

Work Life Balance of Women Working in Higher Educational Institutions in Guntur District of Andhra Pradesh

V. Tulasi Das¹, Ch.Vijayalakshmi² and D. Sharon Lily³

¹Department of Human Resource Management, ²Ph.D. (JRF) Scholar, ³Research Scholar,

Acharya Nagarjuna University, Guntur - 522 510, Andhra Pradesh, India

Email: chinmaitulasi@gmail.com, lily.sharon70@gmail.com, chvlvijaya@gmail.com

(Received on 10 January 2013 and accepted on 18 March 2013)

Abstract – Indian families are undergoing rapid changes due to the increased pace of urbanization modernization and socio-cultural environment. Indian women belonging to all classes have entered into paid occupations. Demographic and societal changes, globalization and advances in technology are forcing businesses to transform the way they operate. It has opened new vistas, increased awareness and raised aspirations of personal growth. This, along with economic pressure, has been instrumental in influencing women's decision to enter the work force. Apart from that, the growing needs such as caring for children and aging family members demand for a dual income household, or increased healthcare costs also influencing to enter into workforce. These all leads in the existing family and societal setup, working women are overburdened and find it increasingly difficult to balance their work and life roles. At the present time, Indian women's exposure to educational opportunities is substantially higher than it was some decades ago, especially in the urban settings, which provide opportunities to enter into work for sharing family burdens. Work – Life Balance of women is a challenging issue for leaders, managers and has also attracted the attention of researchers. 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. The study of work life balance involves the examination of people's ability to manage simultaneously the multi-faceted demands of life. Keeping this in view we have selected a study to analyze the work life balance of women working in higher educational institutes in Guntur district of Andhra Pradesh.

Keywords: Work life balance, Work attitude, Performance, Work interference, Flexible work schedules

I. INTRODUCTION

Women and men should have the same power to shape society as well as their own lives. Indian women's exposure to educational opportunities is substantially higher than it was some decades ago, especially in the urban setting. It has opened new vistas, increased awareness and raised aspirations of personal growth. This, along with economic pressure, has been instrumental in influencing women's decision to enter

the work force. Indian women belonging to all classes have entered into paid occupations. At present India is power in the global economy because of the talented educated Indian women. Women have started recognizing their innate talents and skills and working to achieve the excellence in their interest areas.

In the existing set-up where the primary responsibility of women is to maintain the household activities, women are overburdened and that generate a throw into turmoil in their work and life roles. Balancing the work and non work life of women professionals is must for organisational sustainable development. Historically, women's employment participation has been more in the area of service sector. Females with high levels of academic qualifications are also finding it difficult to make balance between professional life and private life. It is important for every organization to take necessary steps to maintain a healthy balance between work and their private lives so that both employees and the organisations can be benefited in the long term.

Work – Life Balance is a challenging issue for leaders, managers and has also attracted the attention of researchers. 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. In this climate managing the boundary between home and work is becoming more challenging. Organizations not providing real opportunity for employees work life balance are opening themselves up to increasing numbers of dissatisfied and unproductive employees and hence increased attrition rates. Further there is a need for employers and employees alike to find flexible and innovative solutions that maximize productivity without damaging employees well – being, their family relationships and other aspects of life.

II. REVIEW OF LITERATURE

Work-life balance has important consequences for employee attitudes towards their organisations as well as for the lives of employees (Scholaris & Marks, 2004:54). Guest

(2002) believes that it is possible to investigate the trend of work-life balance and its developments which influence the well-being and job outcomes of employees at work. The issues relating to maintaining and obtaining a work-life balance have received substantial attention over recent years (Deery, 2008) but less attention, however, has been given to find the reality of work-life balance satisfaction in the higher educational sector (Doherty & Manfredi, 2006; Mohd Noor & Amat, 2010; Mohd Noor, Stanton & Young, 2009). Nevertheless, we need to understand the definition underlying work-life balance concepts. Defining the concept of WLB is a complex task, as it can be viewed from the meaning of 'work', 'life' and 'balance' (Deery, 2008). Dundas (2008:7) argues that work-life balance is about effectively managing the juggling act between paid work and all other activities that are important to people such as family, community activities, voluntary work, personal development and leisure and recreation. Greenhaus, Collins and Shaw (2003) define work-life balance as the extent to which an individual is equally engaged in – and equally satisfied with – his or her work role and family role. Thus, employees who experience high work-life balance are those who exhibit similar investment of time and commitment, to work and non-work domains (Virick, Lily & Casper, and 2007:465). Previously, the female workforce in India was mainly employed in non-managerial, subordinate or low-profile positions. Now, they occupy almost all categories of positions in the workplace. These changes in work culture have added to women's duties and responsibilities to their family as well as to society (Mathew & Panchanatham 2009a; 2009b). Despite this newfound work culture, and even though more and more women are joining the workforce, women in managerial roles are limited. The probable reason for this phenomenon is the conflicts between competing work demands and personal and family needs. Bilal, Muhammad, Zia-ur-Rehman, Muhammad and Raza, Irfan. (2010), says that Work life conflict has a damaging effect on job satisfaction, organizational commitment, productivity, turnover and absenteeism. On an individual level, work-life conflict is associated with employee burnout, mental health issues, substance abuse, and diminished family functioning.

Higher education institutions would appear to offer certain positives for combining career and family life. However, results of a recent survey found that academic staff reported feeling highly stressed because of increased teaching loads and staff/student ratios, pressure to attract external funds, and

lack of recognition and reward (Waters & Bardoel, 2006). As evidenced by the current study's findings, the stress to balance between work and life among the higher education institutions would in turn affects their occupational attitudes such as job satisfaction, commitment and intention to leave and further more leads to actual turnover. The demands of economic globalization, escalating competition and reduced government funding have affected higher education sector and have led to many higher education institutions adopting market-driven principles in relation to their workplace practices and policies (Waters & Bardoel (2006); Mohd Noor & Amat (2010); Mohd Noor, Stanton and Young (2009)). For academic staff, this has meant elevated workloads, higher expectations concerning research and increased administrative tasks, at the same time as general staff have struggled with diminished resources and changing work processes (Waters & Bardoel, 2006).

III. NEED FOR THE STUDY

Over the past two decades the issues of work – family and work – life balance have received significant attention from employers, workers, politicians, academia and the media. The move towards global competition has increased pressure on organizations and individual employees alike to be more flexible and responsive to change. The employee who is able to maintain balance between private and professional life can contribute more to success of the organization. However, it is in the context of current skill shortages and the prospect of an ageing workforce that it is now imperative for organizations to embrace work life balance practices to attract and retain talent, not only from traditional sources but also from untapped and diverse social groups. Future commercial sustainability, organizations need to ensure they are not just encourage but mandate a practical and workable work life balance policy, benefiting and meeting the needs of both the organization and its employees. And importantly, organizations not providing real opportunity for employee work life balance are opening themselves up to increasing numbers of dissatisfied and unproductive employees and hence increased attrition rates. In this climate managing the boundary between home and work is becoming more challenging. Keeping all developments in view the researchers have taken up research on 'Work Life Balance of Women Working in Higher Educational Institutes in Guntur District of Andhra Pradesh'. Guntur district is the fourth largest district in Andhra Pradesh consists about 85 higher educational institutions, including minority institutions.

There are about 2100 women employees are working with the institutes in rendering educational services.

IV. OBJECTIVES OF THE STUDY

1. To study the socio-economic profile of the respondents;
2. To examine the factors affecting work-life balance of women employees in higher educational institutions;
3. To analyze the effect of work life balance on women’s performance and work attitude;
4. To put forth certain conclusions based on the findings that have been arrived.

V. RESEARCH METHODOLOGY

To fulfil afore said objectives, the data were collected from both primary sources as well as secondary sources.

The secondary data were collected from the various journals, books, periodicals and web. The primary data were collected with support of well designed structured questionnaire. Sampling technique which is used in this study is Convenience sampling and the sample size is limited to 80.

VI. DATA ANALYSIS AND DISCUSSIONS

Table I depicts that 41% are belongs to the age group of 46-55 years, and 60% are having professional qualification, and 81% are married, 36% are in Associate Professor position, and mostly 34% people are drawing salary more than Rs. 45,000/- per month , and nearly 46% of women are working in urban areas, and 50% of the respondents are having the periodicity of 5 Years and above in the current position, and nearly 30% of the respondents are having 16-20 years of total experience in their fields.

TABLE I SOCIO ECONOMIC PROFILE OF THE RESPONDENTS

N		%	N		%
Age			Marital Status		
Below 35 Years	18	23	Married	65	81
36-45 Years	12	15	Single	15	19
46-55 Years	33	41	Current Position in the organization		
56 and Above	17	21	Professor	14	18
Academic qualification			Assoc. professor	29	36
Professional	48	60	Asst. Professor	25	31
Postgraduate	20	25	Supporting Staff	12	15
Graduate	5	6	Salary Drawn		
others	7	9	Rs. < 15,000	12	15
Location of the working institute			Rs. 16,000 to Rs. 30,000	18	22
Rural	18	23	Rs. 31,000 to Rs. 45,000	23	29
Semi -Urban	25	31	Above Rs. 45,000	27	34
Urban	37	46	Total Work Experience		
Periodicity of the current position			Below 5 Years	10	13
< 1 Year	11	14	5-10 Years	16	20
1-2 Years	13	16	11-15 Years	13	16
3-4 Years	16	20	16-20 Years	24	30
5 Years and Above	40	50	Above 20 Years	17	21

TABLE II ONE WAY ANOVA FOR WORK INTERFERENCE WITH PERSONAL LIFE AGAINST AGE

Work Interference with Personal Life Against Age	Sum of Squares	df	Mean Square	F	Sig.
My personal life suffers because of work	10.061	3	3.354	2.913	0.040*
My job makes personal life difficult	12.737	3	4.246	2.795	0.046*
I neglect personal needs because of work	31.565	3	10.522	8.062	0.000*
I put personal life on hold for work	15.762	3	5.254	3.090	0.032*
I struggle to juggle work and non-work	2.540	3	0.847	1.082	0.362
I am happy with the amount of time for non-work activities	10.470	3	3.490	4.456	0.006*

* Significant at the 0.05 level. Dependent variable: Age

From above Table it is clear that, the major portion of the variables of work interference with personal life against the dependent variable of age is highly significant at 0.05 levels. Where the calculated value of “F”, is above the table value for the variables my personal life suffers because of work, My job makes personal life difficult, I neglect personal needs because of work, I put personal life on hold for work, and I am happy with the amount of time for non-work activities are significant. Only one variable i.e. I struggle to juggle work and non-work is not a significant variable from the study.

From above table it is clear that, the major portion of the variables of work interference with personal life against the dependent variable of total work experience is highly significant at 0.05 levels. Where the calculated value of “F”, is above the table value for the variables I neglect personal needs because of work, I struggle to juggle work and non-work and I am happy with the amount of time for non-work activities are significant and the remaining variables are not a significant variables.

TABLE III ONE WAY ANOVA FOR WORK INTERFERENCE WITH PERSONAL LIFE AGAINST TOTAL WORK EXPERIENCE

Work Interference with Personal Life Against Total Work Experience	Sum of Squares	df	Mean Square	F	Sig.
My personal life suffers because of work	6.294	3	2.098	1.747	0.164
My job makes personal life difficult	9.225	3	3.075	1.964	0.126
I neglect personal needs because of work	20.249	3	6.750	4.642	0.005*
I put personal life on hold for work	4.447	3	1.482	0.802	0.497
I struggle to juggle work and non-work	6.165	3	2.055	2.798	0.046*
I am happy with the amount of time for non-work activities	8.498	3	2.833	3.501	0.019*

*Significant at the 0.05level. Dependent variable: Total Work Experience

TABLE IV MEAN, STANDARD DEVIATION AND CORRELATION MATRIX OF VARIABLES OF WORK INTERFERENCE WITH PERSONAL LIFE

Sl. No.	Variable	Mean	Std Deviation	1	2	3	4	5	6
1	My personal life suffers because of work Pearson Correlation Sig. (2-tailed) N	4.43	1.111	1					
2	My job makes personal life difficult Pearson Correlation Sig. (2-tailed) N	3.85	1.274	.287(**)	1				
3	I neglect personal needs because of work Pearson Correlation Sig. (2-tailed) N	3.38	1.286	.117	.120	1			
4	I put personal life on hold for work Pearson Correlation Sig. (2-tailed) N	3.61	1.355	-.099	-.217	.237(*)	1		
5	I struggle to juggle work and non-work Pearson Correlation Sig. (2-tailed) N	3.51	.886	-.095	.047	.262(*)	.199	1	
6	I am happy with the amount of time for non-work activities Pearson Correlation Sig. (2-tailed) N	4.00	.941	.085	.095	.178	-.149	.076	1

** Correlation is significant at the 0.01 level (2-tailed). * Correlation is significant at the 0.05 level (2-tailed).

Work Life Balance of Women Working in Higher Educational Institutions in Guntur District of Andhra Pradesh

The mean scores computed in the above Table are based on weighted average method. Among all variables, my personal life suffers because of work has got highest mean value of 4.43 and standard deviation of 1.111. Many respondents strongly feel that they are missing their personal life because of their work schedule. A significant and strong correlation

was found for My job makes personal life difficult with My personal life suffers because of work ($r=.287, p< 0.01$ level) and I struggle to juggle work and non-work with I neglect personal needs because of work ($r=.262, p< 0.05$ level) i.e., most of the respondents are not satisfied with their work life and personal life.

TABLE V ONE WAY ANOVA FOR FACTORS IMPACTING WORK – LIFE BALANCE AGAINST AGE

Factors impacting work – life balance Against Age	Sum of Squares	df	Mean Square	F	Sig.
I feel exhausted at the end of days work	11.136	3	3.712	3.064	0.033*
My family supports me in my professional life	28.748	3	9.583	6.819	0.000*
My organization recognize the importance of my personal life	30.202	3	10.067	3.769	0.014*
Lack of work-life balance has an adverse impact on my career	12.754	3	4.251	2.376	0.077
My colleagues have resigned or taken a career break because of work-life balance issues in the last one year	3.933	3	1.311	1.424	0.242

* Significant at the 0.05 level. Dependent variable: Age

From above Table it is clear that, the major portion of the variables of Factors impacting work – life balance against the dependent variable of age is highly significant at 0.05 levels. Where the calculated value of “F”, is above the table value for the variables I feel exhausted at the end of days work, My

family supports me in my professional life, My organization recognize the importance of my personal life are significant. The other variables i.e. Lack of work-life balance has had an adverse impact on my career and My colleagues have resigned or taken a career break because of work-life balance issues in the last one year are not significant.

TABLE VI ONE WAY ANOVA FOR FACTORS IMPACTING WORK – LIFE BALANCE AGAINST TOTAL WORK EXPERIENCE

Factors impacting work – life balance Against Total Work Experience	Sum of Squares	df	Mean Square	F	Sig.
I feel exhausted at the end of days work	2.554	3	0.851	0.643	0.590
My family supports me in my professional life	39.848	3	13.283	10.548	0.000*
My organization recognize the importance of my personal life	29.679	3	9.893	3.695	0.015*
Lack of work-life balance has an adverse impact on my career	21.227	3	7.076	4.217	0.008*
My colleagues have resigned or taken a career break because of work-life balance issues in the last one year	5.395	3	1.798	1.995	0.122

* Significant at the 0.05 level. Dependent variable: Total Work Experience

TABLE VII MEAN, STANDARD DEVIATION AND CORRELATION MATRIX OF VARIABLES OF FACTORS IMPACTING WORK – LIFE BALANCE

Sl. No	Variable	Mean	Std Deviation	1	2	3	4	5
1	I feel exhausted at the end of days work	3.40	1.143	1				
2	My family supports me in my professional life	3.33	1.310	.140	1			
3	My organization recognize the importance of my personal life	3.31	1.718	-.052	.140	1		
4	Lack of work-life balance has an adverse impact on my career	3.38	1.372	-.016	.276(*)	-.120	1	
5	My colleagues have resigned or taken a career break because of work-life balance issues in the last one year	3.54	0.967	-.025	-.040	.020	.161	1

* Correlation is significant at the 0.05 level (2-tailed). ** Correlation is significant at the 0.01 level (2-tailed).

From above table it is clear that, the major portion of the variables of factors impacting work – life balance against the dependent variable of total work experience is highly significant at 0.05 level. Where the calculated value of “F”, is above the table value for the variables My family supports me in my professional life, My organization recognize the importance of my personal life and Lack of work-life balance has an adverse impact on my career are significant and the remaining variables are not a significant variables.

The mean scores computed in the above Table are based on weighted average method. Among all variables, My

colleagues have resigned or taken a career break because of work-life balance issues in the last one year has got highest mean value of 3.54 and standard deviation of 0.967. A significant and strong correlation was found for Lack of work-life balance has an adverse impact on my career with My family supports me in my professional life ($r=.276$, $p<0.05$ level) i.e., most of the respondents opinion that to get better results and to balance the work life in their professional life and as well as in personal life they need their organisation and family support.

TABLE VIII ONE WAY ANOVA FOR WORK RELATED FACTORS INTERFERING WITH PERSONAL LIFE AGAINST AGE

Work related factors interfering with personal life Against Age	Sum of Squares	df	Mean Square	F	Sig.
Work on your days off (e.g., weekends)	19.099	3	6.366	3.989	0.011*
Take work-related phone calls at home	1.059	3	0.353	0.171	0.915
Carry a cell phone or pager for work so you can be reached after normal working hours	19.160	3	6.387	3.071	0.033*
Stay at work after normal working hours	16.919	3	5.640	4.071	0.010*
Travel whenever the organization asks you to, even though technically you don't have to	13.059	3	4.353	5.856	0.001*
Work during vacations	9.711	3	3.237	1.296	0.282
Rearrange, alter or cancel personal plans because of work	24.762	3	8.254	4.442	0.006*
Check back with the office even when you are on vacation	5.387	3	1.796	1.842	0.147
Participate in community activities	17.451	3	5.817	4.819	0.004*

*Significant at the 0.05 level. Dependent variable: Age

From above Table it is clear that, the major portion of the variables of Work related factors interfering with personal life against the dependent variable of age are highly significant at 0.05 level. Where the calculated value of “F”, is above the table value for the variables Work on your days off (e.g., weekends), Carry a cell phone or pager for work so you can be reached after normal working hours, Stay at work after

normal working hours, Travel whenever the organization asks you to, even though technically you don’t have to, Rearrange, alter or cancel personal plans because of work, and Participate in community activities are significant. The other variables i.e. Take work-related phone calls at home, Work during vacations ,and Check back with the office even when you are on vacation are not significant.

TABLE IX ONE WAY ANOVA FOR WORK RELATED FACTORS INTERFERING WITH PERSONAL LIFE AGAINST TOTAL WORK EXPERIENCE

Work related factors interfering with personal life Against Total Work Experience	Sum of Squares	df	Mean Square	F	Sig.
Work on your days off (e.g., weekends)	3.169	3	1.056	.585	0.627
Take work-related phone calls at home	2.331	3	0.777	.380	0.767
Carry a cell phone or pager for work so you can be reached after normal working hours	1.442	3	0.481	.208	0.891
Stay at work after normal working hours	7.684	3	2.561	1.647	0.186
Travel whenever the organization asks you to, even though technically you don't have to	1.358	3	0.453	.504	0.680
Work during vacations	37.480	3	12.493	5.861	0.001*
Rearrange, alter or cancel personal plans because of work	29.995	3	9.998	5.588	0.002*
Check back with the office even when you are on vacation	4.134	3	1.378	1.390	0.252
Participate in community activities	21.018	3	7.006	6.039	0.001*

*Significant at the 0.05 level. Dependent variable: Total Work Experience

Work Life Balance of Women Working in Higher Educational Institutions in Guntur District of Andhra Pradesh

From above table it is clear that, the major portion of the variables of Work related factors interfering with personal life against the dependent variable of total work experience are highly significant at 0.01 level. Where the calculated

value of “F”, is above the table value for the variables Work during vacations, Rearrange, alter or cancel personal plans because of work, and Participate in community activities are significant and the remaining variables are not a significant variables.

TABLE X MEAN, STANDARD DEVIATION AND CORRELATION MATRIX OF VARIABLES OF WORK RELATED FACTORS INTERFERING WITH PERSONAL LIFE

Sl. No	Variable	Mean	S.D	1	2	3	4	5	6	7	8	9
1	Work on your days off (e.g., weekends)	2.91	1.333	1								
2	Take work-related phone calls at home	3.08	1.412	.111	1							
3	Carry a cell phone or pager for work so you can be reached after normal working hours	2.90	1.498	-.011	.213	1						
4	Stay at work after normal working hours	2.66	1.262	.140	-.007	.002	1					
5	Travel whenever the organization asks you to, even though technically you don't have to	3.08	.938	.015	-.109	.141	-.203	1				
6	Work during vacations	2.86	1.589	-.257(*)	-.029	.085	.185	-.256(*)	1			
7	Rearrange, alter or cancel personal plans because of work	2.89	1.450	-.031	-.064	-.069	.041	.006	.169	1		
8	Check back with the office even when you are on vacation	3.26	1.003	-.002	.111	.018	.111	.006	.166	-.084	1	
9	Participate in community activities	3.69	1.176	.015	-.009	-.011	.065	.079	.282(*)	-.266(*)	.382(**)	1

* Correlation is significant at the 0.05 level (2-tailed) ** Correlation is significant at the 0.01 level (2-tailed).

The mean scores computed in the above Table are based on weighted average method. Among all variables, Participate in community activities has got highest mean value of 3.69 and standard deviation of 1.176. A significant and strong correlation was found for Participate in community activities with Check back with the office even when you are on vacation ($r=.382$, $p< 0.01$ level) i.e., most of the respondents

opinion that they are participating in community activities to maintain good relations with others and to get better results in their work and they are satisfied with the provision of Check back with the office even when they are on vacation. And also a significant and strong correlation was found for Participate in community activities with Work during vacations ($r=.282$, $p< 0.05$ level).

TABLE XI ONE WAY ANOVA FOR LEVEL OF RISK INHERENT IN EACH PROGRAM, ON AN EMPLOYEE’S CAREER AGAINST AGE

Level of risk inherent in each program, on a employees career Against Age	Sum of Squares	df	Mean Square	F	Sig.
Flexible work schedules	5.054	3	1.685	3.136	0.030*
Part-time work	4.577	3	1.526	3.691	0.015*
Job sharing	0.354	3	0.118	0.250	0.861
Brief (1-2) months paid sabbatical	12.002	3	4.001	6.804	0.000*
Paid maternity leave	5.102	3	1.701	4.770	0.004*
paid leave for sick family members	1.989	3	0.663	2.623	0.057
career breaks	0.359	3	0.120	0.331	0.803

* Significant at the 0.05 level. Dependent variable: Age

From above Table it is clear that, the major portion of the variables of level of risk inherent in each program, on an employee’s career against the dependent variable of age are highly significant at 0.05 levels. Where the calculated value

of “F”, is above the table value for the variables Flexible work schedules, Part-time work, Brief (1-2) months paid sabbatical, and Paid maternity leave are significant. The other variables i.e. Job sharing, paid leave for sick family members, and career breaks are not significant.

TABLE XII ONE WAY ANOVA FOR LEVEL OF RISK INHERENT IN EACH PROGRAM, ON AN EMPLOYEE’S CAREER AGAINST TOTAL WORK EXPERIENCE

Level of risk inherent in each program, on a employees career Against Total Work Experience	Sum of Squares	df	Mean Square	F	Sig.
Flexible work schedules	1.012	3	.337	0.571	0.636
Part-time work	4.531	3	1.510	3.649	0.016*
Job sharing	6.468	3	2.156	5.511	0.002*
Brief (1-2) months paid sabbatical	2.627	3	0.876	1.231	0.304
Paid maternity leave	2.046	3	0.682	1.719	0.170
paid leave for sick family members	0.329	3	0.110	0.399	0.754
career breaks	3.652	3	1.217	3.818	0.013*

*Significant at the 0.05 level. Dependent variable: Total Work Experience

TABLE XIII MEAN, STANDARD DEVIATION AND CORRELATION MATRIX OF VARIABLES OF LEVEL OF RISK INHERENT IN EACH PROGRAM, ON AN EMPLOYEES CAREER

Sl. No	Variable		Mean	S.D	1	2	3	4	5	6	7
1	Flexible work schedules	Pearson Correlation Sig. (2-tailed) N	1.54	.762	1						
2	Part-time work	Pearson Correlation Sig. (2-tailed) N	1.51	.675	.098	1					
3	Job sharing	Pearson Correlation Sig. (2-tailed) N	1.35	.677	.195	-.342(**)	1				
4	Brief (1-2) months paid sabbatical	Pearson Correlation Sig. (2-tailed) N	1.94	.847	.300(**)	-.209	-.028	1			
5	Paid maternity leave	Pearson Correlation Sig. (2-tailed) N	1.35	.638	-.079	-.069	-.141	.322(**)	1		
6	paid leave for sick family members	Pearson Correlation Sig. (2-tailed) N	2.10	.518	-.170	.069	.116	-.101	-.184	1	
7	career breaks	Pearson Correlation Sig. (2-tailed) N	1.54	.594	-.227(*)	-.001	.030	.445(**)	-.102	-.012	1

* Correlation is significant at the 0.05 level (2-tailed). ** Correlation is significant at the 0.01 (2-tailed).

From above table it is clear that, the major portion of the variables of Level of risk inherent in each program, on an employee's career against the dependent variable of total work experience are highly significant at 0.05 level. Where the calculated value of "F", is above the table value for the variables Part-time work, Job sharing, and career breaks are significant and the remaining variables are not a significant variables.

The mean scores computed in the above Table are based on weighted average method. Among all variables, paid leave for sick family members has got highest mean value of 2.10 and standard deviation of 0.518. A significant and strong correlation was found for career breaks with Brief (1-2) months paid sabbatical ($r=0.445$, $p < 0.01$ level). And also there is a strong correlation between two variables Job sharing with Part-time work ($r=0.342$, $p < 0.01$ level) and Paid maternity leave with Brief (1-2) months paid sabbatical ($r=0.322$, $p < 0.01$ level). The respondents are satisfied with the (1-2) months paid sabbatical during the career breaks and maternity leave. Most of the respondents are satisfied about job sharing and part-time work.

VII. FINDINGS OF THE STUDY

1. Most of the respondents' opinion that their personal life suffers because of work and also their job makes personal life difficult and they feel that they are neglecting their personal life;
2. Respondents are happier with the amount of time they had for non-work activities;
3. Many respondents say that their family supports in professional life and as well as their organisations are also recognize the importance of their personal life;
4. Employees feel exhausted at the end of days work and lack of work-life balance has an adverse impact on their career;
5. Respondents are very happy to carry a cell phone or pager for work so they can be reached after normal working hours;
6. Respondents are very happy to travel whenever the organization asks them to even though technically they don't have to and they are very interested to participate in community activities;
7. Employees are ready to work on days off, during vacation and they will plan to rearrange, alter or cancel personal

plans because of work;

8. Respondents are very happy about flexible work schedules and part-time work;
9. The organisations are providing 1-2 months paid sabbatical for those who gone for maternity leave and for career breaks i.e., for higher education.

VIII. CONCLUSION

Service sector is one of the fastest growing sector it provides opportunity for employment of more number of women. The secret to work-life balance will depend on field of work, family structure and financial position. Personal life and professional work are two sides of coin it is difficult to separate and form a source of conflict. Organisations must strive to develop a special bond with its people, so that they will put in more into their jobs and contribute positively. Work life and personal life are the two sides of the same coin. Professionals have to make tough choices even when their work and personal life is nowhere close to equilibrium. Achieving "work life balance" life is not simple as it sounds specially for working women. However organizations efforts with family support can make women balance personal front with professional work. Organisations need to create congenial conditions in which employees can balance work with their personal needs and desires. Successfully achieving work-life balance depends not only on organizations but similar efforts from family are also desirable. Emotional intelligence is required in order to accomplish day-to-day objectives of life which is a challenge to everyone to achieve it. It is the key to achieve the desired balance between work and life, which ultimately leads to success in the professional as well as personal life.

REFERENCES

- [1] Bilal, Muhammad, Zia-ur-Rehman, Muhammad and Raza, Irfan, "Impact of Family Friendly Policies on Employees' Job Satisfaction and Turnover Intention (A study on work-life balance at workplace)". *Interdisciplinary Journal of Contemporary Research in Business*, Nov2010, Vol. 2 Issue 7, pp.378-395, 18p.
- [2] M. Deery, "Talent management, work-life balance and retention strategies", *International Journal of Contemporary Hospitality Management*, vol. 20, no. 7, pp. 792-806, 2008.
- [3] L. Doherty, & S. Manfredi, "Action research to develop work-life balance in a UK university", *Women in Management Review*, vol. 21, no. 3, pp. 241-59, 2006.

- [4] K. Dundas, "Work-Life Balance: There is no 'one-size-fits-all' solution, in K O'Rourke (ed.), *Managing Matters*", Graduate College of Management, Southern Cross University, New South Wales, vol.3, pp. 7-8, 2008.
- [5] G. Fisher-McAuley, J. M. Stanton, J. A. Jolton, & J. Gavin, "Modeling the relationship between work/life balance and organizational outcomes", Paper presented at the 18th annual conferences of the Society for Industrial and Organizational Psychology, Orlando, FL, 2003.
- [6] JH. Greenhaus, KM. Collins, & JD. Shaw, "The relation between work-family balance and quality of life", *Journal of Vocational Behavior*, Vol. 63, pp. 510-31, 2003.
- [7] JH. Greenhaus, KM. Collins, & JD. Shaw, "the relation between work-family balance and quality of life", *Journal of Vocational Behavior*, Vol. 63, pp. 510-31, 2003.
- [8] DE. Guest, "Perspectives on the Study of Work-life Balance", *Social Science Information*, Vol. 41, no. 255, pp. 255-79, 2002.
- [9] R. V. Mathew & N. Panchanatham, Work life balance issues among the women entrepreneurs in South India. In K. J. Cherian, & S. P. A. Mathew (Eds.), *Emerging entrepreneurial strategies for self development and skill development* (pp. 46-57). Kottayam, India: Kuriakose Gregorios College (KGC), 2009a.
- [10] R. V. Mathew, & N. Panchanatham, Influencers and the role in determining the work life balance of employees working in the information technology sector. *KGEES Journal of Social Science*, Vol.1, pp.17-31, 2009b.
- [11] K. Mohd Noor, & MI. Amat, "Keseimbangan Kerja dan Kehidupan dan Kepuasan Kerja Ahli Akademik di Institusi Pengajian Tinggi Malaysia", Paper presented to Leadership and Management Seminar, Nilai, Negeri Sembilan, 2010.
- [12] K. Mohd Noor, & MI. Amat, "Keseimbangan Kerja dan Kehidupan dan Kepuasan Kerja Ahli Akademik di Institusi Pengajian Tinggi Malaysia", Paper presented to Leadership and Management Seminar, Nilai, Negeri Sembilan, 2010.
- [13] K. Mohd Noor, P. Stanton, & S. Young, "Work-life Balance and Job Satisfaction: A Study among Academics in Malaysian Higher Education Institutions", Paper presented to The 14th Asia Pacific Management Conference 2009, Surabaya, Indonesia, 2009.
- [14] D. Scholarios, & A. Marks, "Work-life balance and the software worker", *Human Resource Management Journal*, vol. 14, no. 2, pp. 54-74, 2004.
- [15] M. Virick, JD. Lily, & WJ. Casper, "Doing more with less: An analysis of work life balance among layoff survivors", *Career Development International*, Vol. 12, no. 5, pp. 463-80, 2007.
- [16] MA. Waters, & EA. Bardoel, "Work-family policies in the context of higher education: Useful or symbolic?", *Asia Pacific Journal of Human Resources*, Vol. 44, no. 1, pp. 67-82, 2006.