CHAPTER 1

INTRODUCTION

1.1 Introduction of work life balance

In today fast developing country, people are busy with increasing their income and keep on changing their living habits, life style, and their day to day life, life pattern is not similar as in olden days. People didn’t aware about how to balance their life, stress and work. And they didn’t concentrate much about their health and family. The trend is changed to increase the wealth of the family not the health of the family. Work–life balance is a concept including proper prioritizing between "work"(career and ambition) and lifestyle (health, pleasure, leisure, family and spiritual development /meditation).This is related to the idea of "lifestyle choice."

1.2 Defining work life balance

The majority of research on the correlation between work and family life refers to WLB and organization policies, WLB and organization culture, WLB and HR management, WLB and work commitment, WLB and absenteeism, WLB and gender equality, WLB and family life, and many more. There are a number of studies examining WLB and workers wellbeing. These studies however were mainly conducted in the United States. In addition, several researchers noticed that work and family literature, while assessing relationships between work and family domains, considers family life as time spent with a spouse and children, ignoring other important aspects of family, such as time spent with parents, siblings and other relatives.
Work and life are the two sides of the same coin. The achievement and enjoyment at professional and personal lives are the front and back of the coin of value in life. We don’t have one without the other and at the same time the coin with only side does not exist. Hence many a times it happens that the successful people are not happy or not happy as they supposed to be. Therefore, the full value from life cannot be achieved without achievement and enjoyment. Work Life Balance is a person’s control over the responsibilities between their workplace, family, friends and self. A successful Work-life-balance strategy reduces stress levels and raises job satisfaction in the employee while increasing productivity and health care costs for the employer. Spending more time in office, dealing with clients and the pressures of job can interfere and affect the personal life, sometimes making it impossible to even complete the household chores.

On the other hand, personal life can also be demanding if you have a kid or aging parents, financial problems or even problems in the life of a dear relative. It can lead to absenteeism from work, creating stress and lack of concentration at work. The ever-increasing working hours leave the individuals with less time for themselves to pursue hobbies or leisure activities. A group of workforces that is greatly affected in work life balance as a result of dynamic changes in work environment is telecom sector professionals. No doubt, all other occupations have a capacity to influence the work and non work life balance, but some occupations are potentially more influential than others. Continuous changes in work related factors directly or indirectly affected the telecom professionals. Indeed these changes demand them to perform thus; an effective measure to handle its consequences is the responsibility of the organizations.
1.3 The concept of work life balance

The term work life balance (Work Life Balance) was coined in 1986 in response to the growing concerns by individuals and organizations alike that work can impinge upon the quality of family life and vice-versa, thus giving rise to the concepts of “family-work conflict” (FWC) and “work-family conflict” (WFC). The former is also referred to as work interferes with family” (WIF) while the latter is also known as “family interferes with work”(FIW). In other words, from the scarcity or zero-sum perspective, time devoted to work is construed as time taken away from one’s family life.

Work/life programs existed in the 1930s. The policies and procedures established by an organization with the goal to enable employees to efficiently do their jobs and at the same time provide flexibility to handle personal concerns or problems at their family. People entering the workforce today are more likely to turn down promotions if it is new job means, the employee is having to bring more work to home. In most developing countries, at least until recently, only men worked outside of the home. The old, established joint Hindu family system facilitated a clear division of responsibilities between the old and the young in terms of decision making, the oldest male member in a patriarchal society is the head of household and would make all the important decisions; male and female the men would work outside the household, whereas the women are responsible for raising children and taking charge of a myriad household responsibilities, including in some low-income families in certain parts of India, walking many miles each day to fetch water and fire wood. More recently, the scarcity perspective has given way to the expansion enhancement approach that views that work can facilitate participation at home and vice-versa.
This has given rise to the concepts of “work-family facilitation” (WFF) and “family-work facilitation” (FWF) where experiences acquired at work can facilitate participation at home and vice-versa. These two notions have contributed to the construct of work life balance where a balanced life consists of work and family that are mutually reinforcing—the family experiences of workers can enrich their contribution to work and organizations, and vice-versa.

1.4 Definitions and implications

The word Work-Life Balance is sometimes considered as interwoven with Work-family conflict. However, it can be argued that the latter is more limited in scope than the former because the focus in work-family conflict is more on the relations between work & family. It is also referred to as family friendly work arrangements, (FFWA), and in international literature, as alternative work arrangements (AWA). Work-Life Balance is the relationship between time and space of work & non-work in societies where income is predominantly generated and distributed through labor markets. Work-Life Balance is being aware of different demands on time and energy saving the ability to make choices in the allocation of time and energy knowing what values to apply.

Much confusion and ambiguity surrounds in understanding and defining the term Work–Life Balance. As a term in its own right Work-Life Balance is rarely defined for reasons that will become clearer as the discussion progresses. Many authors attempt to define Work-Life Balance policy or Work-Life Balance arrangements. Nevertheless it is possible to discern a number of distinct strands in the literature in relation to definitional and conceptual issues.
The first of these themes concerns the contention area of family friendly versus Work-Life family in order to reflect a broader and more inclusive way of conceptualizing the issue and to enable men and those without children, for example to identify with them. However the perception that Work-Life Balance policies are a family matter and aimed solely at women with children is still held by many employees & employers. Despite the worldwide quest for Work-Life Balance very few have found an acceptable definition of the concept: here are some proven definitions that will positively impact one’s every day value & balance.

Best individual Work-Life Balance will vary overtime, often on a daily basis. The right balance today will probably be different for tomorrow. The right balance when one is single will be different when after marriage and having children; when one is on a start to new career versus when one is nearing to retirement. There is no perfect, one size fits all, as balance is different for each of us because we all have different priorities and different lives.

However, at the core of an effective Work-Life Balance definition are two key everyday concepts that are relevant, they are daily achievement and enjoyment, ideas, almost deceptive in their simplicity. Enlarging a fuller meaning of these two concepts takes us to most of the ways a positive Work-Life Balance achievement.

Achievement means finish something successfully, especially after trying hard or receiving what one wants. Enjoyment does not mean happiness but it means pride, satisfaction, happiness, celebration, love a sense of wellbeing and all the joys of living. Achievement and enjoyment are the two sides of the coin value in life. One can’t have one without the other.
1.4 HRD-work life balance

Managing a home while raising young children when both spouses are employed outside the home is challenging and stressful. Balancing one’s work responsibilities and desires with one’s responsibilities and interests outside work is, at best, challenging. While balancing work commitments with life commitments involves a myriad of trade-offs for two-income families with children, it also provides ongoing challenges for adults who remain single or do not have children. Mid-life workers often deal with balance issues from two ends of the spectrum: young children and ageing parents. This issue, however, includes employees beyond those who have children. Many employees are choosing to stay unmarried, but still have critical and valuable commitments outside work.

Individuals affected by trying to balance work and their lives outside work represent nearly the entire working population. Organizations are indeed helping their workforce achieve balance between work and the rest of their life. Work–life balance programs are pervasive in organizations today i.e on-site day care, elder-care assistance, flexible scheduling, job sharing, adoption benefits, on-site summer camps, pet-care and even lawn care for employees who travel.

It is time to move the issue beyond programs to instill a way of thinking throughout corporations on the need for balancing work and life successfully and equitably. HRD professionals, the developers of people, are in a unique position to facilitate the transformation from providing employees with helpful programs to recognizing and rewarding employees who are able to work hard and effectively but still maintain a satisfying life outside work. Specific actions are articulated that human resource development professionals can demonstrate to drive the change.
Human resource developers, who are charged with developing the workforce, must get involved in the transformation campaign.

Work–life integration is not strictly a human resource management issue; it is an organizational effectiveness issue and HRD has the opportunity to play a key role. HRD is able to take on this challenge because it has demonstrated a track record of delivering results. For years, HRD has been paramount in developing either programs intended to meet the personal development needs of individuals or programs that were required by everyone to build a critical capability within the organization. Additionally, HRD has been extremely successful in bringing to the workplace life enhancement skills, such as money management, wellness training and career planning. These programs are intended to address the personal interests and needs of individuals within organizations.

1.5 Work life balance—the challenges ahead

The complex society of ours makes the individuals with conflicting responsibilities and commitments; hence the work–life balance has become a predominant issue at the workplace. The major factors such as the global competition, the renewed interest in personal lives/family values; and managing the workforce etc. have made it more significant. Studies have revealed that human resource professionals seek innovative ways to attain their organization's competitive advantage in the marketplace and it is found that work–life balance activities offer a win-win solution in this regard.

1.6 The influencing elements in work life balance

Many companies have responded to the evolving set of issues and with the influencing elements related to work life balance by introducing a wide variety of
work-life balance practices. These practices help the employees to balance both work and life equally where it supports the employer to increase the retention of the employee. Some of the influencing factors include working hours and flexibility, time bind, Job satisfaction, Job Autonomy and Organizational Commitment.

1.7 The global scenario of work life balance

During the 1960s and 1970s, employers considered work-life mainly an issue for working mothers who struggled with the demands of their jobs and raising children. During the 1980s, recognizing the value and needs of women contributions, pioneering organizations (IBM, Deloitee) began to change their internal workplace policies, procedures and benefits. The changes included maternity leave, employee assistance programs (EAPs), flexi-time, home-based work, and child-care referral. During the 1980s men also began voicing work-life concerns. The term ‘work life balance’ was first coined in 1986 in reaction to the unhealthy choices that many Americans were making in favor of the work place as they opted to neglect family, friends and leisure activities in the pursuit of corporate goals. Articles of the time suggested a sharp increase in the working hours of the Americans. This had started to affect their families and individual health. Work life balance slowly was gaining grounds in the various organizations. By the end of the decade, work life balance was seen as more than just a women’s issue, affecting men, families, organizations and cultures.

In 1990s solidified the recognition of work-life balance as a vital issue for everyone women, men, parents and non-parents, singles and couples. The 1990s saw a rise in the number of working women and dual-income families. A second family configuration, the lone parent household also became prevalent in the 1990s. The
labor force experienced considerable challenges in balancing the work and family responsibilities. This growing awareness of the central importance of the issue resulted in major growth in attempted work-life solutions during this decade. Numerous studies showed that the generations from baby boomers to new college graduates were making job choices based on their own work-life issues and employer’s cultures.

1.8 Work life balance – prospects for Indian organizations

Comparing with the past, today, one can see a noticeable difference in Indian organizations vision, philosophy, leadership styles and people oriented HR interventions. Consequently, Indian organizations have started getting respect globally. HR practitioners are striving to experiment the existing policies and exploring other innovative policies, schemes and interventions to motivate and involve large number of employees. However, managing employee work life balance has still not become a core strategic facet of people management practices in Indian organizations, which have the competitive advantage in terms of young talents in comparison to the West. This demands attention to tap available talents for superior performance.

1.9 Work-life balance-the trends and new approaches ahead

The challenge of work-life balance in our society is unlikely to disappear. The concept of work life balance is gaining a great deal of attention in both the academic and corporate worlds. The employees are often preoccupied with work when not working, and when in the company of family and loved ones, experience an inability to be meaningfully engaged in no work spheres. Modern work has
become more knowledge based, fluid, and intellectual; overworked people think about work all of the time. For many people, work has become cognitively intrusive. To understand work/life balance a cognitive approach was been introduced that is "Cognitive Intrusion of Work”.

In simple terms, this means that work/life balance is not just about finding "physical time" to do all that needs to be done. Instead, and more importantly, it is about the "cognitive space “necessary to process, organize, and respond to the thinking demands of life within a complex society.

Total life planning is the latest and innovative approach to work life benefits that helps employees understand the important aspects of their professional life, personal lives and their relativity. Their goal is to encourage employees to look at their lives as a whole and assess relationships, emotional and physical wellbeing, careers, spirituality, and their personal financial situation. From these programs, employees can assess their available choices to improve balance in their lives and develop an individualized life plan.

The most successful programs set a goal oriented environment with a meaningful and transformational component for each individual. The concept of total life has the major benefits such as renewed employee energy, enthusiasm and attachment for work, and enhanced productivity. Total life planning programs may be offered in conjunction with benefits such as health, life, and disability insurance, or on a standalone basis.
1.11 Reasons for imbalance

Indian families are undergoing change, which in turn influence the environment in the basic unit. The family environment has been bombarded with new expectations, the media, and high cost of living and striving for better quality of life. (Jane & Parthasarathy 2010). There are various reasons for this imbalance and conflicts in the life of an telecom employee From individual career ambitions to pressure to cope up with family or work, the reasons can be situation and individual specific. The increasing responsibilities on the personal front with age can also create stress on personal and professional fronts. (Kalaiselvi et al. 2010), the ever-increasing working hours leave the individuals with less time for themselves and to pursue his hobbies or leisure activities.

Increase in completion led excessive job demands and constraints to enhance productivity and cost effectiveness at employers end. Increase on cost and need of household items that necessitate overtime hours or extra part time jobs and working of all adult household members, including parents from the employee end. The changing of time from husband earning and the wife staying at home to the time now where the husband earns and wife earns too. But both are equally important to run the home. Hence imbalance of work and life at home war aroused. (Jagadeesh & Ayub 2011)Constant struggle and effort to maintain a balance between the work and personal life can have serious implications on the life of an individual. Past studies indicate that family roles reflect needs, opportunities and constraints have influence on individuals’ reactions to work. After all, two important focal points of adult life are family and work.
The role expectations of these two domains are not always compatible thus creating conflicts. These conflicts are related to outcomes such as job dissatisfaction, job burnout and turnover, as well as to outcomes related to psychological distress e.g. depression and life and marital dissatisfaction (Raduan et al. 2006) Work life balance of an employee is as important for the employing organization as it is for individual employee. In the current economic slowdown an organization which neglects issues related to employee Work life balance will end up with lower employee productivity and in turn will find it more difficult to overcome recessionary challenges.

According to Kathleen Garson, Sociologist, young people "are searching for new ways to define care that do not force them to choose between spending time with their children and earning an income" and "are looking for definition of personal identity that do not pit their own development against creating committed ties to others readily. Young adults believe that parents should get involved and support the children both economically and emotionally, as well as share labor equally. Young people do not believe work-life balance is possible and think it is dangerous to build a life dependent on another when relationships are unpredictable. They are looking for partners to share the house work and family work together. Men and women believe that women should have jobs before considering marriage, for better life and to be happy in marriage. Young people do not think their mother’s generations were unhappy. They also do not think they were powerless because they were economically dependent.
1.12 Identity through work

By working in an organization, employees identify, to some extent, with the organization, as part of a collective group. Organizational values, norms and interests become incorporated in the self-concept as employees increase their identification with the organization. However, employees also identify with their outside roles, or their "true self". Examples of these might be parental/caretaker roles, identifications with certain groups, religious affiliations, align with certain values and morals, mass media etc.

Employee interactions with the organization, through other employees, management, customers, or others, reinforces (or resists) the employee identification with the organization. Simultaneously, the employee must manage their "true self" identification. In other words, identity is "fragmented and constructed" through a number of interactions within and out of the organization; employees don’t have just one self. Most employees identify with not only the organization, but also other facets of their life (family, children, religion, etc.). Sometimes these identities align and sometimes they do not. When identities are in conflict, the sense of a healthy work-life balance may be affected. Organization members must perform identity work so that they align themselves with the area in which they are performing to avoid conflict and any stress as a result.

1.13 Men

Men know that work alone may not provide their lives with meaning. Young men can lose their meaning of life; they want a balance between paid work and personal attachments without being victimized at work. More men are realizing that work is not their only primary source of fulfillment from life. A new study on fatherhood (2010) shows that more men are looking for alternatives to their 40-hour
workweek in order to spend more time with their family. Though working less means a smaller paycheck and higher stress levels, men are looking for flexibility just as much as women. However, with an ever-changing society, flexibility is becoming much more apparent. “It seems that some traditional stereotypes are starting to lessen just a bit in terms of who’s responsible for care of the children” says human resource specialist Steve Moore. Traditionalism is becoming less frequent due to what’s actually practical for each individual family.

Men often face unequal opportunity to family life as they are often expected to be the financial supporter of the family unit, “The masculine ideal of a worker unencumbered by care giving obligations is built into workplace structures and patterns of reward.

1.14 Consequences of an imbalance

Mental health is a balancing act that may be affected by four factors: the influence of unfavorable genes, by wounding trauma, by private pressures and most recently by the stress of working. Many people expose themselves unsolicited to the so-called job stress, because the "hard worker" enjoys a very high social recognition. These aspects can be the cause of an imbalance in the areas of life. But there are also other reasons which can lead to such an imbalance.

Remarkable is, for example, the increase in non-occupational activities with obligation character, which include mainly house and garden work, maintenance and support of family members or volunteer activities. All this can contribute to the perception of a chronic lack of time. This time pressure is, amongst others, influenced by their own age, the age and number of children in the household, marital status, the profession and level of employment as well as the income level.
The psychological strain, which in turn affects the health, increases due to the strong pressure of time, but also by the complexity of work, growing responsibilities, concern for long-term existential protection and more. The mentioned stresses and strains could lead in the long term to irreversible, physical signs of wear as well as to negative effects on the human cardiovascular and immune systems.

Prominent cultural beliefs that parenthood is the best avenue for a happy fulfilling life may not be justified. In, The Joys of Parenthood Reconsidered, what was found is the opposite, that parents actually suffer worse mental and physical health than childless adults. This is associated with the high costs of parenthood described in the article. Simon states that, “In America we lack institutional supports that would help ease the social and economic burdens associated with parenthood.

1.15 About the telecom industry

The telecom industry has been divided into two major segments, that is, fixed and wireless cellular services for this report. Besides, internet services, VAS, PMRTS and VSAT also have been discussed in brief in the report. In today’s information age, the telecommunication industry has a vital role to play. Considered as the backbone of industrial and economic development, the industry has been aiding delivery of voice and data services at rapidly increasing speeds, and thus, has been revolutionizing human communication.

Although the Indian telecom industry is one of the fastest-growing industries in the world, the current teledensity or telecom penetration is extremely low when compared with global standards. India’s teledensity of 36.98% in FY09 is amongst the lowest in the world. Further, the urban teledensity is over 80%, while rural teledensity is less than 20%, and this gap is increasing.
As majority of the population resides in rural areas, it is important that the government takes steps to improve rural tele density. No doubt the government has taken certain policy initiatives, which include the creation of the Universal Service Obligation Fund, for improving rural telephony. These measures are expected to improve the rural tele-density and bridge the rural-urban gap in tele-density.

1.16 Introduction - evolution

Indian telecom sector is more than 165 years old. Telecommunications was first introduced in India in 1851 when the first operational land lines were laid by the government near Kolkata (then Calcutta), although telephone services were formally introduced in India much later in 1881. Further, in 1883, telephone services were merged with the postal system. In 1947, after India attained independence, all foreign telecommunication companies were nationalized to form the Posts, Telephone and Telegraph (PTT), a body that was governed by the Ministry of Communication. The Indian telecom sector was entirely under government ownership until 1984, when the private sector was allowed in telecommunication equipment manufacturing only. The government concretized its earlier efforts towards developing R&D in the sector by setting up an autonomous body – Centre for Development of Telemetric (C-DOT) in 1984 to develop state-of-the-art telecommunication technology to meet the growing needs of the Indian telecommunication network. The actual evolution of the industry started after the Government separated the Department of Post and Telegraph in 1985 by setting up the Department of Posts and the Department of Telecommunications (DoT).

The entire evolution of the telecom industry can be classified into three distinct phases.
Phase I- Pre-Liberalization Era (1980-89)
Phase II- Post Liberalization Era (1990-99)
Phase III- Post 2000

Until the late 90s the Government of India held a monopoly on all types of communications – as a result of the Telegraph Act of 1885. As mentioned earlier in the chapter, until the industry was liberalized in the early nineties, it was a heavily government-controlled and small-sized market, Government policies have played a key role in shaping the structure and size of the Telecom industry in India. As a result, the Indian telecom market is one of the most liberalized markets in the world with private participation in almost all of its segments. The New Telecom Policy (NTP-99) provided the much needed impetus to the growth of this industry and set the trend for liberalizations in the industry.

1.17 History of Telecom in India

Figure 1. 1 explains the formation of telecom sector in India and the merger process with Indian Radio Telegraph.

**Figure 1.1 History of Telecom in India**

Source: [http://telecomregulatoryauthorityofindia.in](http://telecomregulatoryauthorityofindia.in)
1.18 Telecom sector in India: past, present and future

The Indian Telecom Sector has emerged as one of the critical components of economic growth required for overall socio-economic development of the country as there is a positive correlation between the penetration of mobile services and internet on the growth of GDP of a country. According to Joshi (2014), World Bank believes that an increase in mobile and broadband penetration increases the per capita GDP by 0.81% and 1.38% respectively in the developing countries. After post-liberalization, exponential growth on Telecom Sector in India can be seen, which actually helped the country for its economical development, (Nasit, 2011).

According to Earnst and Young (2011), Indian telecom is an economic miracle in the making. They said that connecting such a vibrant economy of more than a billion people together and with the rest of the globe is an extraordinary achievement in terms of a nation’s socioeconomic development.

According to Shah (2008), the development of the Telecom Sector of India has experienced a major process of transformation in terms of its growth, technological content and market structure in the last decade through policy reforms introduced by Government of India. The sector has undergone a dramatic transformation from the government monopoly to a competitive environment after liberalization, where multiple private players could enter and started giving services to customers.

According to Tarab (2012), the joint effort of Government and private players of this sector has improved a lot and on its way of growth and development. Active participation of the private companies, foreign direct investment, sequence of reform measures initiated by the Government and wireless technology- played an important role in phenomenal growth of the sector in the country. It has become a
very essential service, needed for rapid growth and modernization of various sector of the country’s economy.

Trends in Indian Telecom Sector: Telecommunication sector in India can be primarily subdivided into two broad segments, they are- Fixed Service Providers (FSPs) and Cellular Service Provider (CSPs). Indian Telecom Sector constitutes some essential telecom services like Telephone, Radio, Television, Internet etc.

Now-a-days, Indian Telecom Sector is specially giving importance on latest technologies like GSM (Global System for Mobile Communication) and CDMA (Code Division Multiple Access) along with Fixed Line, PMRTS (Public Mobile Radio Trunking Services) and WLL (Wireless Local Loop).

Growth of Telephones: Infrastructural development of the country plays an important role in the development of Telecom Sector of India. The Government of India is providing certain benefits especially to infrastructure companies and also encouraging the private players to participate through investment in this sector. As a result very good growth in this sector can be seen in the country.

1.19 Growth of Telephones Over the Years (in millions)

The table 1.1 shows there is positive growth in case of wireless and slight negative growth in case of wire line telephones
Table 1.1

<table>
<thead>
<tr>
<th>S.no</th>
<th>Years</th>
<th>Wire line</th>
<th>Wire less</th>
<th>Gross Total</th>
<th>Annual growth%</th>
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<td>35.61</td>
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<td>56.95</td>
<td>98.37</td>
<td>29</td>
</tr>
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<td>3</td>
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<td>101.86</td>
<td>142.09</td>
<td>44</td>
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<td>4</td>
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<td>165.09</td>
<td>205.87</td>
<td>45</td>
</tr>
<tr>
<td>5</td>
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<td>39.41</td>
<td>261.08</td>
<td>300.49</td>
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</tr>
<tr>
<td>6</td>
<td>March’09</td>
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<td>391.76</td>
<td>429.73</td>
<td>43</td>
</tr>
<tr>
<td>7</td>
<td>March’10</td>
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<td>584.32</td>
<td>621.28</td>
<td>45</td>
</tr>
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<td>8</td>
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<td>811.6</td>
<td>846.33</td>
<td>36</td>
</tr>
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<td>951.35</td>
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Source: Dept. of Telecommunication (DoT), Annual Report, 2010-11, And Annual Report, 2013-14
1.20 Market potentialities

India has become one of the fastest growing mobile markets in the world. In India, the mobile service was commercially launched in August, 1995. In first few years, the average monthly subscriber’s additions were around 0.05 to 0.1 million only and total mobile subscribers base in December 2002 was 10.5 million, (Annual Report, DoT 2002-03). However, subsequent Annual reports reflect that in the year 2003-04 and 2004-05, the numbers of mobile subscribers’ additions increased to around 2 million per month due to number of proactive initiations taken by the regulators and licensors. The total number of telephone subscribers has reached 922.04 million at the end of January, 2014. The overall tele density has increased to 74.50 in January, 2014. The total wire line subscription and wireless subscription has reached to 28.72 million and 893.31 million respectively. In the last few years, along with the growth of mobile subscribers, there is an exponential growth in case of subscriber base of Fixed line services as well as Internet services. Thus building on the growth trend in subscriber base experienced since 2000

1.21 Tele-densities

Tele-density is an important indicator of telecom penetration in the country, which represents the number of telephone per hundred populations. There is a very exponential growth of tele-density in our country due to evolution of hi-tech wireless technologies. The Tele-density of March 2004, which was 7.02% has increased up to 53.46% in March, 2010 and further raised up to 74.5% in January’2014. According to DoT Annual Report (2013-14), at the end of financial year 2014, India’s tele-density has increased to 75.23% from 73.32% as on April 2013. During this one year period, there is a declination in urban tele-density; however rural tele-density has increased.
The urban tele-density registered a decline from 146.64% to 145.46% and rural tele-density increased from 41.05% to 44.01%. Rapid increase in rural tele-density is very important for the economic and social development of rural areas, which then influence the overall development of the country. India Government has adopted various measures for the spreading out of mobile network in distant rural areas. Private telecom service providers also trying very hard for the expansion of rural tele-density by providing good services in those remote areas, as urban areas already has got saturated.

1.22 India’s mobile market

The mobile phone market in India is expected to grow by 4% to 250 million units this year and can see more handsets available for less than Rs 5,000, a research report has said. An examination of the present scenario, coupled with an analysis of historical trends tells us that the market for India mobile handsets will settle around 250 million units. Figure 1.2 shows the mobile subscribers in various operator and percentage growth.
1.23 Growth of Wireless Sector

There is a continuous rise in the number of wireless telephones of the private sector operators compare to public sector in Indian Telecom sector in last decade. The total number of telephones of the private sector is 812.96 million, whereas in public sector it is 120.05 million at the end of the March 2015. The
percentage share growth of wireless public and wireless sector for last four years has given below in Table 1.2.

Table 1.2 Growth of wireless sector

<table>
<thead>
<tr>
<th>S.no</th>
<th>Segment</th>
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<th>March'2014</th>
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<td>Private</td>
<td>85.11</td>
<td>86.31</td>
<td>85.51</td>
<td>87.13</td>
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</tbody>
</table>

Source: DoT Annual Report, 2014-15

1.24 Status of Telecom Sector

In the Telecom Sector of India, while the wireless telephones continued to grow, the wire line telephones are declining day by day. The number of wireless telephone is 904.52 million, whereas the wire line telephone is 28.50 million at the end of March 2015.

Table 1.3 Status of Telecom Sector

<table>
<thead>
<tr>
<th>S.no</th>
<th>Segment</th>
<th>March'2012</th>
<th>March'2013</th>
<th>March'2014</th>
<th>March'2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>wireless</td>
<td>95.9</td>
<td>96.62</td>
<td>96.64</td>
<td>96.95</td>
</tr>
<tr>
<td>2</td>
<td>wire line</td>
<td>4.1</td>
<td>3.38</td>
<td>3.36</td>
<td>3.05</td>
</tr>
</tbody>
</table>

Source: DoT Annual Report, 2014-15
From the below table 1.3 explains the percentage share of wireless and wire line telephone in last four years, it can be seen that there is a positive growth in wireless and negative growth in wire line telephones

1.25 Broadband

Existence of Broadband connectivity is really an integral driver for the improvement of socio-economic performance of the country. This service enables to give guidance to individuals make them aware of many things like- accessing new career and educational opportunities

The history of the Internet in India started with launch of services by VSNL on 15 August 1995. They were able to add about 10,000 Internet users within 6 months. However, for the next 10 years the Internet experience in the country remained less attractive with narrow-band connections having speeds less than 56 kbit/s (dial-up). In 2004, the government formulated its broadband policy which defined broadband as "an always-on Internet connection with download speed of 256 kbit/s or above. From 2005 onward the growth of the broadband sector in the country accelerated, but remained below the growth estimates of the government and related agencies due to resource issues in last-mile access which were predominantly wired-line technologies. This bottleneck was removed in 2010 when the government auctioned 3G spectrum followed by an equally high profile auction of 4G spectrum that set the scene for a competitive and invigorated wireless broadband market. Now Internet access in India is provided by both public and private companies using a variety of technologies and media including dial-up (PSTN), xDSL, coaxial cable, Ethernet, FTTH, ISDN, HSDPA (3G), WiFi, WiMAX, etc. at a wide range of speeds and costs. As per IAMAI India will have the world's second largest number of Internet users with over 300 million by December 2014.
1.26 Evolution of the G

Figure 1.3 explain the evolution of the G (generation) and it shows the migration of the G at different stages. According to the Internet and Mobile Association of India (IAMAI), the Internet user base in the country stood at 190 million at the end of June, 2013. As of October, 2013 report, it is over 205 million.

![Figure 1.3 Evolution of the G](http://telecomregulatoryauthorityofindia.in)

Source: http://telecomregulatoryauthorityofindia.in

The number of Broadband Subscribers at the end of May 2013 was 15.19 million. Cumulative Annual Growth rate (CAGR) of broadband during the five-year period between 2005 and 2010 was about 117 per cent. DSL, while holding slightly
more than 75% of the local broadband market, was steadily losing market share to other non-DSL broadband platforms, especially to wireless broadband. There were 161 Internet Service Providers (ISPs) offering broadband services in India as of 31 May 2013. The top five ISPs in terms subscriber base were BSNL (9.96 million), Bharti Airtel (1.40 million), MTNL (1.09 million), Hathway (0.36 million) and You Broadband (0.31 million). Cyber cafes remain the major source of Internet access. In 2009, about 37 per cent of the users access the Internet from cyber cafes, 30 per cent from an office, and 23 per cent from home. However, the number of mobile Internet users increased rapidly from 2009 on and there were about 274 million mobile users at the end of September 2010, with a majority using 2G mobile networks. Mobile Internet subscriptions as reported by the Telecom Regulatory Authority of India (TRAI) in March 2011 increased to 381 million.

One of the major issues facing the Internet segment in India is the lower average bandwidth of broadband connections compared to that of developed countries. According to 2007 statistics, the average download speed in India hovered at about 40 KB per second (256 kbit/s), the minimum speed set by TRAI, whereas the international average was 5.6 Mbit/s during the same period. In order to attend this infrastructure issue the government declared 2007 as "the year of broadband". To compete with international standards of defining broadband speed the Indian Government has taken the aggressive step of proposing a $13 billion national broadband network to connect all cities, towns and villages with a population of more than 500 in two phases targeted for completion by 2012 and 2013. The network was supposed to provide speeds up to 10 Mbit/s in 63 metropolitan areas and 4 Mbit/s in an additional 352 cities. Also, the Internet penetration rate in India is one of the lowest in the world and only accounts for 8.4% of the population compared to the rate in OECD counties, where the average is over 50%. Another issue is the digital divide where growth is biased in favor of urban areas; according
to 2010 statistics, more than 75 per cent of the broadband connections in the country are in the top 30 cities. Regulators have tried to boost the growth of broadband in rural areas by promoting higher investment in rural infrastructure and establishing subsidized tariffs for rural subscribers under the Universal service obligation scheme of the Indian government.

1.27 Indian telecom industry 2014

The below figure 1.4 explain the telephone subscribers in India and also the cellular operators authority of India

**Figure 1. 4 Indian telecom industry 2014**

India's GSM operators added 2.58 million rural subscribers in April 2014, taking the total to 297.16 million. Also, Cellular Operators Authority of India’s (COAI) data suggests that the overall GSM subscriber base increased by 4.97 million in April 2014 taking the total GSM subscriber base to 726.90 million customers.

*Source: http://telecomregulatoryauthorityofindia.in*
1.28 Foreign direct investments

The rapid growth and development of Telecom Sector of India is motivating major global players to invest their money in this sector. Due to privatization, liberalization and globalization, Foreign Direct Investment in India has been really increasing especially in the last decade. On August’2013, Government raised FDI limit for telecom services to 100% from 74%, to attract the inflow of FDI. By doing this, Government of India is trying to make the Telecom sector more attractive and investor friendly for others. Due to the existence of FDI in Telecom Sector of India, there is an opening for advanced technological skills, availability of huge amount of funds in the market, worldwide market competition etc. So, it has become a challenging task to maintain the balance between economic gains from foreign investment and national telecommunications sovereignty.

1.29 Tariffs

According to Department of Telecommunication, today in India, the telecommunication service is one of the lowest in the world. The consumers in the Indian market have immensely getting the benefits from such lower tariffs which is a major reason for explosive growth in this sector, (Nasit, 2011). Related to tariff-setting, TRAI had issued its first directive for re-balancing tariffs. Consequently, it conducted periodic reviews to make changes in the tariff levels whenever found necessary.

1.30 Mobile number portability

Mobile Number Portability requests have been increased day by day. About 111.94 million subscribers have been submitted their requests to different service providers present in that particular area, for porting their mobile number. Till now maximum number of requests have been received in Rajasthan from MNP Zone-I and in Karnataka from MNP Zone-II.
1.31 Mobile service providers of India

There are many mobile network operators in India having different subscriber’s base and so market share. A table have given below showing their subscribers base and market share as on January’ 2013 and January’2015.

1.32 Future growth opportunities of Indian telecom sector

According to TRAI, two other associated aspects for market growth are- availability of spectrum and availability of resources for network development and expansion. According to the report of Department of Telecommunication, Government of India has raised the Foreign Direct Investment (FDI) limit for this sector to hundred percent on August’2013 to ensure continuous flow of investments to expand the reach of mobile operators. Telecom operators are working on a segmented approach to know the market potential and then to achieve their forecasts and target. According to DoT (2014-15), Department of Telecommunication is planning to serve the nation in its diversity, modern telecommunication facilities will be facilitated to all the rural and remote corners of the country. In this regard, telecom sector will give special focus on unreserved areas in North-Eastern region and backward states of the country. At the same time, an all-inclusive legislation is required to encourage healthy competition, simplify processes and procedures, stimulate innovation and build linkages with other upcoming sector with the help of facilitating rapid growth of the economy by using communication technology
1.33 Indian Telecom sector Revenues

According to TRAI, the Indian telecom sector revenues and telecom equipment revenues is one of the vital sources to increase the revenue of the country. Figure 1.5 shows the overall telecom revenues in the year of 2013-14

![Indian Telecom Sector Revenues](http://telecomregulatoryauthorityofindia.in)

1.34 Statement of the problem

Based on past research, a growing number of studies on the work life balance issue have been carried out due to the realization of the effects of the demanding work environment in today’s new age competitive world. It was quite recently that this issue has grabbed the interest of researchers. A different perspective has been looked into in order to prove the relations between the employees balance in work life and their performance in their jobs. This study is specifically designed to see if
there are any relations between hectic levels at the workplace and whether there is any interference to the employees’ family organization.

Lack of work flexibility, high work pressure and longer working hours are stressing out many Telecom sector workers, reducing their job performance and productivity as well as causing broken homes. In the community, there is growing concern that the quality of home and community life is deteriorating. These have resulted to poor employee input and performance at his or her job place, because an employee, who finds it difficult to properly balance his or her family life, tends to also have difficulties managing tasks at his or her workplace, therefore resulting in poor employee performance. Sparks, Cooper, Fried and Shirom, (1997) in their study provide some indication that when people spend too many hours at work, and spend less with their families, their health and work performance begin to deteriorate. There are various explanations for this associated with affluence, the growth of single parent families, the privatization of family life and the lack of local resources and facilities In addition, the pressures and demands of work, reflected both in longer hours, more exhaustion and the growth of evening and weekend work leave less scope for “quality” family time.

The consequences include increases in, a reduction in care of the community and in community participation and less willingness to take responsibility for care of elderly relatives and for the disadvantaged. While steps to redress these concerns transcend work and employment, it is nevertheless argued that the demands of work contribute to a reduced participation in non-work activities resulting in an imbalance. Moreover, there is a view, widely promoted by some management writers but not strongly supported by sound empirical evidence, that workers are less willing to display unlimited commitment to the organization. One reason offered for this is the changing nature of the psychological contract at
work; turbulence in organizations has made it less feasible to offer secure progressive careers and therefore to justify why workers should be committed.

Excessive pressure leads to stress. Many of the stressful life events are related to the workplace. Employees who start to feel the pressure to perform are likely to get caught in a downward spiral of increasing effort in order to meet rising expectations but no increase in job satisfaction. Many telecom sector in Chennai are trying to promote Work Life Balance (WLB) through initiatives which include flex times, part time work, corporate outing, recognition for their work.

More over telecom sector people are working 24/7 for office; even if they went to home also they are keeping their laptop and mobile with their hand. The telecom people are serving 24/7 in their work but even though there is no development in their financial position, career and scope for improvement, they cannot switch over or change their career line in to other field. They can only be a profession in telecom sector, cannot survive in other sector as similar to telecom field.

The other thing is that employee is not financially sound enough to take care of the family as well as office commitment, health issues, children education. In this way the problem of telecom sector employees analyzed under the broad five factors. This study concentrates on telecom sector employees work life balance with six neighboring telecom companies

1.35 Need for the study

Technology has improved people's lives in many different ways. People can live longer, healthier lives because of technological advancements. A student can access vast resources of information to complete assignments and a mother can see
and talk to a daughter who is thousands of miles away. The advancements in the way people access information, communicate with one another, and complete tasks have allowed for flexibility in the workplace. Global markets have opened up and communication has allowed instant access to local expertise, enabling income streams and relationship building anywhere in the world.

With email, texting, instant messaging, and fax, people can communicate instantaneously. With the advancement in smart phones, laptops, and tablets, employees are able to leave the office but still do their work. This has allowed more employees to bring their work home with them. While such access does allow them to spend more time at home, it has blurred the lines between work and life. If the boss sends a text at eleven at night, does the employee have to answer it? When should a person shut down the laptop and spend time with friends and family or pursue their own interests?

Technology also allows some employees to work from home offices full time, and they never have to visit their place of business. While telecommuting eliminates the need to drive to the office, the ability to work from home can make work consume a person's life. What was once a forty-hour-a-week job can easily become a sixty-hour-a-week job. The person in this scenario will be both stressed and less effective professionally. Telecom sector people concentrating only in work alone and they didn’t think about other than that, they don’t have time to think about other than work also.

Through this study it brings the knowledge about what are the things that they trailing. It shows that where the employees are now, it means how they are in the circle of imbalance life. Still, the telecom people are facing many issues. Even, if they went for proper training and also having good work milieu, the employees feel
hassle. These constraints are analyzed with socio and economic factor of work life balance.

1.36 Scope of the study

This study seeks to bring out the various work-life balance practices which Telecom Sector has undertaken to increase its project and contribute its proportion in network development which it operates, and the country at large. This study will therefore help enlighten management of various telecom sectors of the various effects of work-life balance practices on the performance of employees in an organization. The study will also bring out specifically, the work-life balance practices which the telecom sector has been able to make available to its employees.

It also seeks to bring out the level of encouragement and motivation for telecom sector employees to work effectively, among others. The importance of this study is therefore to highlight the various employee work-life balance practices and how it affects, the project of an organization. This study will go a long way to illustrate how organizations should treat its employees’ in-order to increase the various project to complete in on time.

1.37 Objectives of the study

1. To find out the effects of work life balance in telecom companies

2. To gain an insight into current working time policies and practices, as well as work life balance issues in telecom companies

3. To examine various work life balance practices exists with employees in telecom companies
4. To identify work life balance challenges faced by employees in telecom sector

5. To identify the influence of imbalance Work-Life practices on organizational performance of telecom employees, and their social life

6. To identify ways of enhancing proper Work-Life balance practices amongst employees of telecom companies

7. To develop a conceptual framework for work life balance issues

8. To make suggestions for improvements

1.38 Limitations of the study

This study has acknowledged some limitations. The participants in this study are employees of six organizations i.e, Nokia Siemens Network solutions, Vodafone, Bharti Airtel, Ericsson, Videocon, Idea telecommunication ltd. The reason being no data and information has maintained by the respective departments of the organizations to measure the work life balance with the family commitments, the investigator has concluded with the available data. Similarly some employees were not willing to disclose their personal or family matters which could not be assessed for want of recorded data and information. Inconsistency in the responses is another limitation. For cross check purposes certain items are repeated in the questionnaire and the element of inconsistency removed.
1.40 Scheme of Chapterisation

The thesis is organized as follows.

**Chapter I** - The first chapter covers introduction with a brief outline of Work life balance of Telecom sector, the research background, significance of the study objectives and limitations of the study.

**Chapter II** - The second chapter deals on the Review of Literature connected to the work life balance of telecom sector and Attitude of respondents towards work life balance

**Chapter III** - The third chapter covers Research Methodology, Research design, sampling techniques, Data collection, Statistical tools and hypothesis tools of the study

**Chapter IV** - The fourth chapter deals on the concepts relating to the work life balance and the attitude of the respondents towards constraints facing in work life balance.

**Chapter V** - The fifth chapter deals on the collected data pertaining to the employees working in Telecom Sector with various statistical tools for analysis and interpretations in this Chapter Part I deals on descriptive statistics and Part II deals on Inferential statistics, Correlation, Regression, Factor analysis, Chi square test were used to find the major factors which influence the employees towards in telecom sector
Chapter VI - The sixth chapter includes a brief summary of the whole thesis. Based on the facts analyzed, certain findings have been arrived. Some suggestions regard to the attitude of telecom employees towards work life balance and employees suggestions to improve work life balance

Chapter VII - The seventh chapter deals with Conclusion

Chapter VIII - The eighth chapter has Appendix which includes References, Bibliography and Questionnaire.