CHAPTER - V

SUMMARY OF FINDINGS, SUGGESTIONS AND CONCLUSION

INTRODUCTION

Women employees working in selected IT organizations in Chennai have expressed their views regarding their opinions, expectations and satisfaction towards work life balance. Factors helping for balancing their work life were discussed. Data collected through well structured questionnaires were circulated to the women employees working in IT companies to record their responses and the recorded responses were examined and analyzed in the previous chapter. In this chapter, key findings and conclusions of the research are explored. Based on these findings, suggestions have been proposed to improve the work life balance of women employees in IT organizations in Chennai.

1. The three major behaviours of work that interferes with personal life were unhappiness with the amount of time for non – work activities followed by missing personal activities due to work and putting personal life on hold because of work. Other aspects of work like juggling or managing both work and non – work activities and job i.e. professional life making personal life difficult had less interference with personal life.

2. The two major factors impacting work – life balance of IT employees are falling exhausted at the end of days work and quitting their jobs or taking a career break because of work – life balance issues. Other factors like, lack of work – life balance having an adverse impact on an IT employee’s career and lack of family support in professional life had less impact on work – life balance.
3. The four major work related factor interfering with personal life were, carrying cell phone or a laptop so that the employees can be reached after normal business hours, followed by checking e-mail or voice mail at home after returning from work, stay back at office after normal business hours or working overtime, altering or canceling personal plans because of work. Other work related factors like participating in community activities for the benefit of the company, attending work- related functions on personal time, working during vacations and traveling whenever the company asks you to have less interference with personal life.

4. Usage of work – life balance programs like part time, work from home all the time, career breaks and brief paid sabbatical of 1 – 2 months had higher level of risk involved to an IT employee’s position. Where as flexible work schedules, work from home occasionally and paid maternity leave had less risk involved to an IT employee’s position.

5. IT employees were more likely to use work – life balance programs like flexible work schedules followed by work from home occasionally, paid leave for sick family member i.e. (parent, child, spouse) and paid leave. Where they were less likely to use programs like, work from home all the time, career breaks, part-time work and paid maternity leave.

- Most of the women employees (32.90%) working in IT sector in Chennai are in the age group of 31 to 40 years.
- Majority of the women employees (43.50%) working in IT sector in Chennai are having experience of 1 to 10 years.
- Most of the women employees (40.50%) who are working in IT sector are earning Rs. 20,001 to 30,000 as salary.
- Majority of the selected women employees (76.00%) working in IT sector in Chennai are married.
- Most of the employees (35.10%) working in IT sector in Chennai are having one child.
• Majority of the employees (40.40%) working in IT sector in Chennai are having children in the age group of 3 – 8 years.

• Most of the employees (39.30%) working in IT sector in Chennai are having one dependent.

• Majority of the employees (55.60%) working in IT sector in Chennai are not working in shifts.

• Most of the women employees (78.90%) working in IT sector have accepted that they are able to balance their work life.

• Most of the women employees (50.20%) working in IT sector have expressed that they are able to manage their work and life with high balance.

• Most of the women employees (39.80%) working in IT sector have expressed that they are having high satisfaction towards their work in software industry.

• IT companies in Chennai are providing good facilities for the women employees.

  o 81.3 per cent of them accepted that they are allowed for using telephone personally during their office hours,

  o 57.3 per cent of them have expressed that health programs are conducted by the organizations.

  o 59.1 per cent expressed that they are engaged in parenting or family support programs.

  o 60.2 per cent expressed that they are given the choice of relocation facilities.

  o 79.6 per cent expressed that they are provided with the transport facilities.
Women employees (43.80%) working in IT sector feel that work environment have brought high satisfaction towards the family life.

46.40 per cent of the women employees working in IT sector have expressed that they are availing two days leave in a month due to family problems.

Most of the women employees (42.20%) working in IT sector have expressed that their health conditions are very good in balancing family work.

46.20 per cent of the women employees working in IT sector have expressed that they are having high family support to manage the present work pressure.

Women employees working in IT organizations in Chennai are feeling that flexibility in starting time, finishing time, flexible working hours, holidays, sharing job and family engagement will help them for balancing work life.

“Compulsory overtime” and “Meetings” are the main factors that affect balancing work and family commitments and the women employees felt that “Training after office hours” and “Shift work” are the least factors that affects balancing work and family commitments.

It is inferred that working from home, official laptops, support from colleagues at work and support from family members are more than the average level for helping the women employees working in IT organizations in Chennai. However bringing their children to work on occasions does not help them balancing their work life.

“Negative attitude of family members” and “Negative attitude of supervisors” are the main factors that hinders the women employees in balancing work and family commitments. The women employees felt that “Negative attitude of peers and colleagues at work place” and “Frequently traveling away from home” are the least factors that hinders the women employees in balancing work and family commitments.
• Out of 167 women employees with age above 25 years, 15.8% of employees are having high level balance in work life, 7.3% of employees are having medium level balance in work life, and 7.3% of employees are having low level balance in work life.

• Out of 181 women employees with age 31–40 years, 14.7% of employees are having high level balance in work life, 9.6% of employees are having low level balance in work life, and 8.5% of employees are having medium level balance in work life.

• Out of 126 women employees with age 41–50 years, 10.0% of employees are having high level balance in work life, 7.8% of employees are having low level balance in work life, and 8.5% of employees are having medium level balance in work life.

• Out of 76 women employees with age above 50 years, 9.5% of employees are having high level balance in work life, 2.2% of employees are having medium level balance in work life, and 2.2% of employees are having low level balance in work life.

• Out of 167 women employees with age above 25 years, 11.1% of employees are having low level expectation in balancing work life, 10.2% of employees are having medium level expectation in balancing work life, and 9.1% of employees are having high level expectation in balancing work life.

• Out of 181 women employees with age 31–40 years, 14.0% of employees are having medium level expectation in balancing work life, 10.7% of employees are having high level expectation in balancing work life, and 8.2% of employees are having low level expectation in balancing work life.

• Out of 126 women employees with age 41–50 years, 9.3% of employees are having medium level expectation in balancing work life, 8.5% of employees are having high level expectation in balancing work life, 5.1% of employees are having low level expectation in balancing work life.
• Out of 76 women employees with age above 50 years, 5.1% of employees are having medium level expectation in balancing work life, 4.4% of employees are having high level expectation in balancing work life, and 4.4% of employees are having low level expectation in balancing work life.

• Out of 167 women employees with age above 25 years, 12.9% of employees are having high level expectation in personal life, 10.9% of employees are having medium level expectation in personal life, and 6.5% of employees are having low level expectation in personal life.

• Out of 181 women employees with age 31–40 years, 16.4% of employees are having high level expectation in personal life, 11.6% of employees are having medium level expectation in personal life, and 4.9% of employees are having low level expectation in personal life.

• Out of 126 women employees with age 41-50 years, 10.9% of employees are having high level expectation in personal life, 8.2% of employees are having medium level expectation in personal life, 3.8% of employees are having low level expectation in personal life.

• Out of 76 women employees with age above 50 years, 5.1% of employees are having high level expectation in personal life, 5.1% of employees are having medium level expectation in personal life, and 3.6% of employees are having low level expectation in personal life.

• Out of 109 women employees with year of service of less than 1 year, 10.2% of employees are having high level balance in work life, 4.9% of employees are having low level balance in work life, and 4.7% of employees are having medium level balance in work life.

• Out of 239 women employees with year of service of 1–10 years, 20.4% of employees are having high level balance in work life, 12.0% of employees are having low level balance in work life, and 11.1% of employees are having medium level balance in work life.
• Out of 155 women employees with years of service of 11–20 years, 12.9% of employees are having high level balance in work life, 9.5% of employees are having low level balance in work life, and 5.8% of employees are having medium level balance in work life.

• Out of 47 women employees with years of service of above 20 years, 6.5% of employees are having high level balance in work life, 1.5% of employees are having medium level balance in work life, and 0.5% of employees are having low level balance in work life.

• Out of 109 women employees with year of service of less than 1 year, 6.9% of employees are having medium level expectation towards present work life balance, 6.9% of employees are having medium level expectation towards present work life balance, and 6.2% of employees are having low level expectation towards present work life balance.

• Out of 239 women employees with year of service of 1–10 years, 17.3% of employees are having medium level expectation towards present work life balance, 13.1% of employees are having high level expectation towards present work life balance, and 13.1% of employees are having low level expectation towards present work life balance.

• Out of 155 women employees with years of service of 11–20 years, 11.3% of employees are having medium level expectation towards present work life balance, 9.3% of employees are having high level expectation towards present work life balance, and 7.6% of employees are having low level expectation towards present work life balance.

• Out of 47 women employees with years of service of above 20 years, 3.6% of employees are having high level expectation towards present work life balance, 3.1% of employees are having medium level expectation towards present work life balance, and 1.8% of employees are having low level expectation towards present work life balance.
• Out of 109 women employees with year of service of less than 1 year, 8.5% of employees are having high level expectation in personal life, 7.6% of employees are having medium level expectation in personal life, and 3.6% of employees are having low level expectation in personal life.

• Out of 239 women employees with year of service of 1 – 10 years, 20.7% of employees are having high level expectation in personal life, 14.9% of employees are having medium level expectation in personal life, and 7.8% of employees are having low level expectation in personal life.

• Out of 155 women employees with years of service of 11 – 20 years, 12.2% of employees are having high level expectation in personal life, 9.6% of employees are having medium level expectation in personal life, and 6.4% of employees are having low level expectation in personal life.

• Out of 47 women employees with years of service of above 20 years, 3.8% of employees are having high level expectation in personal life, 3.6% of employees are having medium level expectation in personal life, and 1.1% of employees are having low level expectation in personal life.

• Out of 106 women employees with monthly salary of less than Rs. 20,000, 9.8% of employees are having high level work life balance, 4.7% of employees are having medium level work life balance, and 4.7% of employees are having low level work life balance.

• Out of 223 women employees with monthly salary of Rs. 20,001 – 30,000, 19.8% of employees are having high level work life balance, 10.9% of employees are having low level work life balance, and 9.8% of employees are having medium level work life balance.

• Out of 146 women employees with monthly salary of Rs. 30,001 – 40,000, 11.6% of employees are having high level work life balance, 8.2% of employees are having low level work life balance, and 8.2% of employees are having low level work life balance.
- Out of 75 women employees with monthly salary of above Rs. 40,000, 8.7% of employees are having high level work life balance, 3.1% of employees are having low level work life balance, and 1.8% of employees are having medium level work life balance.

- Out of 106 women employees with monthly salary of less than Rs. 20,000, 6.9% of employees are having high level expectation towards present work life balance, 6.5% of employees are having medium level expectation towards present work life balance, and 5.8% of employees are having low level expectation towards present work life balance.

- Out of 223 women employees with monthly salary of Rs. 20,001 – 30,000, 15.6% of employees are having medium level expectation towards present work life balance, 12.7% of employees are having high level expectation towards present work life balance, and 12.2% of employees are having low level expectation towards present work life balance.

- Out of 146 women employees with monthly salary of Rs. 30,001 – 40,000, 10.9% of employees are having medium level expectation towards present work life balance, 8.7% of employees are having high level expectation towards present work life balance, and 6.9% of employees are having low level expectation towards present work life balance.

- Out of 75 women employees with monthly salary of above Rs. 40,000, 5.5% of employees are having medium level expectation towards present work life balance, 4.4% of employees are having high level expectation towards present work life balance, and 3.8% of employees are having low level expectation towards present work life balance.

- Out of 106 women employees with monthly salary of less than Rs. 20,000, 8.7% of employees are having high level expectation in personal life, 6.9% of employees are having medium level expectation in personal life, and 3.6% of employees are having low level expectation in personal life.
• Out of 223 women employees with monthly salary of Rs. 20,001 – 30,000, 18.9% of employees are having high level expectation in personal life, 14.5% of employees are having medium level expectation in personal life, and 7.1% of employees are having low level expectation in personal life.

• Out of 146 women employees with monthly salary of Rs. 30,001 – 40,000, 11.6% of employees are having high level expectation in personal life, 8.4% of employees are having low level expectation in personal life, and 6.5% of employees are having low level expectation in personal life.

• Out of 75 women employees with monthly salary of above Rs. 40,000, 6.0% of employees are having high level expectation in personal life, 6.0% of employees are having medium level expectation in personal life, and 1.6% of employees are having low level expectation in personal life.

• Out of 132 women employees with marital status as single, 12.4% of employees are having high level balance in work life, 5.8% of employees are having medium level balance in work life, and 5.8% of employees are having low level balance in work life.

• Out of 418 women employees with marital status as married, 37.6% of employees are having high level balance in work life, 21.1% of employees are having low level balance in work life, and 17.3% of employees are having medium level balance in work life.

• Out of 132 women employees with marital status as single, 8.7% of employees are having low level expectation towards work life balance, 8.0% of employees are having medium level expectation towards work life balance, and 7.3% of employees are having high level expectation towards work life balance.

• Out of 418 women employees with marital status as married, 30.5% of employees are having medium level expectation towards work life balance, 25.5% of employees are having high level expectation towards work life.
balance, and 20.0% of employees are having low level expectation towards work life balance.

- Out of 132 women employees with marital status as single, 9.8% of employees are having high level expectation in personal life, 8.7% of employees are having medium level expectation in personal life, and 5.5% of employees are having low level expectation in personal life.

- Out of 418 women employees with marital status as married expectation in personal life, 35.5% of employees are having high level expectation in personal life, 27.1% of employees are having medium level expectation in personal life, and 13.5% of employees are having low level expectation in personal life.

- Out of 156 women employees who do not have issues, 13.3% of employees are having high level balance in work life, 8.0% of employees are having medium level balance in work life, and 7.1% of employees are having low level balance in work life.

- Out of 193 women employees who have one child, 17.3% of employees are having high level balance in work life, 9.3% of employees are having low level balance in work life, and 8.5% of employees are having medium level balance in work life.

- Out of 149 women employees who have two children, 13.3% of employees are having high level balance in work life, 8.0% of employees are having low level balance in work life, and 5.8% of employees are having medium level balance in work life.

- Out of 49 women employees with more than two children, 6.2% of employees are having high level balance in work life, 2.5% of employees are having low level balance in work life, and 0.7% of employees are having medium level balance in work life.

- Out of 156 women employees having no issues, 10.9% of employees are having low level expectation towards present work life balance, 10.0% of
employees are having medium level present work life balance, 7.5% of employees are having high level present work life balance. Out of 193 women employees with one child, 12.5% of employees are having high level present work life balance, 12.4% of employees are having medium level present work life balance, 10.2% of employees are having low level present work life balance.

- Out of 149 women employees who have two children, 13.3% of employees are having medium level present work life balance, 8.0% of employees are having high level present work life balance, 5.8% of employees are having low level present work life balance.

- Out of 49 women employees who have more than two children, 4.7% of employees are having high level present work life balance, 2.9% of employees are having medium level present work life balance, and 1.8% of employees are having low level.

- Out of 156 women employees who do not have issues, 10.9% of employees are having high level expectation in personal life, 10.4% of employees are having medium level expectation in personal life, and 7.1% of employees are having low level expectation in personal life.

- Out of 193 women employees who have one child, 17.3% of employees are having high level expectation in personal life, 11.1% of employees are having medium level expectation in personal life, and 6.7% of employees are having low level expectation in personal life.

- Out of 149 women employees who have two children, 12.7% of employees are having high level expectation in personal life, 10.4% of employees are having medium level expectation in personal life, and 4.0% of employees are having low level expectation in personal life.

- Out of 49 women employees who have more than two children, 4.4% of employees are having high level expectation in personal life, 4.0% of
employees are having medium level expectation in personal life, and 1.1% of employees are having low level expectation in personal life.

- Out of 98 women employees having 1 – 2 household members, 8.0% of employees are having high level balance in work life, 5.1% of employees are having low level balance in work life, and 4.7% of employees are having medium level balance in work life.

- Out of 230 women employees having 3 – 4 household members, 21.3% of employees are having high level balance in work life, 10.5% of employees are having low level balance in work life, and 10.0% of employees are having medium level balance in work life.

- Out of 180 women employees having 5 household members, 16.7% of employees are having high level balance in work life, 9.6% of employees are having low level balance in work life, and 6.4% of employees are having medium level balance in work life.

- Out of 42 women employees having more than 5 household members, 4.0% of employees are having high level balance in work life, 2.0% of employees are having medium level balance in work life, and 1.6% of employees are having low level balance in work life.

- Out of 98 women employees having 1 – 2 household members, 7.8% of employees are having low level expectation towards present work life, 6.9% of employees are having medium level expectation towards present work life, and 3.1% of employees are having medium level expectation towards present work life.

- Out of 230 women employees having 3 – 4 household members expectation towards present work life, 15.8% of employees are having medium level expectation towards present work life, 14.4% of employees are having high level expectation towards present work life, and 11.6% of employees are having low level expectation towards present work life.
• Out of 180 women employees who have 5 household members, 12.9% of employees are having high level expectation towards present work life, 12.4% of employees are having medium level expectation towards present work life, and 7.5% of employees are having low level expectation towards present work life.

• Out of 42 women employees having more than 5 household members, 3.5% of employees are having medium level expectation towards present work life, 2.4% of employees are having high level expectation towards present work life, and 1.8% of employees are having low level expectation towards present work life.

• Out of 98 women employees having 1 – 2 household members, 8.5% of employees are having medium level expectation towards personal life, 6.0% of employees are having high level expectation towards personal life, and 3.3% of employees are having low level expectation towards personal life.

• Out of 230 women employees having 3 – 4 household members expectation towards personal life, 20.4% of employees are having high level expectation towards personal life, 14.2% of employees are having medium level expectation towards personal life, and 7.3% of employees are having low level expectation towards personal life.

• Out of 180 women employees having 5 household members, 14.4% of employees are having high level expectation towards personal life, 11.1% of employees are having medium level expectation towards personal life, and 7.3% of employees are having low level expectation towards personal life.

• Out of 42 women employees who have more than 5 household members, 4.5% of employees are having high level expectation towards personal life, 2.0% of employees are having medium level expectation towards personal life, and 1.1% of employees are having low level expectation towards personal life.
• Out of 95 women employees who don’t have dependents, 6.5% of employees are having high level towards balancing work life, 5.5% of employees are medium level towards balancing work life, and 5.3% of employees are having low level towards balancing work life.

• Out of 184 women employees having one dependent, 18.9% of employees are having high level towards balancing work life, 7.5% of employees are having medium level towards balancing work life, 7.1% of employees are having low level towards balancing work life.

• Out of 216 women employees having two dependents, 20.0% of employees are having high level towards balancing work life, 11.5% of employees are having low level towards balancing work life, and 7.8% of employees are having medium level towards balancing work life.

• Out of 55 women employees having more than 2 dependents, 4.5% of employees are having high level towards balancing work life, 3.1% of employees are having low level towards balancing work life, and 2.4% of employees are having medium level towards balancing work life.

• Out of 95 women employees having no dependents, 6.5% of employees are having medium level expectation towards present work life balance, 6.4% of employees are low level expectation towards present work life balance, and 4.4% of employees are having high level expectation towards present work life balance.

• Out of 184 women employees who have one dependent, 13.5% of employees are having medium level expectation towards present work life balance, 10.4% of employees are having high level expectation towards present work life balance, and 9.6% of employees are having low level expectation towards present work life balance.

• Out of 216 women employees having two dependents, 14.7% of employees are having high level expectation towards present work life balance, 14.4% of employees are having medium level expectation towards present work life
balance, and 10.2% of employees are having low level expectation towards present work life balance.

- Out of 55 women employees having more than 2 dependents, 4.2% of employees are having medium level expectation towards present work life balance, 3.3% of employees are having high level expectation towards present work life balance, and 2.5% of employees are having low level expectation towards present work life balance.

- Out of 95 women employees who don’t have dependents, 6.4% of employees are having medium level expectation in personal life, 5.8% of employees are high level expectation in personal life, and 5.1% of employees are having low level expectation in personal life.

- Out of 184 women employees having one dependent, 14.2% of employees are having high level expectation in personal life, 13.5% of employees are having medium level expectation in personal life, 5.8% of employees are having low level expectation in personal life.

- Out of 216 women employees having two dependents, 20.7% of employees are having high level expectation in personal life, 11.8% of employees are having medium level expectation in personal life, and 6.7% of employees are having low level expectation in personal life.

- Out of 55 women employees having more than 2 dependents, 4.5% of employees are having high level expectation in personal life, 4.2% of employees are having medium level expectation in personal life, and 1.3% of employees are having low level expectation in personal life.

- Out of 244 women employees who are working in shifts, 22.2% of employees are having high level balance in work life, 11.8% of employees are having medium level balance in work life, and 10.4% of employees are having low level balance in work life.

- Out of 306 women employees who are not working in shifts, 27.8% of employees are having high level balance in work life, 16.5% of employees
are having low level balance in work life, and 11.3% of employees are having medium level balance in work life.

- Out of 244 women employees who are working in shifts, 16.2% of employees are having medium level expectations towards present work life balance, 14.4% of employees are high level expectations towards present work life balance, and 13.8% of employees are having low level expectations towards present work life balance.

- Out of 306 women employees who are not working in shifts, 22.4% of employees are having medium level expectations towards present work life balance, 18.4% of employees are having high level expectations towards present work life balance, and 14.9% of employees are having low level expectations towards present work life balance.

- Out of 244 women employees who are working in shifts, 20.4% of employees are having high level expectation in personal life, 17.5% of employees are having medium level expectation in personal life, and 6.5% of employees are having low level expectation in personal life.

- Out of 306 women employees who are not working in shifts, 24.9% of employees are having high level expectation in personal life, 18.4% of employees are having medium level expectation in personal life, and 12.4% of employees are having low level expectation in personal life.

- Significant influence of women employee’s age towards work life balance in IT sector is observed. Women employees in IT sector with age above 50 years are more comfortable in balancing their work and life and the women employees in IT sector with age 41 – 50 years are less comfortable in balancing their work and life.

- Significant influence of women employee’s years of service towards work life balance in IT sector is observed. Women employees in IT sector with experience more than 20 years are more comfortable in balancing their work
and life and the women employees in IT sector with more than 20 years of experience are less comfortable in balancing their work and life.

- Significant influence of women employee’s salary towards work life balance in IT sector is not observed.

- Significant influence of women employee’s marital status towards work life balance in IT sector is not observed.

- Significant influence of women employee’s children towards work life balance in IT sector is not observed.

- Significant influence of women employee’s dependents towards work life balance in IT sector is not observed.

- Significant influence of women employee’s shift work towards work life balance in IT sector is not observed.

- Significant influence of women employee’s age towards support from family in IT sector is observed. Women employees in IT sector with age above 50 years are getting more support from their family and the women employees with age below 25 years are getting less support from their family.

- Significant influence of women employee’s years of service towards support from family in IT sector is observed. Women employees in IT sector with above 20 years of service are getting more support from family and the women employees in IT sector with less than 1 year of service are getting less support from family.

- Significant influence of women employee’s salary towards support from family in IT sector is observed. Women employees in IT sector earning monthly salary of above Rs. 40,000 are getting more support from their family and the women employees in IT sector earning less than Rs. 20,000 as their monthly salary are getting less support from their family.
• Significant influence of women employee’s marital status towards support from family in IT sector is observed. Married women employees in IT sector are getting more support from their family and the women employees living as single are getting less support from their family.

• Significant influence of women employee’s children towards support from family in IT sector is observed. Women employees in IT sector with more than 2 children are getting more support from their family and the women employees without children are getting less support from their family.

• Significant influence of women employee’s dependents towards support from family in IT sector is observed. Women employees in IT sector having 2 dependants are getting more support from family and the women employees in IT sector without dependants are getting less support from family.

• Significant influence of women employee’s shift work towards support from family in IT sector is not observed.

• Significant influence of women employee’s age towards child care and dependent care in IT sector is observed. Women employees working in IT sector with age 41 – 50 years are giving more importance to the child care and dependent care and the women employees working in IT sector with age below 25 years are giving less importance to the child care and dependent care.

• Significant influence of women employee’s years of service towards child care and dependent care in IT sector is observed. Women employees in IT sector with 11 – 20 years of service are giving more importance to the child care and dependent care in and the women employees in IT sector with less than 1 year of service are giving less importance to the child care and dependent care.

• Significant influence of women employee’s salary towards child care and dependent care in IT sector is observed. Women employees in IT sector
earning monthly salary of Rs. 30,001 to Rs. 40,000 are giving more importance to the child care and dependent care and the women employees in IT sector earning less than Rs. 20,000 per month are giving less importance to the child care and dependent care.

- Significant influence of women employee’s marital status towards child care and dependent care in IT sector is observed. Married women employees in IT sector are giving more importance to the child care and dependent care and the women employees in IT sector living as single are giving less importance with the child care and dependent care.

- Significant influence of women employee’s children towards child care and dependent care in IT sector is observed. Women employees in IT sector having 2 children are giving more importance to the child care and dependent care in IT sector and the women employees in IT sector with nil children are giving less importance to the child care and dependent care.

- Significant influence of women employee’s dependents towards child care and dependent care in IT sector is observed. Women employees in IT sector having more than 2 dependants are giving more importance to the child care and dependent care in IT sector and the women employees in IT sector having no dependants are giving less importance towards the child care and dependent care.

- Significant influence of women employee’s shift work towards child care and dependent care in IT sector is observed. Women employees in IT sector working in shifts are giving more importance to the child care and dependent care and the women employees in IT sector working in shifts are giving less importance to the child care and dependent care.

- Significant influence of women employee’s age on expectation towards the present work life balance in IT sector is not observed.
• Significant influence of women employee’s years of service on expectation towards the present work life balance in IT sector is not observed.

• Significant influence of women employee’s salary on expectation towards the present work life balance in IT sector is not observed.

• Significant influence of women employee’s marital status on expectation towards the present work life balance in IT sector is not observed.

• Significant influence of women employee’s children on expectation towards the present work life balance in IT sector is not observed.

• Significant influence of women employee’s dependents on expectation towards the present work life balance in IT sector is not observed.

• Significant influence of women employee’s shift work on expectation towards the present work life balance in IT sector is not observed.

• Significant influence of women employee’s age towards personal life expectations in IT sector is not observed.

• Significant influence of women employee’s years of service towards personal life expectations in IT sector is not observed.

• Significant influence of women employee’s salary towards personal life expectations in IT sector is not observed.

• Significant influence of women employee’s marital status towards personal life expectations in IT sector is not observed.

• Significant influence of women employee’s children towards personal life expectations in IT sector is observed. Women employees in IT sector with 1 child are having more expectations in personal life and the women employees in IT sector with nil children are having less expectation in personal life.
• Significant influence of women employee’s dependents towards personal life expectations in IT sector is observed. Women employees in IT sector with more than 2 dependants are having more expectations towards their personal life and the women employees having no dependants are having fewer expectations towards their personal life.

• Significant influence of women employee’s shift work towards personal life expectations in IT sector is not observed.

• Significant influence of women employee’s age towards balancing work and family in IT sector is not observed.

• Significant influence of women employee’s years of service towards balancing work and family in IT sector was observed. Women employees in IT sector with 11 – 20 years of experience are more satisfied towards balancing work and family and the women employees in IT sector with above 20 years of service are less satisfied towards balancing work and family.

• Significant influence of women employee’s salary towards balancing work and family in IT sector is not observed.

• Significant influence of women employee’s marital status towards balancing work and family in IT sector is not observed.

• Significant influence of women employee’s children towards balancing work and family in IT sector is not observed.

• Significant influence of women employee’s dependents towards balancing work and family in IT sector is not observed.

• Significant influence of women employee’s shift work towards balancing work and family in IT sector is observed. Women employees in IT sector not working in shift are having more satisfaction towards balancing work and family and the women employees in IT sector working in shifts are less satisfied towards balancing work and family.
• Significant association between support from family and balancing work life is observed. Most of the women employees (37.3%) working in IT industry who receives high support from family are balancing their work life.

• Significant association between personal life satisfaction and balancing work life is observed. Most of the women employees (30.9%) who are able to balance their work life are having high satisfaction in personal life.

• Significant association between age and balancing work life is observed. Most of the women employees with age below 25 years (26.4%) are able to balance their work life.

• Significant association between years of service and balancing work life is observed. Most of the women employees (34.4%) working in IT industry are able to balance their work life.

• Significant association between salary and balancing work life is observed. Most of the women employees (32.9%) earning Rs.20,001-30,000 as their monthly salary are able to balance their work life.

• Significant association between marital status and balancing work life is observed. Most of the women employees (57.8%) working in IT industry are able to balance their work life.

• Significant association between number of children and balancing work life is not observed. Number of children does not play significant role in balancing work life among women employees working in IT industry.

• Significant association between number of dependents and balancing work life is not observed. Number of dependents does not play significant role in balancing work life.

• Significant association between working in shift and balancing work life is observed. Most of the women employees not working in shifts in IT industry (53.6%) are able to balance their working life.
• Significant association between frequency of taking leave due to family problems and balancing work life is not observed. Frequency of taking leave due to family problems does not play significant role in balancing work life.

Factors of satisfaction in association with work life balance among women employees working in IT industry were identified as

• Work place support factor
• Personal factor
• Family support factor
• Procedure and policies factor
• Child care factor

• Positive significant correlation is observed between work place support and personal factors ($r = 0.564$), which shows that work place support brings satisfaction in personal factor.

• Significant correlation is observed between work place support and family support ($r = 0.643$), which is positive and shows 64.3% relationship.

• Positive significant correlation is observed between work place support and procedure and policies ($r = 0.787$), which shows good procedure and policies in organizations brings satisfaction in work place support.

• Significant correlation is observed between work place support and Child care ($r = 0.511$), which is positive.

• Significant correlation is observed between personal factor and family support ($r = 0.722$), which shows that family support helps in satisfaction in personal factors.

• Positive significant correlation is observed between personal factor and procedure and policies ($r = 0.473$).

• Significant correlation is observed between personal factor and Child care ($r = 0.453$), which is positive.
• Positive significant correlation is observed between family support and procedure and policies \( (r = 0.481) \).

• Significant correlation is observed between family support and Child care \( (r = 0.384) \), which is positive.

• Significant correlation is observed between procedure and policies and Child care \( (r = 0.486) \), which is positive.

Work place support, Personal factor, Family support, Policies factor and Child care serves as significant predictor variables of satisfaction in balancing work and life in IT industry. The regression equation of satisfaction in balancing work and life in IT industry is:

\[
\text{Satisfaction in balancing work and life} = 5.342 + 1.141(\text{Work place support}) + 0.539 (\text{Personal factor}) + 1.478 (\text{Family support}) + 0.768 (\text{Policies factor}) + 0.456 (\text{Child care})
\]

A model is fit to ensure the work life balance of women employees in IT industry in Chennai. In this model factors such as Work place support, Personal, Family support, Procedure and Policies and Child care were taken as observed variables and Work life balance in IT industry was taken as unobserved variable. The goodness of fit index (GFI) is .973 which indicates the model fit is good, the model is insignificant at 5% level.
SUGGESTIONS

Work life balance is a broad concept including proper prioritizing between professional life which includes career, challenges, pressure, achievement and ambition on one hand and private life which includes pleasure, leisure, family and spiritual development.

- The mean rank value of women respondents for long working hours, shift system and training provided after office hours are the factors that highly affect women respondents managing the work and family life. Hence the organization may provide a feasible solution for minimizing the working hours for women employees which leads to save more energy of women respondents for betterment of performance of organization in future. The second factor is creating more problems for work life balance of women employees and the night shifting system is more unfavourable to managing the work life balance of women employees besides the shifting system which may cause in decreasing productivity in organization. Hence, HR manager have to create good working environment for women employees especially in shifting system. Other factors is training after office hours for women software employees may destruct the performance of women employees both family and organization. HR department has to arrange exclusive training program for women employees in business hours.

- Most of the married women employees respondents (55%) are feeling that work life balance both organizational and personnel is somewhat high, since the married women employees are not in position to managing their work and life. Therefore the organization has to organize lead the work life balance programs with ambulant trainer, psychologist, and human resource managers.

- The respondents experience 11 to 20 years in software industry, the satisfaction level for the respondents somewhat low in managing their family and work environment. In general organization needs expect and experience
employees. In this case more experienced are not satisfied with their present work life balance. So the human resource department has to identify the influencing factors which determines the women employees satisfaction and constantly support the organization performance.

- The study has observed the most of women respondents are feeling family members and organization supervisors’ negative attitude gives more hindrances for performance of women employees for both organization and family. In this regard, the organization supervisors have to change the negative attitude and have to be more confident and affirmative to subordinates then only the women employees could able to perform their job.

- The most of the women employees having two kids are not in the position to balancing the work and family and also the respondents will have more emotional and stress problems. Thus may affect the productivity of women employees, hence the organization has to arrange to take care of their kids during business hours, if children’s age are between one and three the company has to create crèche or play school.

- Specific Counselling programmes on work life balance can be conducted.

- Family welfare programmes and family counselling programmes can be conducted.

- Employers can create awareness about the impact of work life balance
CONCLUSION

Work and family life have been an integral part of a woman’s life. These two together forms an integrated whole and therefore attracts a lot of attention. The need to study the inter-linkages becomes all the more important with an increasing number of women entering the formal labour market. The performance of the software industry is behind only with the efficient employees especially the women software employees knowledge play a very vital part for the development of Indian software industry in global market. In the present scenario most of the software employees are under the categories of women, the recent survey insist about quality of work life balance of women employees in software industry steadily shows the decreasing trend from 85% to 52% in the last ten years. More over 80% of women employees in software industry are having more health issues and also not in the position to balancing their family as well as highly pressure working environment, even though the women employees contribution is constantly supporting for the development of software industry. Based on the researcher objectives the study concludes the good correlation between women employees work life balance which is well correlated in terms of family environment, personnel factors, experience, number of dependant, childcare, procedures and policies. The study observed long working hours, after working hours training and shifting factors are issues to the women employees for mongering the work life and affect the productivity performance of organization and individuals. The overall study has analysed experience, salary, family, dependants, superiors supporting, procedures and policies, and other working and family environmental factors are more supporting for women employees. In this respect, the women respondents would be able to perform their and also chance to improve the performance to organization in different dimensions included quality, productivity and profitability.
SCOPES FOR FURTHER RESEARCH

In the present scenario, most of the women are employed. They have to take care of both personal life and working life. Thus the concept of work life balance has become inevitable in their life. The present study ascertains the perceived work life balance of women employees performance in the personal environment and work environment respectively.

The study also attempts to measure the expectations and satisfaction of the women employees in their personal environment and work environment. This study can be conducted with the women employees of other states or on international basis. The study can be conducted for both male and female employees in order to get generalized results.

The development of Work life balance programmes and awareness of work life balance, lifework balance and some areas which are not covered in this study are interesting and needed to be explored. In addition to this, the limitations and shortcomings of this study also provide implication for future research.

Future research could be done in several sectors of the current study. The hurdles for implementing Work life balance policies in IT industries could be elaborately studied in future researches. A comparative study on work life balance of women employees and organizational commitment can be undertaken.

This study can be replicated between Indian IT MNC’s and foreign MNC to understand the differences in finding, especially when it comes to formulation and implementation of work-life balance policies. This can be done though sharing of best practices.