INTRODUCTION

In recent years, the challenge of balancing work and family has attracted significant scholarly attentions. Globalization, downsizing, and flexible work patterns have left many employees with a feeling of increasing work demands and pressure, and a daily struggle to manage their work and family responsibilities (Burchell et al. 2002). With the wide-spread implementation of information and telecommunication technologies, work and family life have become increasingly intertwined, and can no longer be treated as independent domains. (Milliken and Dunn-Jensen, 2005). How to balance work and family demands and achieve a satisfactory equilibrium between the two realms have become a central question for organizations and an important career value for many employees (Valcour, 2007). They have started to rethink employment-related decisions such as the choice of occupation or employer, career advancement, and the level of job involvement in terms of opportunities for achieving a satisfactory level of work-family balance (Lee and Kossek, 2005).

Satisfaction with Work-Family Balance


Work-family balance is a term frequently used in popular as well as academic writings, although explicit definitions of the construct can hardly be found in the scholarly discourse (Frone, 2003). In general, it is associated with equilibrium or an overall sense of harmony in life (Clarke et al. 2004). Higgins et al. defined work-family balance as a “perceptual phenomenon characterized by a sense of having achieved a satisfactory resolution of the multiple demands of work and family domains” (Higgins et al, 2000). Frone (2003) provided a four-fold taxonomy of work-family balance that includes the separate components of work-to-work facilitation. An empirical test of this taxonomy did not reveal consistent patterns of relationships among those four components (Aryee et al, 2005). It remains unclear how these components relate to an individual’s level of satisfaction with his/her integration of work and family responsibilities and whether all four components need to reach optimal levels in order to satisfy a person.

Working Women in India

In India, post globalization, there are distinct changes in the attitudes of women and the society’s outlook towards them. Over the past few decades there has been a gradual acceptance of women in work roles. Across the globe, women are stepping out of the security of their homes to face challenges of newer kinds. The Indian women of today is present in all areas of work life – like technology, services, education, engineering, armed forces, police, and also politics – equally


with men, and are increasingly exploring creative and challenging careers. India has the largest population of employed, the second shift women (Paul, 2006) and the larger number of certified women professionals in information technology, finance, and healthcare services just after the USA.

However, as she moves from being a “carer” to a “Provider”, a woman, burdened with centuries of conditioning, still finds it difficult to attain the much desirable change in her self-perception. Women still are 40 percent more distressed than men under similar work pressure, when their family life is interrupted by office work (McMillan, 2011). Working women the world over are grappling with the Herculean task of balancing their familial and organizational roles (Bhushan and Karpe, 1996) — often hampering their productivity and wellbeing. Though equalitarian family-roles are gaining popularity worldwide, there are few changes in societal attitudes and expectations about male and female roles (Livingston and Judge, 2008). Work is still considered to be the prime responsibility of the man, while the woman is expected to take up the vital responsibility of family and children (Sahoo and Rath, 2003).

Thus, the working woman has a stressful dual responsibility — that rarely comes


with the desired spousal support in sharing domestic obligations and responsibilities (Haas, 1982\textsuperscript{14}).

According to a study by Sundarraj (2006\textsuperscript{15}), 17 percent of India women work, forming 31 percent of the Indian workforce and 37 percent of the Indian IT workforce, about 90 percent of urban Indian working women are in regular full time jobs, 80 percent work six days a week and 60 percent of them live in nuclear families. Only 21 percent of urban Indian working women get paid domestic help. Thus, while Indian women seek work engagement mainly for economic reasons (Handy et al. 2007\textsuperscript{16}), financial freedom brings role conflict and role overload in its wake.

**Work Life Balance among women employees**

While work-family balance is an issue for all employees, it seems to trouble women workers the most (Lingard et al. 2007\textsuperscript{17}). Researchers view work-family conflict as a form of tension in which the demands of work and family roles are mutually disproportionate – so that meeting the load of one domain makes it difficult for the individual to meet the stress and strain of the other (Greehaus and Beutell, 1985\textsuperscript{18}). Martial stress occurs as spouses generally do not alter their own

---


domestic roles (Kishi et al. 2002\textsuperscript{19}). Even when the family is understanding and\textsuperscript{13} supportive, the divide between work and home is rather daunting and not easy to remove 68 percent of working women surveyed in the age group of 21-52 years who were found to be affected with lifestyle disease like obesity, depression, chronic backache, diabetes, and hypertension (Assocham, 2009\textsuperscript{20}). This affects the female workforce adversely, causing high absenteeism, and fall in productivity, morale, job satisfaction, and organizational commitment (Wang et al., 2008\textsuperscript{21}).

Inter-role conflict amplifies as a woman becomes more involved in the family, with getting married, having children, and caring for the elderly (Ayo et al., 2009\textsuperscript{22}). The United Nations report on the status of women in India is a key study on role conflict faced (Sen and Kumar, 2001\textsuperscript{23}) due to the subservient role of the Indian women in traditional families. The husband is still expected to be the main provider, and the woman is always the caregiver, even if she is a co-provider. Women remain generally responsible for the bulk of the household work and childcare, which interfere with their career progression (Jawahar,

---


resulting in poor performance reviews and job termination, in extreme cases. Role conflict is the highest among women with “preschool” children (Pestonjee, 1992). The woman hardly knows how to manage her time and resources between work and family – owing to ambiguity and formlessness – that, in turn, makes her vulnerable to conflict, tension, and strain. Attempting to succeed equally in all the roles, the woman often volunteers to shrink her space so that the comfort of “significant” others can be accommodated.

Role of Marital Status in Work Life Balance

Marital status and job satisfaction appear closely related. While work family conflicts affect marital happiness negatively (Jang and Zippay, 2011), marital satisfaction has been found to enhance job satisfaction (Odell et al., 2001) and reduce occupational strain. Satisfying marital relationship and active support from spouses lead to higher self-esteem among women and less guilt about their role at home as good mothers and Wives (Matsin, et al., 1995). Work hours also play a role (Bender et al., 2005). South African women in flextime organizations suffered less role conflict than the women in non-flextime organizations.


Other Determinants of Work Life Balance

Work variables such as income, discretionary time, job involvement, career salience, and self-esteem from job may affect life satisfaction and job satisfaction. Women who marry at a mature age seem to adjust better than women who were married off early (Akhani et al., 1999). Pareek and Mehta (1997) found that school teachers scored lower on all kinds of role stress in comparison to female bank employees and gazetted officers in civil services.

Lack of adequate coping skills is a major source of stress among working women. Mothers, who exhibit Type A behavior (a sense of losing out on time competitiveness, and being easily upset) reacted more strongly to daily work stressors than those who exhibited Type B behavior (Repetti and Wood, 1997). Factors that improved adjustment are learned resourcefulness spousal support and time management skills.

NEED FOR THE STUDY

Demographic shifts, changing market and economic trends, technological advances and competitive forces have made work-family integration as a crucial issue for everyone (Aryee et al., 2005). In India, the demographic changes are seen in the form of increasing number of women in the workforce (Census of


India, 2001\textsuperscript{34}) and increasing number of nuclear as well as dual earner families\textsuperscript{16} (Buddhapriya, 2009\textsuperscript{35}).

These demographic shifts have put considerable pressure on both men and women to concurrently manage their work and family obligations. Market changes are evident in increasing number of firms in the services sector (Ahuja, 2002\textsuperscript{36}; National Association of Software and Service Companies (NASSCOM) News line, 2008\textsuperscript{37}), which require employees to work longer, work across varied time zones and frequently interact with customers. The conflict and stress inherent in managing work and family responsibilities have been found to be counterbalanced by the social and psychological benefits that stem from participating in the work and family role domains (Barnett and Hyde, 2001\textsuperscript{38}). Work and family do not always conflict with each role. This positive aspect of work family interface is known as work-family enrichment. Experience of work-family enrichment augments perceptions of job satisfaction, organizational commitment and improves marital quality as well as family satisfaction. (Wayne et al., 2007\textsuperscript{39}). Hence it is essential to study this aspect to enrich the productivity of women employees in BPO industry.


PROBLEM STATEMENT

Social expectation affects the decisions women make about their careers. Society treats women differently. They are subjected to many different demands and are often expected to play several roles that may be conflicting. Caring for a family often means that many work-life conflicts emerge for women. Simultaneous pressures from both work and family roles are necessary to arouse work-family conflict (Greenhaus and Bentell, 1985\(^{40}\)). These conflicts are often intensive, and women’s response results in the reduction of employment which in turn leads to a restriction in career opportunities and advancement. The extent to which a woman subordinates her career aspirations to meet her family needs or vice versa depends on such things as her value systems and priorities, the amount of support she gets from her spouse, the age-based needs of her children, and the support she gets from the organization she works for in terms of flexibility in working hours, and assistance for childcare (Silver, 1993\(^{41}\)).

REVIEW OF PREVIOUS STUDIES

The review of previous studies are presented below

1. Work Life Balance

Dan (2012)\(^{42}\) found that, work-group cultures prevent employees especially women, from achieving work life balance, there is spill over between work and non-work activities, creating time allocation challenges, and stress, for dual career household attempting to achieve desired work-life balance.


Wheatley et al., (2008)\textsuperscript{43} identified that the increasing emphasis on flexibility, adoptability, team working and individual responsibility in the work life balance among the employees.

Kelliher and Anderson (2008)\textsuperscript{44} pointed out that higher levels of satisfaction with work, indicative of perceived improvement which have been reported among those using flexible working arrangements.

Tietze and Musson (2005)\textsuperscript{45} mentioned the role of gender, age, and other demographics in their work life balance among the employees.

White et al., (2003)\textsuperscript{46} revealed that high – performance and high commitment managerial practices, put in place to increase levels of discretionary work effort, from barriers to the successful adoption of work life balance policy.

Atkinson and Hall (2009)\textsuperscript{47} pointed out that work life balance access to improve conditions for all workers by altering work practices.

\textbf{2. HR Policies and Work Life Balance}

Hill et al., (2006)\textsuperscript{48} identified that, HR policies attempting to improve employee work-family balances have been related to positive results in reducing absenteeism and tardiness as well as improving organizational commitment.

\begin{itemize}
\end{itemize}
Poelmans et al., (2003)\textsuperscript{49} mentioned that the recruitment and retention of\textsuperscript{19} key personnel has become one of the drivers of implementing work-family balance polices.

Kelly et al., (2008)\textsuperscript{50} focused on studying the adoption and implementation of formal policies, slowly including in the spectrum the roles played by supervisors and peers support and by organizational and national culture.

Frye and Breaugh (2009)\textsuperscript{51} found the managerial support practices are significantly correlated with lower levels of work-family conflict with better work-family balance.

Shuck et al., (2011)\textsuperscript{52} showed that supervisor support improves perception of career and family success among the employees, support for harmonizing work and family, loyalty in organization, employee engagement, work satisfaction and turnover intention.

Kelly and Kalev (2006)\textsuperscript{53} mentioned the support from all people and shareholders in the organization facilitates the use of any formal policies that the organization might have for harmonizing work and family and personal life.

Yang et al., (2000)\textsuperscript{54} suggested that the work-family relationship in experienced and explained difficulty by collectivistic and individualistic cultures.

\begin{itemize}
\end{itemize}
McMillan et al., (2011)\textsuperscript{55} revealed that the design and implementation of successful work–family interventions, as well as the development of adequate training programs becomes very difficult to attain.

Sandra et al., (2011)\textsuperscript{56} revealed that HR policies are important that might not be as effective if not accompanied by the example of managers and staffs as well as by a deep understanding of the cultural value placed by them on work, family and personal life.

Carlson (2011)\textsuperscript{57} found the importance of top management support practices in the determination of better work-family balance among the employees with organization.

3. Work Life Balance among the Women and causes of Stress:

Davidson and Cooper (1994)\textsuperscript{58} suggested that female managers are often confronted with additional pressures from both their home and job environment as compared to their male counterparts. Aditya and Sen (1993)\textsuperscript{59} compared the level of stress between Indian men and women executives. Results showed that male and female executives differed significantly on role ambiguity, role conflict, 

---


\textsuperscript{58} Davidson, M and Cooper, C., (1994), Shattering the Glass Ceiling, Paul Chapman, London.

inter-role distance, future prospects, and human relations at work, femininity, and masculine by dimensions.

Pareek and Mehta (1997) compared three groups of working Indian women and the type of role stresses experienced by them. They found that the banking employees reported with medium stress on all dimensions whereas the gazette officers were having higher stress. The school teachers were having less stress.

Carlson and Kacmar (2000) applied structural model and determined positive and significant paths between work-family conflict and family-work conflict. They found that role overload and rate conflict were predictors of work-family conflict, yet did not find significant results for role ambiguity.

Daga and Husain (2001) reported the relationship between social support and stress. Social support acted as a buffer against stress in the all the three categories namely clerks, doctors and teachers.

Aziz (2003) investigated the prevalence of organizational role stress among Indian information technology employees. Resource inadequacy emerged as the most potent stressor. The study reported more stress among mean as compared to women.


4. Work-Family Conflict

Howard, et al., (2004)\textsuperscript{64} found that work-family conflict when duties affect one’s ability to meet family responsibilities - is far more important in determining an employee’s job satisfaction than family-work conflict, which occurs when attending to family responsibilities makes it more difficult to accomplish work-related tasks.

Powell and Jeffrey (2006)\textsuperscript{65} found the role segmentations may diminish the extent of both work-family Enrichment (WFE) and work-family conflict (WFC) whereas role integration may increase the likely hood of both WFE and WFC. The relationship between WFC and WFE has led to the conclusion that WFC and WFE are independent and unrelated construct.

5. Family-Work Conflict

Shaffer et al., (2005)\textsuperscript{66} analysed the influence of family work conflict on the work life imbalance. They found that the family work conflict significantly influence on the work life imbalance.

Aryee et al., (2005)\textsuperscript{67} found that in India, Parental role overload, and work and family support, and conflict were not significantly related. Job involvement was negatively related to family interface work.


Samad (2006)\(^68\) revealed that the families and relatives still provide\(^{23}\) instrumental or emotional support for employees.

Karatepe and Kilic (2009)\(^69\) showed that family work facilitation increased job performance and affective organizational commitment whereas the family-work conflict undermined job performance.

Namasivayam and Zaho (2007)\(^70\) illustrated the negative relationship between family – work conflict and job satisfaction was weaker among hotel employees with higher affective organizational commitment.

Lu et al., (2009)\(^71\) identified the negative impact of family work conflict on the performance of the employees.

6. Antecedents of Work-Family Conflict

Mainiero and Swlliran (2005)\(^72\) revealed that organizations concerned about improving their cultures for work family balance have much to gain in terms of reduced burnout and absenteeism and increased job satisfaction, commitment and performance.

---


Peters et al., (2005)\textsuperscript{73} explained the importance of role of gender on the relationship between conflicts in the work-family interface, emotional exhaustion and job outcomes.

Moncrief, et al., (2002)\textsuperscript{74} mentioned that an understanding of presence of male-female differences in the relationships between inter-role conflicts, emotional exhaustion, job performance and turnover intentions is crucial for managers in determining if an undifferentiated or dual approach is warranted in managing frontline employees.

Wayne et al., (2004)\textsuperscript{75} found that women value more and assign a higher priority to their family roles than their work roles. On the other hand, men attach higher priorities to their job-related responsibilities. In an era of excessive job demands, irregular and incompatible schedules, and long work hours, because of the higher priority they place on family roles, women employees experience greater family-work conflict.

Posig and Kickul (2004)\textsuperscript{76} revealed that the relationship between family-work conflict and emotional exhaustion was stronger among female employees compared with male employees.

\begin{itemize}
\end{itemize}
Demerouti et al., (2005)\textsuperscript{77} demonstrated that the relationship between\textsuperscript{25} partner’s rating of work-family conflict and exhaustion which was higher among women than men.

Martuis et al., (2002)\textsuperscript{78} identified that there is a distinction between the two sexes which impacts the type of things each gender values in various aspects of their lives including their jobs. Accordingly, one would expect inter-role conflicts to affect the job performances of relationship-valuing female employees more negatively in interactions oriented frontline jobs where employees are expected to deal with customer requests and complaints through long work hours.

Gomez, (2004)\textsuperscript{79} revealed that the socio-demographic characteristic that may influence on work-family conflict is the level of education. The training and education level of some employees may reinforce their role as moving away from family and increasing their commitment to the organization. Highly-educated employees may have more opportunities to get promoted or move geographically to another organization site.

7. Impact of Work-Family Conflict

Elloy and Smith (2003)\textsuperscript{80} revealed that dual-career couples may have different needs from those of more traditional single-career couple. In the work environment, dual-career employee status implies the need for greater employee sensitivity and awareness of the conflicting demands for simultaneous careers, so that employees may become more effective both at work and at home.

\begin{itemize}
\end{itemize}
Barbara and Sonja (2010)\textsuperscript{81} found that the perceived high organizational time expectations, psychological job demands and job insecurity are negatively related to employees’ satisfaction with work-family balance. Work-to-family conflict, partially mediated most relationships. Social support at-work and job control revealed positive relationship with satisfaction with work-family balance.

Osman (2010)\textsuperscript{82} indicated that work social support buffers the relationship between work family conflict and exhaustion and strengthens the negative relationship between work-family facilitation and exhaustion.

Boyar et al., (2008)\textsuperscript{83} mentioned that work-related stressors and characteristics were primarily related to negative work-to-home interference whereas family-related stressors and characteristics were mainly linked to negative home-to-work interference.

Valcom (2007)\textsuperscript{84} revealed that work-family conflict and satisfaction with work-family balance could be opposite ends continuum. Employees who experience high levels of work-to-home interference may be less able to manage their work and family responsibilities and thus negatively evaluate their work-family balance.

8. Coping Strategies and Work-life balance

Wilson, et al., (2007)\textsuperscript{85} concluded that the inclusion of social coping strategies combined with family involvement significantly reduced work-family

\begin{thebibliography}{9}
\end{thebibliography}
conflict. Open response categories on the survey suggest that these reductions were due to the facilitation of a joint problem solving approach by family members. In contrast, employee focused training on psychological coping alone appears to increase family conflicts.

Rotondo, et al., (2003) identified that both time-based conflict and strain-based conflict were lower among person employing direct action coping at home. Direct action coping involves individually motivated effort towards the resolution of family problems that may cause work to suffer. This coping style reflects the tendency to tackle the problems and do what needs to be done within family domains so that conflict is reduced.

Carment and Shaffer (2001) pointed out that the parental demands and hours spent on household work were a significant predictor of behaviour based family interference with work (FIW). The role-stressor variables and hours spent on paid work were the significant determinants of work interference with family (WIF). Gender was an important predicator of both FIW and WIF.

9. Work-life Balance Intervention

Felstead et al. (2002) have outlined the theoretical positions that explain the factors associated with the adoption of work-life balance practices in the organizational context namely institutional theory, organizational adaptation theory, high commitment theory and situation theory.


Thompson (2002)\textsuperscript{89} classified the work-life initiatives such as time-based\textsuperscript{28} strategies, information-based strategies, money-based strategies, direct services and culture-change services.

Wood (2003)\textsuperscript{90} found that adoption of family-friendly practices was test explained by organizational adaptation, a combination of institutional pressures as well as competitive forces, local and technological factors, situational conditions, and managerial values, knowledge, and perceptions regarding work and family programmes.

Mc Pherson (2007)\textsuperscript{91} revealed the benefits of work-life balance initiatives for employers namely better talent attraction, enhanced productivity, better talent engagement, reduced work stress, reduced absenteeism, reduced costs, better motivation, employer branding, talent retention and efficient work practices.

10. Promotion of Work Life Balance

Francis (2005)\textsuperscript{92} identified the importance of a supportive work environment in promoting employees’ work-life Balance. Managerial support was seen as a critical factor in facilitating work-life balance at the case study project, as a managers and supervisors often act as “gatekeepers” for access to work life policies. Achievement of the health and well-being key result areas led to the implementation of work life intervention such as roistered days off for salaried

\begin{itemize}
\end{itemize}
staff and flexible working hours positively influence on employees work-life balance.

Casper et al., (2007) suggested that organizations can enhance positive outcome by providing work-life programmes that appeal to a wider array of employees. Employees’ needs vary according to gender, age, and stage of family development. Furthermore, it would be expected that employees’ needs will change over time and this will be impacted by the changing nature of roles and responsibilities that employees take in their personal lives.

Hamilton, et al., (2006) revealed that single and child-free workers do not have access to resources that can help alleviate work-life conflicts, arguably exacerbating, rather than reducing their experienced conflict.

Saltzstein et al., (2001) mentioned that work-based social support has been positively related to job satisfaction directly and though work-family conflict as a mediating variable. The family-friendly policies at work may decrease work-family conflict, improving work-family balance and in turn job satisfaction.

Posig and Kickul (2004) found a significant relationship between work-family conflict and family-work conflict for females but not for males. For male employees, work-family conflict mediates the relationship between work-role expectation and emotional exhaustion. For female employees, work-family conflict, family-work conflict, and work-role expectations were significant.

Emotional exhaustion is directly influenced by work-role expectation as well as by work-family conflict.

Lee and Choo (2001) identified the need for greater spouse support, flexible work schedule, and full-day school in order to alleviate work-family conflict. Maintenance of good material relations is important in reducing spouse conflict and increasing well being in women entrepreneurs.

**Research Gap**

The above said review of previous studies discussed the work-life conflict, its causes and consequences and the coping strategies adopted by the employees to manage the work-life balance. All these works have been done only in foreign countries. The work-life imbalance and work-life conflict have been studied in few studies at Indian context. But there is no exclusive study on work family conflict and Family-work conflicts, its antecedents and outcomes in BPO industry in Tamilnadu. Hence the present study has made an attempt to fill up the research gap. A research model has been proposed to fill up the identified research gap.

---

PROPOSED RESEARCH MODEL: The proposed research model is given in Figure 1.1.

OBJECTIVES OF THE STUDY

Based on the proposed research model, the objectives of the study are confined:

(i) To present the socio-economic profile and social support of the employees;

(ii) To identify the level of work-life balance and imbalance among the employees;
(iii) To discuss the various antecedents of the work-life imbalance (Work-Family Conflict and Family-Work Conflict) among the employees;

(iv) To examine the various outcomes of work-life imbalances;

(v) To evaluate the impact of work-life imbalances on the various outcomes of work-life imbalances; and

(vi) To measure the level of implementation of coping strategies and its impact on the work life balances and imbalances among the employees.

**HYPOTHESES OF THE STUDY**

The Hypotheses of the study are given below.

1. There is no significant difference among the unmarried and married employees regarding their view on various aspects related to work-life balance and imbalance.

2. There is no significant association between the profile of the employees and their view on various aspects related to work-life balance and imbalance.

3. There is no significant impact of factors leading to work-life imbalance on work-life conflict, outcome of various work-life imbalance and

4. There is no significant impact of various conflict factors on various outcome of work-life imbalance.

**RESEARCH METHODOLOGY**

Research Methodology enlightens the methods to be followed in research work starting from investigation to presentation of research report. The research methodology focuses on the methods to be adopted at various steps in research process. It includes research design, area of the study, population of the study,
sampling design, sources of data, collection of data, analysis of data and limitations.

**Research Design**

Research design is a blueprint of the various methods for conducting the research projects. It includes the procedures for obtaining the information needed, the way in which they are processed and the method of presentation of the result to solve the research problems. Even though, the research designs are too many, the present study followed the ‘descriptive research design.

Since the present study has made an attempt to explain the concept of work-life balance and imbalances, reasons for that and also the consequences of the work-life balance and imbalances, it is descriptive in nature. Apart from this, the present study has its own objectives and methodology to fulfill the objectives of the study; it is ‘descriptive in nature’. Since, the study also focuses on the cause and effect relationship between the antecedents of work-life imbalance (WLI), impact of WLI on the various outcomes and the impact of implementation of coping strategies on the WLI; it is also diagnostic in nature. Hence the applied research design of the study is **descriptive and diagnostic research.**

**Area of the Study**

It is imperative to select the area of the study since the concept of work-life imbalance is growing in almost all fields in the economy especially in IT industry. Nowadays, the women employment is growing in all sectors of the Indian Economy. Even though, it may increase the national and percapita income of the Nation, the welfare of the women employees are affected because of their work-life imbalances. Hence, the present study focuses on this area for the research. The selected field of the research is BPO industry since the industry has been providing a lot of employment to the women employees. The area of the study is confined to Tamilnadu because of the researcher’s nativity especially seven
important cities namely Chennai, Coimbatore, Madurai, Trichy, Tirunelveli, Salem and Erode.

**Selection of the Study Area**

Tamilnadu was purposively selected as the study area for the research for the following reasons.

1) There is a rapid growth of BPO industry and the working women employees in this industry at Tamilnadu.

2) There is no exclusive study on the work-life balance and imbalances among the employees in BPO industry at Tamilnadu recently.

3) The state has a highly-educated population and the number of employed women employees in BPO industry are higher in the state and

4) Familiarity to culture, local dialect and infrastructure facilities would help the researcher to develop a good support with the Human Relation Manager and also the staff working in various organizations at the selected districts.

**Description of the Population**

The total number of BPO industry at Tamilnadu during 2011-12 has been collected from the Association of BPO industry at Chennai. The number of BPO industry and the employees working at there are illustrated in Table 1.1.

**TABLE 1.1**

**Number of Women Employees in BPO Industry at Tamilnadu during 2011-2012**

<table>
<thead>
<tr>
<th>Sl.No.</th>
<th>City</th>
<th>Number of BPO Industry</th>
<th>Number of employees</th>
<th>Number of Women</th>
</tr>
</thead>
</table>

...
The number of registered BPO industry in their association at Chennai is 402. A maximum of 51.99 per cent of industries are at Chennai city. It is followed in Coimbatore and Madurai city. The total number of employees working at the above said BPO industries is 11083. Out of them 60.21 per cent are women employees.

**Sampling Plan of the Study:**

The sampling plan of the study consists of two stages namely determination of sample size and distribution of sample size among the population. In the present study, the sample size is determined by the formula.

\[
n = \left[ \frac{Z \sigma}{D} \right]^2
\]

- Z – Z statistics at five per cent level
- σ – Standard deviation of job satisfaction among the employees
- D - Degree of error acceptance
\[ n = \left[ \frac{1.96 \times 0.6239}{0.05} \right]^2 = 598 \]

The determined sample size and the distribution of sample size among the population are given in the Table 1.2.

**TABLE 1.2**

**Distribution of Sample**

<table>
<thead>
<tr>
<th>Sl.No.</th>
<th>Area</th>
<th>Population</th>
<th>Sample selected</th>
<th>Per cent to the total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Chennai</td>
<td>4143</td>
<td>371</td>
<td>62.04</td>
</tr>
<tr>
<td>2.</td>
<td>Coimbatore</td>
<td>1327</td>
<td>119</td>
<td>19.89</td>
</tr>
<tr>
<td>3.</td>
<td>Madurai</td>
<td>406</td>
<td>36</td>
<td>6.02</td>
</tr>
<tr>
<td>4.</td>
<td>Trichy</td>
<td>288</td>
<td>26</td>
<td>4.35</td>
</tr>
<tr>
<td>5.</td>
<td>Tirunelveli</td>
<td>117</td>
<td>10</td>
<td>1.67</td>
</tr>
<tr>
<td>6.</td>
<td>Salem</td>
<td>219</td>
<td>20</td>
<td>3.35</td>
</tr>
<tr>
<td>7.</td>
<td>Erode</td>
<td>172</td>
<td>16</td>
<td>2.68</td>
</tr>
<tr>
<td>Total</td>
<td>6672</td>
<td>598</td>
<td></td>
<td>100.00</td>
</tr>
</tbody>
</table>

The purposive sampling was adapted to distribute the sample among the population. The determined sample size of 598 women employees were distributed at various cities on the basis of the total number of women employees working in BPO industry at the city to the total population at seven cities. The distributed sample size to Chennai is a maximum of 371 employees. These samples were selected at random from the BPO industry at each city.

**Basic Classification of the Women Employees**

Even though the studies related to work life balance in BPO industry are many, there is no exclusive study on the work life balance at the dimension on their marital status. Since the marital status of the women employees is one of the important factors leading to their work life balance, it is taken as the base variables
to classify the women employees. The distribution of unmarried and married women employees is illustrated in Table 1.3.

**TABLE 1.3**

<table>
<thead>
<tr>
<th>Sl.No.</th>
<th>Area</th>
<th>Number of employees in</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Unmarried</td>
<td>Married</td>
</tr>
<tr>
<td>1.</td>
<td>Chennai</td>
<td>267</td>
<td>104</td>
</tr>
<tr>
<td>2.</td>
<td>Coimbatore</td>
<td>73</td>
<td>46</td>
</tr>
<tr>
<td>3.</td>
<td>Madurai</td>
<td>23</td>
<td>13</td>
</tr>
<tr>
<td>4.</td>
<td>Trichy</td>
<td>14</td>
<td>12</td>
</tr>
<tr>
<td>5.</td>
<td>Tirunelveli</td>
<td>7</td>
<td>3</td>
</tr>
<tr>
<td>6.</td>
<td>Salem</td>
<td>12</td>
<td>8</td>
</tr>
<tr>
<td>7.</td>
<td>Erode</td>
<td>10</td>
<td>6</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>406</strong></td>
<td><strong>192</strong></td>
</tr>
</tbody>
</table>

Out of the 598 women employees, 67.89 per cent of the women employees are unmarried whereas only 32.11 per cent are married. The number of unmarried women employees at Chennai City constitutes 71.96 per cent to its total whereas at Coimbatore and Madurai City, it constitutes 61.34 and 63.89 per cent to its total of 119 and 36 employees respectively.

**Construct Development and collection of data:**

In order to fulfill the objectives of the study, the required data were collected with the help of structured interview schedule. A special care was taken to design and prepare the schedule with the help of the experienced women employees in the field and also the experts in the field. The interview schedule was divided into five important parts. The first part covers the profile of employees and their social support. The second part includes the work life balance and work life imbalances (Work family conflict and family work conflict). The
factors leading to work life balance and imbalances are included in the third part of the schedule. The fourth part includes various outcomes of work life balance and imbalances. The last part of the schedule focuses on the coping strategies adopted by the employees to maintain their work life balance.

The relevant variables in each concept generated in the study were drawn from the review of previous studies. A pilot study was conducted among 50 women employees working at BPO industry in Chennai. Based on the feedback, certain modifications, additions and deletions were carried out. The final draft of the interview schedule was prepared to collect the data from the sampled employees.

**FRAME WORK OF ANALYSIS**

For analyzing the data collected during the investigation, the following statistical tools were applied. It is highly based on the nature of data and the relevance of information required. The applied statistical tools and the relevance of applications are given below.

**Two-Group Discriminant Analysis**

Discriminant Analysis is a technique that is appropriate with a nominal dependent variable and internal independent variables. The basic idea of discriminant analysis is to find a linear contribution of the independent variables which makes the mean scores across categories of the dependent variable on this linear combination maximally different (Jacques, 1997). The linear combination is called discriminant function (Richard and Dean, 2001). In symbols

---


\[ y = a + b_1x_1 + b_2x_2 + \ldots + b_nx_n \]

Whereas \( y = \text{Discriminant criterion} \)

\( x_1, x_2, \ldots, x_n = \text{Discriminant coefficients} \)

\( a = \text{Intercept} \)

The Wilk’s lambda was calculated as a multi-variant measure of group difference over discriminating variables. The relative power of the variables was calculated by

\[ I_j = k_j (\bar{X}_{j1} - \bar{X}_{jk}) \]

Whereas

\[ I_j = \text{the important value of the } j^{th} \text{ variable} \]

\( K_j = \text{unstandardised canonical discriminant co-efficient of the variable } j \)

\( \bar{X}_{jk} = \text{mean of the } j^{th} \text{ variable for the } k^{th} \text{ group} \).

The relative importance of a variable \( R_j \) is given by

\[ R_j = \frac{I_j}{\sum_{j=1}^{n} I_j} \]

In the present study, the two group discriminant analysis has been used to identify the important discriminant factors related to various aspects in work life balance, imbalance, its antecedents and outcomes among the unmarried and married employees.
Confirmatory Factor Analysis

The Confirmatory Factor Analysis was applied to examine the reliability and validity of the variables included in each construct. The standardized factor loading of the variables is greater than 0.4 and the significance of the standardized factor loading at 0.05 percent level indicates the convergent validity of the construct (Anderson and Gerbing, 1988). The composite reliability of the construct is assured when the composite reliability is greater than the minimum threshold of 0.70 (Fornell and Larcher, 1981). The more conservative proportion of variance extracted indices which indicates the amount of variance captured by a construct in relation to the amount of variance due to the measurement error, demonstrated high validity. All indices exceeded the minimum standard of 50.00 percent, which indicates that the variance captured by the constructs exceeded the variance due to measurement error (Kang et al., 2002).

In the present study, the confirmatory factor analysis has been applied to confirm the reliability and validity of the variables included.

Multiple Regression Analysis

The multiple regression analysis is applied to measure the impact of independent variables on dependent variable when both dependent and independent variables are in interval scale. The linear regression model has been applied by using least square method. It has the formula

\[ y = a + b_1x_1 + b_2x_2 + \ldots + b_nx_n + e \]


Whereas \( y = \) dependent variable

\[ x_1, x_2, \ldots, x_n = \text{independent variables} \]

\[ b_1, b_2, \ldots, b_n = \text{regression coefficient of independent variables} \]

\( a = \text{intercept and} \)

\( e = \text{error term} \)

In the present study, the multiple regression analysis have been applied to analyze the impact of factors leading to work life imbalance on the work life conflicts and impact of conflict factors on the various outcomes of work life imbalance.

**T – Statistics**

The ‘t’ test has been applied to find out the significant difference between two means (unmarried and married employees). The ‘t’ statistics is computed by

\[
t = \frac{\bar{x}_1 - \bar{x}_2}{\sqrt{\frac{(n_1 - 1) \sigma_1^2 + (n_2 - 1) \sigma_2^2}{n_1 + n_2 - 2}} + \sqrt{\frac{1}{n_1} + \frac{1}{n_2}}}\]

With degree of freedom = \((n_1 + n_2 - 2)\)

Where

\( \bar{x}_1 \) – Mean of the first sample

\( \bar{x}_2 \) – Mean of the second sample

---

\[ \sigma^2_{s_1} \quad - \quad \text{Variance in the first sample} \]

\[ \sigma^2_{s_2} \quad - \quad \text{Variance in the second sample} \]

\[ n_1 \quad - \quad \text{Number of samples in first group} \]

\[ n_2 \quad - \quad \text{Number of samples in second group} \]

In the present study, the ‘t’ test has been applied to find out the significant difference between the unmarried and married employees regarding the factors leading to work life imbalance, work life balance, emotional exhaustion, and various outcomes of work life imbalance.

**One Way Analysis Of Variance**

The one way analysis of variance is applied in the present study when the criterion variables are at interval scale and the numbers of samples are greater than 2 groups. The \( F \) – statistics is calculated by

\[
F \text{ Statistics} = \frac{\text{Variance between groups}}{\text{Variance within groups}}
\]

and it has to be compared with the respective table value of ‘F’

In the present study, the one way analysis of variance have been applied to analyze the association between the profile of the employees and their views on the various aspects related to work life balance and imbalances.

**5. Cronbach Alpha**

The reliability of the variables included in each construct has been tested with the help of Cronbach alpha. The maximum threshold of Cronbach alpha is
0.60 (Nunnally, 1978). In the present study, the Cronbach alpha have been computed to test the overall reliability of variables in each construct related to work life balance and work life imbalances.

LIMITATIONS OF THE STUDY

The present study is subjected with the following limitations.

1) The present study confines its scope with women employees in BPO industry at seven cities of Tamilnadu only.

2) The variables related to the considered aspects in work life imbalance are generated with the help of previous studies and also with the views of the experts.

3) The antecedents and outcomes of work life balance and imbalance have been examined with the help of appropriate statistical tools which has its own limitations.

4) The variables related to many aspects in work life imbalance have been measured at Likert’s five point scale for the uniformity;

5) Even though, the sample size was determined scientifically, the sample size of the study was distributed purposively because of the lack of co-operation of the HR managers at the BPO industries in various cities.

6) Since, the sample size is too limited, the scope of application of the findings of the present study is also limited.

SCHEME OF THE REPORT

For a neat and clear presentation of the report, this study is presented in seven chapters.
The first chapter includes the introduction, need for the study, statement of the problem, review of previous studies, research gap, proposed research model, objectives of the study, methodology and chapterisation.

The second chapter explains the conceptual framework of the study. It explains social support, work life balance, work-family, family-work conflicts, antecedents of work life imbalance organizational commitment, job satisfaction, job stress, absenteeism, job embeddedness, job performance, emotional exhaustion and coping strategy implemented by the employees.

The third chapter explains the profile of the employees and the social support to them.

The fourth chapter covers the work life balance and work-life imbalance; factors leading to work life imbalances; association between the profile of employees and their view on above said aspects related to work life imbalances, the work family conflict and family work conflict among the employees; and impact of factors leading to work life imbalance on the conflicts (work family conflict and family work conflict) and emotional exhaustion among the employees.

The fifth chapter explains the various outcomes of the work life imbalances namely organizational commitment, job satisfaction, job stress, absenteeism, job embeddedness and job performance among the employees.

The sixth chapter includes the impact of factors leading to work life imbalance on the various outcomes, the impact of work life imbalances (WFC and FWC) on various outcomes; personal coping strategies and the implementation of coping strategies and its impact on work life balances and imbalances.

The seventh chapter shows the summary of the findings of the study, conclusion, suggestions and also the scope for further research.