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

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BY

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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 i.e 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 in 31% and 11.6% in urban areas. Employment member for women further detailed in women workers in India in the 21st 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)
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)
8. Role Theory perspectives on work and family (Barnett and Gareis, 2006)
10. Goode’s theory of role strain

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 form 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)

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.
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 predetermined 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. Networking 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.
References


