intelligence among women and men employees.

The Sample chosen in the present study consisted of 106 employees, out of which women were 54 and men 52. The sample were chosen from Government and private companies from the sectors of Insurance, Banking, Educational Institutions, Information Technology, Research Institutes and Manufacturing in the area of Hyderabad, Andhra Pradesh. A convenient sampling method was adopted for the study.

Demographic profile of the sample shows that 50.9% of women employees and 49.1% of men employees were in age group of 23 to 60 years. They had an average age of 40. Employees represented different levels of management. 53.8% employees were at senior

level, 40.6% were at junior level and 5.7 % were Scientists in Research Institutes. Their education qualifications ranged from graduation (34%) to post graduation (33%) followed by technical (B.tech/M.tech) 25.5% and post graduation 7.5%. Their work experience ranged from 1-35 years, of which 50% of the sample had 1 - 5 years of experience. 61% of the employees work 8 – 9 hours per day. Nearly 40% of the sample's income ranged between 3-6 lakhs.

**Table D Showing Gender demographic factors - comparison**

Comparison		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		ANOVA	
Factors	Gender					Lower Bound	Upper Bound	F- test	Sig
Designation	Female	54	1.37	.487	.066	1.24	1.50	32.867	.000
	Male	52	1.94	.539	.075	1.79	2.09		
	Total	106	1.65	.586	.057	1.54	1.76		
Working hours	Female	54	7.46	1.610	.219	7.02	7.90	19.041	.000
	Male	52	8.65	1.153	.160	8.33	8.97		
	Total	106	8.05	1.521	.148	7.75	8.34		
Annual income	Female	46	2.74	1.255	.185	2.37	3.11	4.332	.000
	Male	44	5.30	1.972	.297	4.70	5.89		
	Total	90	3.99	2.080	.219	3.55	4.42		
Role Efficacy	Female	54	19.74	4.984	.678	18.38	21.10	12.804	.001
	Male	52	24.33	7.933	1.100	22.12	26.54		
	Total	106	21.99	6.958	.676	20.65	23.33		
Emotional Intelligence	Female	54	167.46	20.255	2.756	161.93	172.99	2.165	.144
	Male	52	161.75	19.703	2.732	156.26	167.24		
	Total	106	164.66	20.096	1.952	160.79	168.53		

The above table D shows statistical differences in comparing means between gender and demographic factor. It was observed that there were statistical significant mean differences between male and female in designation ( $p=.000$ ), working hours ( $p=.000$ ), Annual income ( $p=.000$ ), and Role efficacy variables ( $p=.001$ ). However, there was no statistical mean difference observed between male and female emotional intelligence level ( $p=.144$ ).

We find that differences exist between mean values of women and men in designation, working hours, annual income and role efficacy variables. However, irrespective of gender discrimination, employees show equal level of emotional maturity at work place. Hence, there is significant difference found in the mean value.

## **Chapter - VII**

### **Conclusions and Recommendations**

The present study was undertaken with the following objectives:

- To investigate personal and organizational constraints in work-roles and family roles of women.
- To measure the strength of relationship with respect to role efficacy and emotional intelligence factors.
- To study the organizational initiatives in motivating women employees to career success.
- To analyze the impact of role efficacy and emotional intelligence issues on demographic factors.

### **Hypotheses of the study**

#### **Hypotheses framed based on Role Efficacy Variables**

1. Hypothesis (H<sub>1</sub>): Age difference has significant impact on Decision making in role.
2. Hypothesis (H<sub>2</sub>): There is a significant difference between Qualification and Creativity.
3. Hypothesis (H<sub>3</sub>): Designation has significant difference on Self assistance.
4. Hypothesis (H<sub>4</sub>): a) Work-hours have significant impact on Role significance.  
b) Work-hours have significant impact on Personal Growth.
5. Hypothesis (H<sub>5</sub>): Work experience has significant effect on Role efficacy
6. Hypothesis (H<sub>6</sub>): Annual Income has significant effect on Role efficacy.
7. Hypothesis (H<sub>7</sub>): Elder care responsibility has significant impact on Role efficacy.
8. Hypothesis (H<sub>8</sub>): Number of children has significant impact on Role efficacy.
9. Hypothesis (H<sub>9</sub>): Mode of transport has significant effect on Role efficacy.

### **Hypothesis framed based on Emotional Intelligence variables**

10. Hypothesis (H<sub>10</sub>): Age has significant impact on Ability of alternative thinking.
11. Hypothesis (H<sub>11</sub>): Qualification has significant effect on Confidence
12. Hypothesis (H<sub>12</sub>): Designation has significant impact on Optimistic thinking
13. Hypothesis (H<sub>13</sub>): Work Hours have significant impact on Public relations
14. Hypothesis (H<sub>14</sub>): Work experience has significant effect on Emotional intelligence
15. Hypothesis (H<sub>15</sub>): Annual Income has significant impact emotional intelligence
16. Hypothesis (H<sub>16</sub>): Elder care responsibility shows significant impact on Emotional intelligence
17. Hypothesis (H<sub>17</sub>): Number of children has significant impact on Emotional intelligence
18. Hypothesis (H<sub>18</sub>): Mode of Transport has significant effect on Emotional intelligence.

### **Sample for the study**

The Sample chosen in the present study consisted of 443 career women. The sample were chosen from Government and private companies in the service sectors of Insurance, Banking, Educational Institutions, Information Technology, Research Institutes and Manufacturing organizations in the areas of Hyderabad, Andhra Pradesh. Data was also collected from 59 HR managers and consultants from various sectors.

**Tools used for the Data Collection:** The following tools were used for data collection

- Demographic profile
- Role efficacy
- Emotional intelligence
- Working-life questionnaires
- HR managers interview schedule

**Findings on Personal and organizational constraints in work-roles and family roles of women were as follows:**

- Sociological changes resulted in increase of nuclear families and dual working couples.
- Working women experience conflict in fulfilling their work related obligations and in the role as a home maker.
- Women were found to climb the career ladder faster than men
- Majority of the sample enjoy supportive climate at home and possess emotional maturity.
- Women are working out of their personal choice
- Most of the women restricted themselves to the non-transferable job.

**Findings of measuring the strength of relationship with respect to role efficacy and emotional intelligence factors are:**

From the Factor analysis the seventeen variables of role efficacy were reduced to eight major factors using Kaiser's rule.

These eight factors account for 62.4% of the co-variance among the variables and renamed as given below:

- Career Aspiration
- Career Planning
- Hierarchical approach
- Career Growth
- Inter-personal Relations
- Handling Career Barriers
- Creativity
- Initiative.

A step wise regression was conducted and the results reveal that eight factors taken together are significantly related to role efficacy.

Similarly the forty three variables of emotional intelligence were reduced to twelve major factors using Kaiser's rule. These twelve factors account for 61.34% of the covariance among the variables and renamed as given below:

- Self Awareness
- Problem solving
- Convincing Capability
- Managing Capabilities
- Emotional Success
- Decision Making
- Self Appraisal
- Making Relations
- Self Evaluation
- Anger Management
- Dealing issues
- Anger Management.

A stepwise regression was conducted to find the best combination of predictors of emotional intelligence. The twelve factor coefficients also reveal the standardized beta weights and show the relative contribution of each of the predictors in emotional intelligence

#### **Findings of organizational initiatives in motivating women employees to career success**

- The study reveals that there is a necessity to provide required infrastructural facilities in promoting employee work-life effectively are Canteen, Hospitals, Crèche facilities, fitness centers and counseling centres to cope with work-life balance art.
- The study identified that work-family initiatives such as work from home, relocation assistance, eldercare facility support, financial support for dependent care and long term loan facility need to be endorsed by the organizations.



- It is also observed that there is need to provide Part time working options, Career advancement modules, Support for further education to the employees.

**Findings on the impact of role efficacy and emotional intelligence issues were tested based on demographic factors which include**

- Age
- Qualification
- Designation
- Income
- Work experience
- Working hours
- Elder care responsibility
- Child care and
- Mode of transport

**Impact of Role Efficacy on demographic factors**

- Age and experience contribute for differential participation in the organization (H1 proved).
- Increase in educational qualifications widens the scope in the thinking processes and contribute for divergent thinking (H2 proved).
- Designation of an employee influences the amount of collaboration with other positions (H3 proved).
- Quality time spent in an activity is an indication of commitment and involvement of an individual (H4 proved).
- When employees work for long hours in the workplace then organizations provide ample opportunity in the form of training or higher learning for their personal growth (H5 proved).
- Significant different exists between women employees work experience and their role efficacy (H6 proved).

- Higher the income greater the responsibilities and the role also demands certain obligations from an individual (H7 proved).
- Employees found to be supporting in the family and also executing their role in the organization effectively (H8 proved).
- Employees' role efficacy difference in relation to the age of children they had.
- Mode of transport influence time and work related activities (H9 proved).

### **Impact of Emotional intelligence on demographic factors**

- Age progresses its help to develop alternative thinking while fulfilling multiple responsibilities (H10 proved).
- Increase in qualifications increases knowledge levels and skills and also the depth of thinking in an individual (H11 proved).
- Women employees in different management cadres are optimistic and have motivated nature in work-life (H12 proved).
- Relationship under mutual benefit between work associates to compete during work hours improves public relations (H13 proved).
- Irrespective of work experience women employees showed emotional maturity on handling situations (H14 disproved).
- Women at senior positions not only enjoy financial benefits but also shoulder additional and critical responsibilities which call for emotional maturity (H15 proved).
- No significant difference was found while testing the impact of eldercare responsibility on emotional intelligence (H16 disproved).
- Emotional maturity is high in women having children of different ages as intensively and voluntarily they need to handle many issues effectively (H17 proved).
- Women employees are capable of handling barriers that exists during mode of transport (H18 proved).

### **Certain other observations from the interactions of women employees:**

Even though our results show some positive correlation between role efficacy and emotional intelligence some percentage of the sample have articulated their feelings which are paraphrased below:

- There are instances where women have not accepted promotions for fear of disturbing children's education. Here promotions are also linked to transfer to a different place which results in relocation of the family and women either sacrificed or postponed their promotions.
- A sizable number of women are taking care of elders and in-laws in the family and managing their job as well.
- Women do carry work home and experience work related tensions at home also.
- Some women have developed strong networks in the office to ventilate some of their home related issues.
- Few women also complained about gender discrimination in the workplace.
- Some women felt that marriage and career are like "contracts" which need to be executed and fulfilled come what may.
- Women do experience dilemmas and conflicts about their children which has resulted in some psychosomatic disorders.
- Irrespective of some physical problems women still continue to do well in the organizations.
- Women agreed that immediate boss plays an important role in having a smooth work-life.

- Women complained that they are not having enough personal space and time to pursue their heartfelt interest.
- Many women stated that there is no appreciation or recognition for the work done at home.
- Women also admitted that the act of balancing takes place by compromising mentally and emotionally.

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

## **Recommendations**

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

### **Recommendations to organizations**

- Providing crèche facilities: In the multiple roles of women major stress is experienced in balancing the obligations in the roles as a mother and an employee. The tension is more when the children are in infancy stage or small. Hence organization may provide support by creating child care facilities in the workplace. The psychological trauma of leaving the children is reduced and helps

for better concentration. Law has supported this cause but it is not in practice in most of the private organizations.

- Creation of help desk or counseling centre supports the employee in ventilating their feelings and getting apt advice and direction. Counseling can take place at a personal and also in career related aspects. The counselor needs to be a professional who understands the organizational policies and also relates with the employees easily. Hence care is required in identifying and placing a suitable person in the role of a counselor.
- Recreational facilities: Providing an opportunity for recreational facilities has become necessary in recent times. To relieve the work related tensions, to make use of rest period effectively and also to bring out the latent talent among the employees indoor and outdoor recreational facilities need to be put in place by the management. Some of the employees themselves may be made in-charge of these activities which in turn will make them feel that they are contributing for the organization.
- Mentoring: Mentoring consists of establishing in formal relationships between junior and senior colleagues or peers. These relationships contribute to career and family aspects like coaching, protecting, awareness, handling challenging work etc. Having mentors in the organizations benefits in a twofold way from the employee side. It results in job satisfaction, clarity in career progress, commitment for the mentor and the mentor also derives satisfaction and job involvement in the role.
- Net working: fostering and nurturing healthy employee relationships is beneficial to the organization. Net working can take place at an individual group and department levels. It is a small group where members express their thoughts freely and trust each other. Thus the sharing provides for a lot of psychological support and the employees feel belongingness to the group.

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

### **Recommendations to women employees**

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

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

- Women need to create some personal space and time for themselves to pursue their personal interest, hobbies etc... In a day at least fifteen to thirty minutes is devoted in pursuit of this interest, women will definitely feel regenerated.
- Women in the organizations may plan for a “Retreat” (away from routine) to rejuvenate themselves

### **Suggestions for further research**

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

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## **ANNEXURE – I**

### **COVERING LETTER**

Place: Hyderabad

Date: 10-03-2010

I am V. Sree Jyothi, a PhD Research Scholar in School of Management Studies at University of Hyderabad. The topic of my research is “Work-Life Balance among Women employees in Organizations: A Study in Andhra Pradesh” of women who are managing multiple roles. I am interested in learning more about the experiences of these women. Hence, this is to request you to answer the Questionnaire to provide more insights in my work. Your participation will make an important contribution to my research.

Your responses will be kept confidential and the data will be used only for academic purposes. It takes about 30 minutes to respond to the Questionnaire.

If you have any questions regarding this Questionnaire, please feel free to contact me at 9492032057.

V. Sree Jyothi  
Research Scholar.

## **WORK AND LIFE BALANCE –QUESTIONNAIRE**

### **DEMOGRAPHIC PROFILE**

Date:

Place:

1. Name of the employee:
2. Age:
3. Educational qualifications
4. Name of the organization:
5. Designation/present status Department/section:
6. Location/address:
7. Work timings:
8. Work experience:
9. Annual income: Total earnings of your household:
10. Distance to work place:
11. Marital Status: Married / Un Married (Please tick the applicable one)
12. Type of Family: NF / JF\* (Please tick the applicable one)
13. Spouse Qualification:
14. His Age :
15. work experience of spouse:

16. Children/Elders(if any, who stays along with you) Details:

child Age	Gender	Education	Elders/others	Relation with them	Type of dependency with them

*Type of dependency: please mark (F) - financial wise, (S) - Service wise; NA - not applicable*

17. Number of members in family:

18. Mode of transport to your workplace \_\_\_\_\_

19. Please any inconvenience in traveling \_\_\_\_\_

\* NF-Nuclear family, JF-Joint family.

.



## **WORK AND LIFE BALANCE –QUESTIONNAIRE**

### **ROLE EFFICACY SCALE**

People have different feelings about their roles. Statements describing some of them are given below. Statement in relation to your role in the organization given below indicates your own feelings. In each of the following sets of three statements, **tick (✓)** the one (a, b and c) that most accurately describes your own experience in your efficacy role. **Choose only one statement in each set. There is no right or wrong answer.**

( ✓)

1. a    My role is very important in this organization; I feel central here  
    b    I am doing useful and fairly important work.  
    c    Very little importance is given to my role in this organization; I feel peripheral here.
2. a    My training and expertise are not fully utilized in my present role.  
    b    My training and knowledge are not used in my present role.  
    c    I am able to use my knowledge and training very well here.
3. a.   I have little freedom in my role;  
    b.   I operate according to the directions given to me.  
    c.   I can take initiative and act on my own in my role.
4. a.   I am doing usual, routine work in my role.  
    b.   In my role I am able to use my creativity and do something new.  
    c.   I have no time for creative work in my role.
5. a.   No one in the organization responds to my ideas and suggestions.  
    b.   I work in close collaboration with some other colleagues.  
    c.   I am alone and have almost no one to consult in my role.
6. a.   When I need some help, none is available.  
    b.   whenever I have a problem, others help me.  
    c.   I get very hostile responses when I ask for help.
7. a.   I regret that I do not have the opportunity to contribute to society in my role.  
    b.   what I am doing in my role is likely to help other organizations or society.  
    c.   I have the opportunity to have some effect on the larger society in my role.
8. a.   I contribute to some decisions.  
    b.   I have no power here.

- c. My advice is accepted by my seniors.
- 9. a. Some of what I do contributes to my learning.
  - b. I am slowly forgetting all that I learnt (my professional knowledge).
  - c. I have tremendous opportunities for professional growth in my role.
- 10a. I dislike being bothered with problems.
  - b. When a subordinate brings a problem to me, I help find a solution.
  - c. I refer the problem to my boss or to some other person.
- 11a. I feel quite central in the organization.
  - b. I think I am doing fairly important work
  - c. I feel I am peripheral in this organization.
- 12a. I do not enjoy my role.
  - b. I enjoy my role very much.
  - c. I have enough freedom in my role.
- 13a. I have little freedom in my role.
  - b. I have a great deal of freedom in my role.
  - c. I have enough freedom in my role.
- 14a. I do a good job according to a pre-decided schedule.
  - b. I am able to the innovative in my role.
  - c. I have no opportunity to be innovative or to do something creative.
- 15a. Others in the organization see my role significant to their work.
  - b. I am a member of task force or a committee.
  - c. I do not work on my committees.
- 16a. Hostility rather than cooperation is evident here.
  - b. I experience enough mutual help here.
  - c. People operate more in isolation here.
- 17a. I am able to contribute to the company in my role.
  - b. I am able to serve the larger parts of society in my role.
  - c. I wish I could do some useful work in my role.
- 18a. I am able to influence relevant decisions.
  - b. I am sometimes consulted on important matters.
  - c. I cannot make any independent decisions.
- 19a. I learn a great deal in my role.
  - b. I learn a few new things in my role.

- c. I am involved in routine or unrelated activities and have learnt nothing.
- 20a. when people bring problems to me, I tend to ask them to work it out themselves.
- b. I dislike being bothered with interpersonal conflict.
- c. I enjoy solving problems related to my work.

## **WORK AND LIFE BALANCE –QUESTIONNAIRE**

### **EMOTIONAL INTELLIGENCE – ASSESSMENT**

#### **Instructions:**

Please mark (✓) the numbers against each statement accordingly

5=strongly agree

4=agree

3=Neutral

2= disagree

1=strongly disagree

	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
1. It's fairly easy for me to express feelings.	( )	( )	( )	( )	( )
2. When I'm angry with others, I can tell them about it.	( )	( )	( )	( )	( )
3. I feel sure of myself in most situations.	( )	( )	( )	( )	( )
4. I try to make my life as meaningful as I can.	( )	( )	( )	( )	( )
5. When working with others, I tend to rely more on my own ideas than theirs.	( )	( )	( )	( )	( )
6 I'm good at understanding the way other people feel.	( )	( )	( )	( )	( )
7. It's easy for me to make friends.	( )	( )	( )	( )	( )
8. I care what happens to other people I know.	( )	( )	( )	( )	( )
9. I like to get an overview of a problem before trying to solve it.	( )	( )	( )	( )	( )
10 It's easy for me to begin new things.	( )	( )	( )	( )	( )
11. I believe that I can stay on top of tough situations.	( )	( )	( )	( )	( )
12. I never have a problem controlling my anger	( )	( )	( )	( )	( )
13. I'm a fairly cheerful person.	( )	( )	( )	( )	( )

14. I feel positive of my in most situations. ( ) ( ) ( ) ( ) ( )
15. Even when upset, I'm aware of what's happening to me ( ) ( ) ( ) ( ) ( )
- 16 when I disagree with someone, I'm able to say so ( ) ( ) ( ) ( ) ( )
17. Looking at both my good points and bad points,  
I feel good about myself. ( ) ( ) ( ) ( ) ( )
18. I clearly understand what makes me most happy and fulfilled ( ) ( ) ( ) ( ) ( )
19. It's easy for me to make decisions on my own ( ) ( ) ( ) ( ) ( )
20. I rarely hurt other people's feelings,  
accidentally or intentionally- ( ) ( ) ( ) ( ) ( )
21. My friends can tell me intimate things about themselves ( ) ( ) ( ) ( ) ( )
22. I think it's important to be a law-abiding citizen ( ) ( ) ( ) ( ) ( )
23. When facing a problem, the first thing I do is stop and think ( ) ( ) ( ) ( ) ( )
24. I can easily pull out of daydreams and tune into  
the reality of the immediate situation- ( ) ( ) ( ) ( ) ( )
25. It's easy for me to make adjustments in general ( ) ( ) ( ) ( ) ( )
26. I know how to keep calm in difficult situations ( ) ( ) ( ) ( ) ( )
27. People rarely tell me that I talk too much ( ) ( ) ( ) ( ) ( )
28. I am satisfied with my life ( ) ( ) ( ) ( ) ( )
29. I generally expect things will turn out all right,  
despite setbacks from time to time. ( ) ( ) ( ) ( ) ( )
30. I'm in touch with my emotions. ( ) ( ) ( ) ( ) ( )
- 31 I'm able to express my ideas to others ( ) ( ) ( ) ( ) ( )
32. My friends would describe me as self-confident ( ) ( ) ( ) ( ) ( )
33. I am proud of what I have accomplished in the last few years ( ) ( ) ( ) ( ) ( )
34. Other people seem to need me more than I need them. ( ) ( ) ( ) ( ) ( )
35. My friends will share intimate things about  
themselves with me. ( ) ( ) ( ) ( ) ( )

36. I keep in touch with my friends better than most people do ( ) ( ) ( ) ( ) ( )
37. I like helping other people ( ) ( ) ( ) ( ) ( )
38. When trying to solve a problem,  
I look at each possibility and then decide on the best way ( ) ( ) ( ) ( ) ( )
39. I realize when I am exaggerating the truth ( ) ( ) ( ) ( ) ( )
40. It's easy for me to change my opinion about things ( ) ( ) ( ) ( ) ( )
41. I believe in my ability to handle most upsetting problems. ( ) ( ) ( ) ( ) ( )
42. My friends would describe me as patient. ( ) ( ) ( ) ( ) ( )
43. Before beginning something new, I usually feel that I'll succeed. ( ) ( ) ( ) ( ) ( )

## **WORK AND LIFE BALANCE –QUESTIONNAIRE**

### **WORKING – LIFE QUESTIONNAIRE**

1. Can you please specify whether you receive any sort of encouragement/support or resistance from your family members? Can you please describe your opinion on this? Please feel free to give us your frank response.
2. How the attitude or opinion of your family vary by the specific individuals in your family. If you were to select the member of your family who is most supportive of the fact that you are a working woman then who would you choose? And who is second most? Give rank I to person who is most supportive, rank 2 to who is the second most and rank 3 to the next. And who would you say is the least supportive?
  - i.
  - ii.
  - iii
  - iv
  - v
3. How would you describe the attitude of your family members during those specific occasions- when you have to stay in your place of work beyond your normal working hours? Can you please describe your opinion on this?
4. How do you yourself feel about the fact that you are a full-time working woman?
5. If you have experience a feeling of guilt sometimes towards your family because of your working status. Can you please specify why do feel so? Is there any particular member of your family towards whom you mostly feel this? Probe: what other reasons?

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6. I would like to know what typically is your role in deciding on how to spend the money that you yourself earn? Some women we have met have said that though they themselves earn, but it is only their husbands or family members who decide on what to spend that money on. On the other hand, some other women have told us that they themselves decide how to spend their money.
7. How satisfied or dissatisfied are you in the role that you play in deciding on how to spend the money that you earn?

8. I would like to know who does the regular household work in your household (even when you are away on work.)
9. How cooperative or not cooperative do you find your male colleagues with you when it comes to accepting you as woman colleagues?
10. And how does the level of cooperative differ if the female colleagues are single or married or divorced?
11. Do you feel any kind of differentiation made in your work place (by your bosses or seniors or by company rules) between women employees and male employees? And why?
12. What kind of dress do you usually wear to your place of work?
  - i.
  - ii.
  - iii.
13. If you were to describe your personal outlook or **key reason for working** then how would you describe yourself? Please describe this in your opinion.
14. Can you please specify these statements which you think apply to you the most personally? **Tick (✓) the one**
  - i. Doing well and rising fast in my career is what I aspire for most-there cannot be any compromise on that
  - ii. My family is important to me but definitely not at the cost of my career and it's progress
  - iii. My career and my family both are equally important to me – I manage to adjust and do well in both.
  - iv. My career is important to me but it comes only after I have ensured my own/my family's happiness
  - v. My own/my family's happiness is most crucial to me – I am willing to make any sacrifice in my career for that.
15. Is your job transferable? If so, have you yourself ever been transferred in this job?
16. Do you think this city offers good job prospects? How?



## **ANNEXURE – II**

### **INTERVIEW SCHEDULE FOR THE HR MANAGERS**

1. Name:
2. Age:
3. Designation
4. Experience in current Organization
5. Organization Name:
6. Year of establishment:
7. Location:
8. Turnover of the Organization:
9. Specify the working hours of your organization: \_\_\_\_\_ to \_\_\_\_\_
10. Specify number of employees working in your organization at executive cadre or above supervisor level
  - i. Men:
  - ii. Women:
11. Do you provide scope for flexible working hours in the organization?
12. Identify various infrastructure facilities in your organization
  - i. Canteen Yes/No
  - ii. Hospital Yes/No
  - iii. Dining Hall Yes/No
  - iv. Rest rooms Yes/No
  - v. Crèche facilities for employee children Yes/No
  - vi. Library. Yes/No
  - vii. On-site fitness centre Yes/No
  - viii. Counseling centre Yes/No
  - ix. Any other please specify \_\_\_\_\_

13. Given below is a list of work-family balance initiatives that exist in an organization. Please tick the initiatives which exist in your organization:

- i. Flexible work arrangement
- ii. Maternity leave
- iii. Parental and other dependent/care related leaves.
- iv. Sick leaves.
- v. Adoption assistance
- vi. Work from home.
- vii. Child care provider referral services.
- viii. Relocation assistance.
- ix. Elder care programmes
- x. Financial support for dependent care.
- xi. Emergency/Sick child services
- xii. Long term credit/loan facilitates.
- xiii. Any other please specify\_\_\_\_\_

14. Given below is a list of organizational initiatives towards work-life balance. Please tick against the initiatives which your organization facilitates.

- i. Part time working
- ii. Overtime working payments.
- iii. Wellness programmes.
- iv. Retain and development Women employee skills
- v. Financial support for further/higher education
- vi. Policy support for further/higher education.
- vii. Any other please specify\_\_\_\_\_

15. In your opinion, what other steps need to be taken in your organization to achieve work-life balance.

# **EXECUTIVE SUMMARY**

***Work-Life Balance among Women employees in  
Organizations: A Study in Andhra Pradesh***

**A Thesis Submitted For the Award of Degree of  
DOCTOR OF PHILOSOPHY**

**IN**

**MANAGEMENT**

**BY**

**V. Sree Jyothi**

**Under Supervision Of**

**Dr. P. Jyothi**



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## **INTRODUCTION**

Demands at work and family have been receiving increased attention in organizations. Growing numbers of managers and professional staff are seeking more control over their work lives. Managers are not willing to have their careers “Just happen” and are taking an active role in planning and managing them. This is particularly true for women, midcareer employees, and college recruits, who are increasingly asking for career planning assistance. Many organizations – General Electric, Xerox, Intel, Ciba-Geigy, Cisco Systems, Quaker Oats, and Novotel UK, among others – have adopted career planning and development programs. These programs have attempted to improve the quality of work life for managers and professionals, enhance their performance, increase employee retention, and respond to equal employment.

Companies have discovered that organizational growth and effectiveness require work-life balance programs to ensure employee retention. Competent managers are often the scarcest resource. Many companies also have experienced the high costs of turnover among recent college graduates, including MBAs; the turnover can reach 50% after 5 years. Work-life balance policies attract and hold such highly talented people and can increase the chances that their skills and knowledge will be used.

Recent legislation and actions have motivated many firms to set up work-life balance policies for female employees, who are in short supply at the middle – and upper- management levels.

In light of the dramatic social transformations according in the nature of family and worker demands, nearly all employees today need to make decisions on how to manage work and family roles. Managing the integration of work and family demands is important in the management literature. Nearly half of managers in Fortune 500 companies are in dual career families (Brett, Stroh, Reilly, 1992).

### **Work-life balance**

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 has gained momentum in the last few years with increasing research work in industry and education. Work may be defined as various activities carried out by human beings for various purposes. To describe work in terms of science of man, the elements of responsiveness, purpose, adjustment, habit, interest, motive, drive, intelligence, aptitude, self-direction and adaptive behavior along with minor complexities must be introduced. Hence, work is activity directed toward the accomplishment of a set or purpose. Human work is activity with an end in view (Cleeton, 1949).

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. Conflict is a normal part of life and is a natural result of the conflicting demands arising from multiple roles, such as that of a mother, daughter, daughter-in-law, wife, friend, and employee. In order to manage the negative spillover of conflict, it is important to balance the demands from both the domains. Work-life balance is about adjusting work patterns to achieve overall fulfillment. A good work-life balance enables the business to thrive and at the same time enables the employees to easily combine work with other aspirations and responsibilities. Work-life balance should not be understood as suggesting an equal balance or scheduling equal balance or equal number of hours for each of one's work and personal activities. A positive work-life balance involves achievement and enjoyment.

### **Women Management**

Women's almost universal participation in paid labour has also dramatically changed family roles. The most common family pattern today is not the breadwinner-homemaker nuclear family, but the dual-earner family in which both spouses are responsible for providing for the family as well as a variant, the dual-career family, in which both woman and man maintain commitments to ongoing careers along with family responsibility.

Work-life issues or concerns refer to those aspects of an employee's work or family life that may have an influence on one another. Initial interest in work-family issues is the result of two developments that occurred during the 1970s. These developments included an increase in the number of women entering the workforce and the growth of dual-career families where both the spouses are working. The trend resulted in organizations being urged to acknowledge employees' family and other personal commitments. Work-family issues, however, are regarded as women's issues and are primarily a social rather than a business concern.

However, women at the highest levels of business are still there. Workforce has grown by around 12 percent in the past decade, but is expected to grow only 4 percent between 2010 and 2020 (Benko and Weisberg, 2007). Women lead in only 2 per cent of Fortune 500 companies and in only five of those companies last on the Financial Times Stock Exchange 100 stock index (The Economist, 2010). The March 2009 report, Women CEOs of the Fortune 1000, published by Catalyst (the U.S. firm working to expand opportunities for women and business), identifies the women CEOs of the Fortune 500 and 1000 companies. Of the Fortune 500 companies, 15 CEOs are women, including one Indian woman. Of the Fortune 501-1000, there are nine women CEOs.

Statistics also suggest that as women approach the top of the corporate ladder, many jumps off, frustrated or disillusioned with the working world. This may be due to women still being held responsible for childcare and the domestic realm. Organizations must figure out how to stop the female brain drain. Women's careers tend to focus on their individual choices which are likely to prioritize on the basis of urgency. Career decisions are in large part a reaction to outdated work structures, policies, and cultures that do not fit their lives. In weighing the costs and benefits of a traditional career, many women, especially mothers are choosing the kind of career that enables them to be successful on their own terms, to find their balance (Heslin, 2005). Deep, widespread changes to the traditional workplace are needed so that women have more options and don't feel forced to choose between career and family.

The percentage of women in management in India is roughly 3% to 6% with approximately 2% of Indian women managers in Indian corporations

<http://presidentofindia.nic.in/sp210809.html>) . However, almost 9.6% of women workers are in the organized sectors, and most statistics focus on labour in the organized sectors, leaving out the many workers in unorganized (informal), unstructured sectors of the economy (Nandan, 2009) .According to the office of the Registrar General in India (2001 Indian census) shows that the work participation rate of female workers in rural areas is 31% and 11.6% in urban areas. Employment member for women further detailed in women workers in India in the 21<sup>st</sup> century – unemployment and under employment, indicate that of India's 397 million workers, 123.9 million are women, 106 million women are in the rural areas and 18 million in the urban areas. However, only 7% of India's labour force is in-the organised sector (including workers on regular salaries in registered companies), with the remaining workers (93%) in the unorganized or informal sectors.

### **Issues in Work-Life Balance**

Work life issues/concerns encompass all non-work related demands and hence are not restricted to only family demands. Equations both at the workplace and at home have changed in the net worked era. While in the machine age, work and life are seen as two independent domains, in the networked age there is a complete overlap between the two domains. Women face conflicts between work and family demands as well as demands from family which have increased over the years. This has made it difficult for organizations to ignore the significance of employees' non-work demands on their performance, commitment, and job satisfaction.

Women increasingly have emphasized the place of jobs and careers in their lives, childbearing patterns have also changed. Changing family patterns and roles appear to be part of a broader process of global modernization linked to economic and demographic changes that are increasingly separating family from the economic sphere and changing ideas about appropriate family roles, especially women's roles.

Contemporary changes in the economic and social environments within which firms operate have brought about fundamental changes in the nature of the employment relationship in the twenty-first century. Increasing globalization and competitive markets led employers to resort to headcount management to gain flexibility, remain



competitive, and ensure survival. Corporate downsizing across all industries and hierarchical levels led to a breakdown of the traditional employer-employee relationship that is characterized by mutual loyalty and lifelong employment. The new relationship has shifted away from the long-term relationship involving loyalty to an economic contract between the employer and employee.

Today, the employer offers the employee a challenging job, individual reward for performance, and opportunities to learn valuable skills, but less job security. The employee pays back the employer through job performance but does not promise a strong commitment to the organisation. Employee behaviour basically depends on different career and life stages, employees from different countries, cultures, and backgrounds, core employees and peripheral employees, will have different priorities and values.

### **Work-life spill over**

The term work-life spillover refers to the influence of work on family and vice versa. Spillover could be in both directions- work to family as well as – family to work and outcome could be either negative or positive. Spillover may take place for moods, values, skills, and behavior. Positive spillover takes place when the energy, happiness, and satisfaction at work spills over into positive feelings and energy at home.

Work-life balance has been an enduring preoccupation of researchers across disciplines for four decades. Interest in work and family matters has arisen on account of changes in the way in which work and has been of production processes, industrialization and the entry of increasing numbers of women in to the world of paid work. Approaches to work and family theories have increasingly been studied based on changing demographics and their impact on work-life balance and well being of individuals.

The present study makes an effort to understand theoretical aspects of work-life balance and focuses mainly on review of theories in management, psychology, sociology and psycho-sociology as a parsimonious way of getting around the problem.

The following were the theories identified across four decades:

- 1. Work/family border theory (Clark, 2000)**
- 2. Decision theory in work-life balance (Powell and Greenhaus 2006)**
- 3. Structural and Emotional Interference theoretical approaches (Near, Rice and Hunt, 1980)**
- 4. Utilitarian Approach: The process of Role Investment (Lobel, 1991)**
- 5. Social Identity Approach: The process of Role Investment (Tajfel and Turner, 1985)**
- 6. Institutional Theory (Sutton and Noe, 2005)**
- 7. Person Environment P-E Theory to work and family (Edwards and Rothbard, 2005)**
- 9. Role Theory perspectives on work and family (Barnett and Gareis, 2006)**
- 10. Barnett and Hyde's (2001) expansionist theory**
- 11. Goode's theory of role strain**
- 12 Social Identity Theory (Hopkins 2005)**

## **REVIEW OF LITERATURE**

Literature studied based on the following dimensions:

- **Work Life/Family Balance of Career Women in Organizations**

Buddhapriya (2009) reveals the impact of family responsibilities on the career decisions of women professionals and studied the type of work-life support they experience from their employer. The study was conducted on 121 women professionals across different levels. The study reveals that commitment to family responsibility and lack of gender sensitive policies by employers are barriers which affect (women professionals) career advancement as they are making career trade-offs because of the family responsibilities.

Pituc, Sarah and Kaiser (2007) understand the lifestyle of Asian American working women with families in United States on work-life issues and suggest

future steps in the research and policy areas regarding this growing demographic group.

Kahweiler (2008), informs the Organizational Development. community about some aspects of broad and varied area of work-life that seem highly relevant to researchers. It was identified that there is a paucity of literature on work-life targeted specifically to O.D. professionals.

- Organizational initiatives towards work-life balance policies, programs and practices

Thompson & Prottas (2006), McDonald et al., (2005) stated five dimensions of work-life culture that affect whether employee feel comfortable using work-life benefits: (1.) Managerial support for work-life balance; (2) perceptions of potential career consequences for participating in work-life programs; (3) perceptions of heavy time demands; (4) perceptions that work-life programs are primarily for women; and (5) co-workers support for using work life programs.

Judge, Ilies and Scott (2006), investigated the effect of work-family conflict on the emotions of guilt and hostility, and the implications of work-family conflict and these emotions for job satisfaction and marital satisfaction. Results revealed that, family-to-work conflict experienced at work, and work-to-family conflict experienced at home, were positively associated with guilt and hostility at work and at home.

Den Dulk and De Ruijter (2005) investigated managers' attitudes towards the use of work-life policies by testing hypotheses based on both dependency and disruption theory. The performance of the department or work group was found to be the major interest of managers. Work-family policies are often seen as disruptive, making it difficult to achieve the department's targets.

- Role Efficacy and Emotional Intelligence on Work-life balance

Powell and Greenhaus (2010), examined whether variables selected from theories of the psychology of gender as well identity, boundary, and role theories explained effect on work to family conflict and "positive spillover". Women experienced higher positive spillover because they were higher in femininity.

Women managers did not experience different levels of conflict than men, individuals who scored higher on measured family role salience, which was positively related to femininity, experienced lower conflict. Role segmentation not only reduced conflict but also had the unintended consequence of reducing positive spillover.

Hobbler, Wayne & Lemmon (2009), examined the intervening roles of knowledge sharing and team efficacy in the relationship between empowering leadership and team performance. Team performance was measured through a time-lagged market-based source. Results revealed that empowering leadership was positively related to both knowledge sharing and team efficacy, which, in turn, were both positively related to performance

Roger sauve (2009), examined balance between family and work life. The results revealed that women still do most of the juggling in bringing about a balance between family time and work time. The ongoing stress and change is leading to more dissatisfaction, more time off for illness and family reasons, more women are thinking of leaving their current employers and rated low for their employers.

Day et al. (2009), examined relationship between workplace stressors (risk perception, worries, and patient-care barriers) and two components of burnout (emotional exhaustion; depersonalization), and the moderating impact of job control of team efficacy for 106 professionals. Results reveal that lack of perceived control over one's job was related to exhaustion and depersonalization after controlling for stressors. Job control and team efficacy buffered some of the stressor-burnout relationships.

Mulki, Lassk and Jaramillo (2008), investigated the effect of work overload and self-efficacy on important work-life balance issues which includes capability rewards and pay satisfaction. An empirical study was presented that included 138 responses which provide evidence that role stress and work overload mediate the effect of self-efficacy on work-life balance issues.

In an Indian study (Hussain and Rukmini Rao, 1980) on the status of women in public enterprises, it was found that there was job stagnation in industry for

women in general, and particularly in low skilled jobs. The management policies indicated that women did not require training or career planning. They were not considered suitable for supervisory jobs. Managers seemed to carry such stereotypes about women in society as “women earn pin money and don’t really need a wage”, “women are not interested in their work”, “they work to have fun,” “women are not and should not be ambitious”, etc. The study reflected these views in the existing organizational policies and ongoing practices that treated women as non-existent (encyclopedia of women and Human Resources, 2001) which is contradicted in the present scenario by Archana Bhaskar, HR Director for Shell Companies in India, observes *“there is certainly positive change for women in India in the work place. There is a gap in the Indian talent market, with significantly more than talented people. Today, women are thought of as great managers, often pursued strongly by search firms. In fact, several firms have targets to achieve on women number .....*” ([www.shrmindia.org/perspectives-women](http://www.shrmindia.org/perspectives-women))

## **Research Gap**

- Prior research identified some support towards work-life balance through some psychological constructs, but additional research is needed to specify degree of role efficacy, degree of emotional intelligence and impact on work-life balance.
- There is also a need to examine role efficacy and emotional intelligence of women managers. Work-life balance of career managers as related to family dynamics also needs to be explored.
- Additional research is needed to explore the family resources and experiences in the Indian context that are associated with different types of enrichment.

## **Research questions**

- Does the examining of the interactive effects of multiple individual differences include personality traits and demographic differences?
- How do women perceive and face the challenges in their work-life?
- Do coping strategies facilitate enactment of direct roles?

- ▲ What role does personality play in the ability to identify, select, and implement these various thriving strategies?

Thus, the above issues identified significant research gaps, which need to be addressed to engender data and literature in the area of work-life balance and also to further research.

### **Need and Significance of the Study**

From the review of literature it is obvious that certain areas and issues in work-life balance need to be addressed. Some of them are:

- Increased number of dual career couples – calls our attention for balancing work and family related issues.
- Gaps identified from organizational perspective such as decreased productivity, absenteeism and dissatisfaction in women employees need careful attention and the present study attempts to do so.
- From the sociological and psychological perspective our aim is also to nurture “healthy” and productive employees. The variables Role Efficacy and Emotional Intelligence chosen in the study highlights the contribution for healthy, productive and effective employees.
- From the organizational perspective management would like to enhance employee-employer relation. One of the ways of gaining this is by providing certain welfare measures which increase loyalty and commitment from the employees. The study attempts to identify some more measures to achieve the above objective.

### **SCOPE OF THE STUDY**

The present research work has been conducted in the State of Andhra Pradesh covering three districts namely Hyderabad, Vishakhapatnam and Guntur. The study is focused on the following dimensions

- Measuring the two determinants role efficacy and emotional intelligence of work- life balance of women employees,
- Interviewing HR managers in organisations for identifying the organizational initiative taken in work-life balance.

- Assessing women employees' work-life balance.

The sample for the study were women employees and HR Managers from various services sectors. The respondents included 443 women employees and 59 HR Managers.

### **Objectives of the study**

The broad objective of the study is to determine the work-life balance of women employees. To investigate the above objective the following specific objectives were formulated.

- To investigate personal and organizational constraints in work-roles and family roles of women employees.
- To measure the strength of relationship between role efficacy and emotional intelligence factors.
- To study the organizational initiatives in motivating women employees to career success.
- To analyze the impact of demographic factors on the above-mentioned issues.

### **Hypotheses of the study**

The Hypotheses were framed based on the two variables: Role Efficacy and Emotional Intelligence.

### **Role Efficacy Variables**

1. Hypothesis (H1): Age difference has significant impact on Decision making in role efficacy.
2. Hypothesis (H2): There is a significant difference between Educational qualification and Creativity among women employees.
3. Hypothesis (H3): Designation has significant difference on Self assistance.
4. Hypothesis (H4): a) Working hours have significant impact on Role significance.  
b) Working hours have significant impact on Personal Growth.
5. Hypothesis (H5): Work experience has significant effect on Role efficacy

6. Hypothesis (H6): Annual Income has significant effect on Role efficacy.
7. Hypothesis (H7): Elder care responsibility has significant impact on Role efficacy.
8. Hypothesis (H8): Number and age of children have significant impact on Role efficacy.
9. Hypothesis (H9): Mode of transport has significant effect on Role efficacy.

### **Emotional Intelligence variables**

10. Hypothesis (H10): Age has significant impact on Ability of alternative thinking.
11. Hypothesis (H11): Qualification has significant effect on Confidence.
12. Hypothesis (H12): Designation has significant impact on Optimistic thinking.
13. Hypothesis (H13): Working Hours have significant impact on Public relations.
14. Hypothesis (H14): Work experience has significant effect on Emotional intelligence.
15. Hypothesis (H15): Annual Income has significant impact Emotional intelligence
16. Hypothesis (H16): Elder care responsibility shows significant impact on Emotional intelligence.
17. Hypothesis (H17): Number of Children has significant impact on Emotional intelligence.
18. Hypothesis (H18): Mode of Transport has significant effect on Emotional intelligence.

### **Sources of Primary Data:**

The primary data was collected from the women employees and also by interviewing the HR managers in various organizations. Data required for the research was collected by distribution of questionnaires personally to the sample respondents in organizations. The questionnaires were designed and adapted with the following research questions:

- What are the organizational perceptions on work-life balance?
- Does the organization have work-life balance initiatives approach towards career planning, and career advancement among women employees?
- Is the organization adopting a planned approach towards work from home environment?



- Role played by women managers in providing work-life balance initiatives of these organizations.

The primary data was collected from the women employees by administering structured and in various organizations, open ended questionnaire and also interviewing HR managers.

### **Description of the Sample:**

The sampling method used in the study was Quota and purposive sampling. This method is adapted when sample elements in all the selected strata are sample representative of sub-population and main population. The technique is used when a complete list of all members of the population does not exist and/ or is inappropriate.

### **Quota Sampling**

Quota sampling is the most sophisticated form of non-probability sampling. In quota sampling the researcher, instead of being given a list of specific individuals and/ or addresses to contact, is free to select, within proportioned quotas, units with pre-determined characteristics. It aims at securing proper representation by splitting the universe down into more homogeneous segments, selecting units from each of the segments or strata and combining them to form a total sample.

### **Purposive Sampling**

Purposive sampling is explicitly chosen to be non-representative to achieve a specific analytical objective. This form of sampling entails the following three steps:

- i. Determining the defining characteristics of the key subgroups.
- ii. Determining the number of individuals required in each group, from the perspective of data analysis.
- iii. Choosing the sample from the population.

### **Sample for the study**

The Sample chosen in the present study consisted of 443 women employees. The sample were chosen from Government and private companies in the service sectors of Insurance, Banking, Educational Institutions, Information Technology, Research Institutes and Manufacturing organizations in the areas of Hyderabad, Andhra

Pradesh. The methods used for collection of data were Quota and Purposive sampling method. A list of organizations was drawn and the HR managers, senior managers were contacted for providing the necessary details of the women employees in their respective organizations. Having identified the women employees, the questionnaires were distributed and were collected from the women employees. Data was collected from three places namely Hyderabad, Vishakhapatnam and Guntur. A balance of private and public sector organizations was aimed at and the organizations were chosen accordingly.

### **Tools used for the Data Collection**

The following tools were used for data collection:

- Demographic profile
- Role Efficacy Scale
- Emotional Intelligence Scale
- Working life questionnaire
- HR managers Interview Schedule

### **Description of the tools used in the study:**

- **Demographic Profile** – Data was collected on the personal and family related aspects from the sample. Aspects included details about age, educational qualifications, organizational background, designation, work experience, annual income, mode of transport, type of family and children related details.
- **Role Efficacy Scale (RES)** – The Role Efficacy Scale (RES) was developed by Udai Pareek (1997). It is a structured instrument consisting of twenty traits of statements, divided into ten dimensions. The ten dimensions of the RES are: Centrality, Self-role Integration, Pro-activity, Creativity, Inter-role Linkage, Helping Relationships, Super-ordination, Influence, Personal Growth and Confrontation. Role Efficacy Score has three alternatives which are pre-weighted. Each dimension of role efficacy and the scoring pattern followed is +2, +1 or -1.

- **Emotional Intelligence scale** – Emotional Intelligence scale (EIs) comprises of 43 statements of four major dimensions. Emotional Intelligence (EIs) scale used was adapted by Matrix life system Pvt Ltd. (2004) converted in to a five point scale. It has 43 items grouped into seventeen emotional intelligence variables. Furthermore, these seventeen emotional intelligence variables fall into four major dimensions, viz. Capability to Express, Purposefulness, Self-reliance, Identifying Emotions, Support Building, Empathy, Logical Analysis, Initiative, Ability to Cope, Anger Management, Happiness Orientation, Confidence, Assertiveness, Decisiveness, Civic Sum / Accountability, Adaptability Patience. Participants respond by indicating their agreement to each of the 43 statements using five point scale ranging from 1(strongly disagree) to 5(strongly agree).
- **Working life questionnaire** – The questionnaire was originally developed by Veena Sethi (2004) and adapted according to the context to suit the present study objectives. The questionnaire had sixteen statements which had multiple options as well as open ended questions.
- **HR Managers interview schedule** – The interview schedule elicited information on organizational details, various infrastructural facilities available in the organizations, work-family balance initiatives undertaken and further plans for facilitating women employees.

### **Pilot Study**

The Pilot study was conducted with an objective of validating the instruments to be used in the study. Data was collected from 63 women employees.

### **Pilot Study findings**

- There was a significant relationship between role efficacy on demographic factors of women employees.
- There was a significant relationship between emotional intelligence on demographic factors of women employees.
- There was an impact of role efficacy on emotional intelligence of women employees.

- Cronbach's Alpha value was calculated to measures Role efficacy variables (.621 - after removal of 3 items), and Emotional intelligence variables (.937) indicates the sample adequacy subject to statistical analysis.
- Even Kaiser-Meyer-Olkin (KMO) measure of adequacy was calculated at a measure of .651 (Role Efficacy scale) indicates the sample can subject itself to factor analysis and indicates that 65.1% of the variance in the 17 variables is explained by the underlying factors.
- The Bartlett's test of sphericity indicates the chi-square value is significant at 0.000 and therefore there exists significant relationship between the 17 variables related to Role Efficacy.
- It therefore indicates that Role efficacy is related to management practices.
- Exploratory factor analysis was then done to analyze the structure of interrelationships among the variables of Role Efficacy.
- Factor analysis would also identify groups of variables that can be conceptually used in describing work-life balance practices among women employees.
- Even the values of Emotional Intelligence scale (for 43 variables) were calculated to ensure the reliability of the measure used. Then reliability of the scale was taken. The alpha value of the scale Emotional Intelligence is .927. It can be observed that the values calculated were more than the acceptable alpha limit of 0.60.

Thus the pilot study established the relationship among variables and the final study was executed.

**Findings of the final study are summarized below:**

**Findings on Personal and organizational constraints in work-roles and family roles of women were as follows:**

- Sociological changes resulted in increase of nuclear families and dual working couples.
- Working women experience conflict in fulfilling their work related obligations and in the role as a home maker.

- Women were found to climb the career ladder faster than men
- Majority of the sample enjoy supportive climate at home and possess emotional maturity.
- Women are working out of their personal choice
- Most of the women restricted themselves to the non-transferable job.

**Findings of measuring the strength of relationship with respect to role efficacy and emotional intelligence factors are:**

From the Factor analysis the seventeen variables of role efficacy were reduced to eight major factors using Kaiser's rule.

These eight factors account for 62.4% of the co-variance among the variables and renamed as given below:

- Career Aspiration
- Career Planning
- Hierarchical approach
- Career Growth
- Inter-personal Relations
- Handling Career Barriers
- Creativity
- Initiative.

A step wise regression was conducted and the results reveal that eight factors taken together are significantly related to role efficacy.

Similarly the forty three variables of emotional intelligence were reduced to twelve major factors using Kaiser's rule. These twelve factors account for 61.34% of the co-variance among the variables and renamed as given below:

- Self Awareness
- Problem solving
- Convincing Capability
- Managing Capabilities
- Emotional Success

- Decision Making
- Self Appraisal
- Making Relations
- Self Evaluation
- Anger Management
- Dealing issues
- Anger Management.

A stepwise regression was conducted to find the best combination of predictors of emotional intelligence. The twelve factor coefficients also reveal the standardized beta weights and show the relative contribution of each of the predictors in emotional intelligence

#### **Findings of organizational initiatives in motivating women employees to career success**

- The study reveals that there is a necessity to provide required infrastructural facilities in promoting employee work-life effectively are Canteen, Hospitals, Crèche facilities, fitness centers and counseling centres to cope with work-life balance art.
- The study identified that work-family initiatives such as work from home, relocation assistance, eldercare facility support, financial support for dependent care and long term loan facility need to be endorsed by the organizations.
- It is also observed that there is need to provide Part time working options, Career advancement modules, Support for further education to the employees.

#### **Findings on the impact of role efficacy and emotional intelligence issues were tested based on demographic factors which include**

- Age
- Qualification
- Designation
- Income
- Work experience

- Working hours
- Elder care responsibility
- Child care and
- Mode of transport

### **Impact of Role Efficacy on demographic factors**

- Age and experience contribute for differential participation in the organization (H1 proved).
- Increase in educational qualifications widens the scope in the thinking processes and contribute for divergent thinking (H2 proved).
- Designation of an employee influences the amount of collaboration with other positions (H3 proved).
- Quality time spent in an activity is an indication of commitment and involvement of an individual (H4 proved).
- When employees work for long hours in the workplace then organizations provide ample opportunity in the form of training or higher learning for their personal growth (H5 proved).
- Significant different exists between women employees work experience and their role efficacy (H6 proved).
- Higher the income greater the responsibilities and the role also demands certain obligations from an individual (H7 proved).
- Employees found to be supporting in the family and also executing their role in the organization effectively (H8 proved).
- Employees' role efficacy difference in relation to the age of children they had.
- Mode of transport influence time and work related activities (H9 proved).

### **Impact of Emotional intelligence on demographic factors**

- Age progresses its help to develop alternative thinking while fulfilling multiple responsibilities (H10 proved).
- Increase in qualifications increases knowledge levels and skills and also the depth of thinking in an individual (H11 proved).
- Women employees in different management cadres are optimistic and have motivated nature in work-life (H12 proved).

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

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

## **Recommendations**

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



## **Recommendations to organizations**

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

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

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

### **Recommendations to women employees**

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

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

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

### **Suggestions for further research**

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

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