CHAPTER - I
INTRODUCTION

The term "Work-life Balance (WLB)" was coined in 1986, although its usage in everyday language was being made for a number of years. Interestingly, work/life programs existed as early as 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 front. In fact, dual-wage-earning families in general are working longer hours. A balance work and life is supposed to exist when there is a proper functioning at work and at home with a minimum of role conflict. Therefore, the incompatibility between the demands from the work and non-work domain give rise to conflict and consequently, people experience a lack of Work-life balance. There is confirmation of the fact that people entering the workforce today are laying emphasis on the importance of Work-life balance more than their predecessors. In spite of this, the extent to which this balance is being achieved is far less than what is desired. In fact, researches bring to mind that graduates are being drawn into situations where they have to work for progressively longer hours and so experience an increasingly unsatisfactory balance between home life and work-life.

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 the increasing number of women entering the formal labour market. The very fact that they go out of home to work in a public sector poses all kinds of pulls and pushes upon home life which includes their work to be maintained at home and the family. A plethora of research has been conducted to ascertain the impact of a job outside home on the home life and vice versa or to understand the relationship between the two. Researchers have been emphasizing on the conflict between the home and office life of a woman as a result of employment outside the home. There was a time when the boundaries between work and home were fairly clear. Today, work is likely to
invade our personal life and maintaining work-life balance is not so simple task. A decade back, employees used to have fixed working hours or rather a 9 to 5 job from Monday to Friday. The boundary between the work and home has disappeared with time. The advent of globalization makes people work across countries as a result, concept of fixed working hours is fading away. Instead of just 7 or 8 hours a day, people are spending as much as 12-16 hours every day in office. The technological blessings like e-mail, text messaging and cell phones which were thought of as tools to connect them to their work being away from their workplace, have actually integrated their personal and professional lives. Therefore, tension and work related pressure, responsibilities at family makes an individual difficult to find balance between work and personal life. Professional working in BPO industries, top executives, doctors, nurses, bank employees, and IT professionals are the few examples who are facing the brunt of hazards constantly. Today, industries have realized the importance of the work life balance of their employees. Organizations are setting up policies for maintaining a work life balance. They are going in for innovative methods to keep their employees happy and satisfied, as it makes office a better place to work and also positively impact productivity.

1.1 Work-Life Balance (WLB)

Work-Life Balance is not a new concept. The change in the pattern of work and the concept of the workplace after the industrial revolution in the second half of the 18th century gave a new dimension to the concept of Work Life Balance. As time progressed, nuclear families increased. A later change was the fading away of the "ideal home" in which the earning member's spouse took care of the home. With improved education and employment opportunities today, most homes are ones in which both parents work because of necessity and the desire to augment incomes. The need to create congenial conditions in which employees can balance work with their personal needs and desires became a factor that companies had to take note of both to retain them as well as to improve productivity. It was a compulsion that they could not afford to ignore. Having realized that, companies started introducing schemes to attract and retain employees and improve their productivity. Work-life balance is the extent to which individuals are equally involved in and equally satisfied with their role and their family role.
David Clutterbuck defines work-life balance as being aware of different demands on time and energy, having the ability to make choices in the allocation of time and energy, knowing what values to apply to choices, and making choices. Work-Life Balance does not mean an equal balance. Trying to schedule an equal number of hours for each of various work and personal activities are usually unrewarding and unrealistic. Life is dynamic and not static. Each person’s work-life balance will vary over time, often on the daily basis. The right balance for each one today will probably be different from tomorrow. The right balances differ when one is single and will be different when one gets married or has a partner or if they have children. When one starts a new career versus when one is nearing retirement brings changes in work-life balance. There is no perfect, one-size that fits all, balance that one should be striving for. Work life balance is about managing our work commitments with career goals, and our responsibilities at home and the wider community. In an ideal world, we would work 8 hours, have 8 hours for recreation, and the last 8 hours would be spent sleeping i.e., equal balance between work, personal and self activities. But, in the real world many people are working more than 12 hours every day, with little time for recreation and sleep. They are working late and also bring office work to home on the weekends. They want to spend more time with their kids but the pressures of work are unrelenting. Work life and personal life are inter-connected and interdependent. Work life and personal life are the two sides of the same coin. People have to make tough choices even when their work and personal life is nowhere close to equilibrium.

Work-Family Expansion refers to the notion that simultaneously engaging in multiple work and family roles is beneficial for the physical and mental relationship health of individuals. The quality of the roles, rather than the number of roles occupied or the amount of time spent in a particular role; determine the degree to which individuals experience the positive effects of participating in multiple roles.

1.1.2 Work-Life And Family Relationships

The relationship between work and family roles through a variety of linking mechanisms like Work-family conflict or interference, Work - family

1.1.2.1 Work-family conflict or interference

It refers to simultaneous pressures from the work and family domains that are mutually incompatible in some respect such that meeting the demands of one role makes it difficult to meet the demands of the other role. Sometimes referred to as negative spill over, work-family conflict can take different forms and can originate either in the work domain or family domain. Work-family conflict and consequent outcomes can be buffered by various coping behaviours. Some researchers have looked into how Asian women cope with these stressors. Typology of coping provides a useful way to categorize these coping behaviours. Lo, Stone, and Ng (2003) found that the most popular strategy for coping in their sample was personal role re-definition (i.e., changing one’s own role expectation and not the expectations themselves, such as prioritizing time with children over grocery shopping) Lo et al., (2003), followed by reactive role behaviour (i.e., assuming a rigidity of role expectations such that the person has no choice but to find ways to meet them), and finally structural role re-definition (i.e., changing the expectations imposed by an external source, such as flexible work scheduling or spousal negotiation of household roles). Other studies have found Asian women to employ similar coping strategies. For example, Lee, Um and Kim (2004) found that married Korean women often coped by “working harder” in reaction to their role conflicts (a reactive role behaviour), which was associated with higher rates of depression compared to those who coped through other strategies such as negotiation with their spouse and prioritizing household tasks. Asian professional women may also cope reactively by lowering their career ambitions, as evidenced by an absence of women from the top levels. Ayree, Luk, Leung, and Lo (1999) framed coping behaviours in terms of emotion-focused coping (i.e. regulating distress created by the appraisal of stressors) and problem-focused coping (i.e. removing the negative impact of a stressor) and found that these efforts, in concert, positively influenced job and family satisfaction. Several studies have also cited greater help from extended family or domestic workers in some Asian cultures, which can alleviate some of the burdens of work-family conflict. Enlisting the social support of husbands in
domestic roles also helps to redefine structural roles, thus reducing work-family stress. Unfortunately, in Asian societies, there is little dialogue between women and their employers with respect to work-family issues. This may be less true in societies with longer histories of egalitarian policies around gender and work. The following section will elaborate upon the implications for research and practice that extend to what is currently known about Asian women’s experiences with work and family.

1.1.2.2 Work - family accommodation

It refers to the process by which individuals reduce their involvement in one role to accommodate the demands of the other role. Work-family accommodation can be used as a strategy in response to actual or anticipated work-family conflict such that individuals reduce their involvement in a role that is less important to them. The reduction in involvement can take either of two forms: behavioural (i.e. curtailing the amount of time devoted to a role) or psychological (i.e. restricting the level of ego attachment to a particular role).

1.1.2.3 Work-life compensation

It refers to efforts by individuals to offset dissatisfaction in one role by seeking satisfaction in another role. These efforts can take the form of decreasing involvement in a dissatisfying role and increasing involvement in a more satisfying role. Alternately, individuals may respond to dissatisfaction in one role by pursuing rewarding or fulfilling experiences in the other role. The latter form of compensation can be either supplemental or reactive in nature. Supplemental compensation occurs when individuals shift their pursuits for rewarding experiences from a dissatisfying role to a potentially more satisfying one, e.g., individuals with little autonomy at work seek more autonomy outside their work role. On the other hand, reactive compensation represents individual efforts to release negative experiences in one role by pursuing contrasting experiences in the other role such as engaging in leisure activities after a fatiguing day at work.
1.1.2.4 Work- family segmentation

It is originally referred to the notion that work and family roles are independent of one another such that individuals can participate in one role without any influence on the other role. More recently, segmentation has been viewed as an international separation of work and family roles such that the thoughts, feelings and behaviours of one role are actively suppressed from affecting the individual’s performance in the other role.

1.1.2.5 Work-family enrichment

It refers to the process by which one role strengthens or enriches the quality of the other role. Work-family enrichment also refers to work-family enhancement, work-family facilitation and positive “spill over”. All these terms describe the notion that a variety of resources from work and family roles have the capacity to provide experiences in the other role. Unlike conflict or interference two mechanisms that are important to make note of work-family balance and work-family expansion. However, they are not linkages in the sense of a causal relationship between work and family life.

1.3 Importance of Work life Balance

Work and family life share a direct relationship with each other. The study related the various aspects which is necessary to understand how one affects the other: Work life can either enhance or detract from our family life. Our family life can have positive or negative influences on our work attitudes, behaviours and outcomes. For example, extensive and inflexible work hours, over-involvement in work and job stress may produce distress within the family domain, withdrawal from family responsibilities and adversely affect one’s overall quality of life. Similarly, extensive care-giving responsibilities and intensive involvement with family activities can limit an individual’s career choices and aspirations and negatively affect their work involvement, job satisfaction and intention to continue their employment. In contrast, there are various resources derived from one’s work role such as income, job autonomy and social support from co-workers and/or supervisors that can positively influence one’s experiences and well-being in the
Similarly, individual’s home and family lives can also strengthen or enrich the quality of their work lives by providing a variety of supportive resources to draw upon. With the growing representation of women in the workforce and a blurring of traditional gender-based roles, both men and women are confronted with the daily challenge of handling their work and family responsibilities in a way that meets the needs of their family as well as their employer. Understanding of the work-family interface can enable working women and men achieve a better balance between their work and family roles. Understanding of family-work linkages can enable individuals and their employers to determine the most effective ways to reduce work-family interference and increase work-family enrichment. Human professionals, training and development personnel and other decision-makers can use these insights to design policies and programmes aimed at promoting a higher quality of life for employees.

1.4 Employer’s Role In Work-Life Balance

In surveys conducted, it was found that an overwhelming majority of employees support the concept of WLB. In fact, it has become a legal necessity where the concept of “Equal Opportunity Employer” is almost mandatory. On the other hand, as brought out in the preceding parts of this paper, it is seen as a business compulsion for them in terms of retention of talent and productivity in all sectors of the industry. In a time when attrition is a major concern in all sectors, they feel it wise to adopt worker-friendly practices. Employer can facilitate Work Life Balance with many schemes that can attract employees and satisfy their needs. Some of these are facilitates for child care, financial planning services for employees who need them, Flexi-timings, Work sharing, Part time employment, Leave plans—both paid and unpaid—to suit employees needs, Subsidized food plans and Insurance plans.

1.5 Strategies to Achieve Work-Life Balance

Some of the major strategies in achieving work-life balance include budgeting time both in and out of the office. Time should be scheduled efficiently at work including time for oneself in the calendar and taking time for family/friends is crucial. Leaving work on time at least three days per week: There are times when working late just cannot be helped, but schedules should be adjusted so that one can
leave on time three days per week. Controlling interruptions and distractions: Staying focused while in the office, and budgeting time effectively are useful. Scheduling a block of time during the day without meetings when one can focus on tasks with minimal interruptions improve productivity. Explore the availability of flex-time: Flex-time options should be explored within the organization. If available, this may be a helpful solution. Minimize use of the weekend: Time taken off can be planned. Activities can be scheduled with family and friends such as a weekend trip, or just something enjoyable. Time away from work should count.

1.6 Benefits of Work Life Balance to Individuals.

The benefits of work life balance to individuals are Clear and optimistic approach, more clarity in Performance, Completion of work within the scheduled time, Lower level of Intra individual conflicts and Inter individual conflicts between work and family roles, Stress free and good quality of work life, Good in self management, Healthy family environment, Improved quality of work life, High morale, More work satisfaction, More satisfaction in personal life, Good Health(both Physical and Mental health).

1.7 Benefits of Work Life Balance to Organisation

The benefits of work life balance to organisation that increase the productivity, reduction in the staff turnover rates, less reduction in knowledge workers, reduction in the costs associated with recruitment, training and turnover, increase in the rate of return on investment in training, because the employees are remain stable in the company, reduction in the absenteeism rate, good health and safety work environment, Greater employee loyalty, More commitment towards the job, reduction in the rate of sick leave, Good and improved corporate image and it leads to more sales, increase in stock price.

1.8 The Conceptual Paradigm of Work Life Balance

A conceptual paradigm of work-life balance is presented in Figure 1. Together, technological, economic, socio-cultural and institutional-legal factors influence work-life balance or the lack thereof, thus influencing outcomes, both personal and organisational.
The Environmental Factors

1.8.1 Technological Environment

Technological progress has contributed to labour and time-saving devices in many of the activities associated with shouldering family and household responsibilities, ranging from cooking to washing and housekeeping, to name a few. Moreover, it has also contributed to the emergence of virtual work places and flexi work patterns which, to some extent, help cope with work-life demands better than before. Telework and telecommuting are becoming increasingly common. In the US, the International Telework Association and Council found that in 2005, approximately one-third of American employees have entered into telework and telecommuting work arrangements. While this development can enhance WLB, it could have a differential impact that lowers WFC but increases FWC. The potential impact that changes in the technological environment can have on WFC is moderated by family size, job autonomy and flexibility (Golden, Veiga and Simsek, 2006). The 24/7 work environment, coupled with modern wireless technologies, have contributed to the upsurge in “extreme jobs” (also known as the “American dream on steroids”) where individuals can work 70- or even 90-hour workweeks
This development has given rise to the phenomenon of “Blackberry Thumb” and “do it yourself technology.”

According to a survey by the Centre for Work-life policy, an estimated 21 percent of US workers are engaged in “extreme jobs” and 45 percent of those employed in global companies fall into this work-style. The emergence of “extreme jobs” has contributed to workaholic symptoms such as the increasingly blurred separation between work and home, so much so that even at home, work appears to become the top priority. Other workaholic symptoms include over commitment to work to the extent that one’s happiness is derived from one’s work, work takes precedence over family and leisure time, no social life outside of work-related events, work is on one’s mind 24/7, feelings of stress because of one’s work, one becomes upset when others suggest that one cut back on work, and not taking vacations or taking one’s work on vacation (www.alaboutlifechallenges.org).

Because “extreme jobs” are all consuming, some women may opt out from this work-style and choose the “mommy track” instead. With the “mommy track”, women can resort to “on/off ramp careers” (Hewlett and Luce, 2005) whereby they may take a hiatus from work during their child-bearing years. However, once their children start school, they re-enter the workforce. In reality, however, some women who pursue the “mommy track” may experience setbacks to their careers.

1.8.2 Economic Environment

Global competition and global production networks through outsourcing have created relocation of jobs across international boundaries and contributed to new ways of overcoming the human talent deficit. One of the major fallouts of outsourcing is the increase in dual-income families in developing countries, especially the emerging economies.

1.8.3 Socio-cultural Environment

Research has shown that the attitude towards work, as defined in terms of hours worked per annum, varies across countries. Below is the average number of annual work hours in a select list of countries as reported by the OECD (2003), Australia 1,814 hours, Japan 1,801 hours, USA 1,792 hours, Canada
1,718 hours, UK 1,673 hours, Italy 1,591 hours, Sweden 1,564 hours, France 1,453 hours, Norway 1,337 hours. According to the 1998 Far East Economic Review, in general, urban Asians worked an average of 2,149 hours per annum vis-à-vis 2,068 hours for South Americans, 1,898 hours for North Americans and 1,773 hours in Europe. Berlin, Germany, reported the lowest number of work hours per annum at 1,667, with the average worker getting 30 days off every year. Research in Anglo countries has also found a stronger positive relationship between the number of work hours and work-family stressors (Spector, Cooper, Poelmans et al. 2004).

Overall, the WLB issues confronting workers in the industrialised countries differ from that in the developing economies. To a certain extent, the problems may be a function of the aging workforce in the industrialized west with higher demands on the care of the elderly; whereas in the case of countries like India, it is the younger generation that requires greater family care and attention.

Economic and socio cultural factors can also account for differences in orientation towards sex and gender roles in handling family responsibilities. Gender-specific work roles are more common in developing countries than in the developed countries. In India and China, for example, traditionally there are the “three obedience” or responsibilities: Var (husband), Sir (Boss) and Ghar (household duties). In post-Mao China and post-liberalization India, there is a significant shift towards a more equitable distribution of housework and gender-free perceptions. In India, for example, in the past, women tend to view success in terms of the accomplishments of their spouse and children, while the current generation of women would like to experience it themselves.

As societies advance materially and as literacy levels improve, especially among the female population, there is a greater awareness of the need for economic self independence among women with a more equitable distribution of housework and parenting between men and women. Studies have shown that in dual-income families in Sweden, on average, men spend over 35 hours a week with their children. However, in general, men’s involvement in such activities is primarily in the form of providing emotional care-giving while women, by and large, are still responsible for providing physical care-giving to their children.
1.8.4 Institutional and Legal Environment

The International Labour Organization (ILO) has been a pioneer in championing the cause of workers with family responsibilities and has established several international labour standards and recommendations on the subject. These include the following:

The ILO Convention 156 on Workers with Family Responsibilities covers “all branches of economic activity and all categories of workers.” Ratifying countries agree to “make it the aim of national policy to enable persons with family responsibilities to exercise their right to obtain or engage in employment without being subject to discrimination and, to the extent possible, without conflict between their employment and family responsibilities.”

ILO Recommendation No.165 supplements Convention 156 and outlines more concrete actions “to enhance the reconciliation of work and family life, such as child care, family services and facilities, social security.” Maternity Protection Convention (adopted in 1919 and revised in 2000) and Recommendation No.191 on the subject provide for maternity (parental) leave extended from 12 to 14 weeks (including paternity leave to 18 weeks). It also provides for protection against dismissal of pregnant women and provision for breastfeeding during working hours, among others.

At the national, state/provincial and municipal levels of governments, numerous steps have been taken to implement the aforementioned ILO conventions and recommendations with varying degrees of commitment. Multinational corporations are usually considered to be the transmission belts of modern human resource policies. Several of them have adopted equal opportunity guidelines and implemented programs pertaining to child care/family services to enable women to return to their career after child birth/care. This legal framework and improved institutional support have facilitated a greater level of participation of women in the workforce and their quest to break the glass ceiling. As a result, more and more employers have started taking cues from the ILO Recommendation on workers with family responsibilities, thereby putting into place a variety of facilitation measures in the more progressive organisations.
1.8.5 Outcomes

If left unaddressed, work family and family work conflicts could adversely affect employee health (Hewlett and Luce, 2006). Family issues, including the increased incidence of divorce, are common where work-family conflicts escalate. Work Family Conflict can also have disastrous consequences on the organisation, both financial and non-financial-wise. Based on a study of 732 manufacturing firms in US, France, Germany and the UK, Bloom and Van Reenen (2006) found that firms with better Work Life Balance practices enjoyed significantly higher productivity. As far as the non-financial aspects of organisational performance are concerned, research has shown that firms that adopt more enlightened Work Life Balance policies can improve the level of job satisfaction and increase organisational commitment among their employees. For example, a survey of 1311 senior executives worldwide conducted in May 2006 (Pratt, 2006) revealed that: 24% of those surveyed would refuse a promotion that would jeopardise WLB, 56% indicated that they would “seriously consider refusing a promotion” that would jeopardise WLB; and 87% affirmed that WLB is pivotal to their decision to join and/or remain in an organisation. Thus, WLB is no longer a personal issue but a strategic business concern. In other words, there is a business and economic imperative to enable and facilitate employees to attain greater WLB as it can affect a company’s bottom-line. As such, governments, employers, individuals and society, as a whole, have to address and undertake concerted measures to reduce WFC and advance WFF/FWF to deal with family work conflict.

1.9 Benefits of Work Life Programmes/Policies

Work life programmes can affect business performance in number of ways:

- The employers can attract better recruits by offering work life balance policies alongside competitive remuneration packages.

- Work life polices can improve the 'employee experience' and hence help the organization to retain their staff. Turnover is a major issue in organizations because of the cost of hiring and training new personnel. So with work life policies, organization can save money on recruitment
costs and also lose less on institutional knowledge.

- Work life balance programmes also minimize stress and reduce fatigue, which may lead to better physical and mental health of the employees, and also results in lower absenteeism.

- Work life policies can enhance productivity by reducing negative spillovers from family to work. Moreover, reduced stress and better health also leads to productivity gains.

- Environments that support employee's work life balance have been found to improve organization commitment and job satisfaction as the employees feel more connected with an organization if the organization cares for them.

- The organization which supports work life balance programmes/policies often receive community recognition as "good corporate citizen" or "employers of choice". However, the extent to which the organizations are concerned about public approval or disapproval may vary according to their size and location in the business environment.

- The advantages of work life programmes are not limited to the work place alone. Work life policies and flexible work practices can also help the organization to respond to the changing market conditions and customer demands more effectively. Flextime, part time work or shift work can be utilized to meet seasonal peaks and troughs in business or to keep establishments open for longer hours without making employees work for longer hours (Joshi, 2007).

A number of studies (as quoted earlier in Section 2.9 of Chapter 2) have reported the benefits that accrue to the organizations that provide work life programmes/policies. Thomas and Ganster (1995) reported that family supportive work policies and practices might produce significant benefits in terms of employees’ attitudes and well being. Konrad and Mangel (2000) found a strong relationship between provision of work life benefits and productivity in the firms employing higher percentage of women and higher percentage of
professionals. Environments that support employees’ work/life balance have been found to improve organizational commitment (Allen, 2001). A US survey has demonstrated the strong relationship between employee commitment and return to shareholders, finding that companies with highly committed employees had a 112% return to shareholders over three years, compared with a 76% return for companies with low employee commitment, and 90% for companies with average commitment (Watson Wyatt Worldwide, 2000). Dex and Scheibl (2001) found that business benefits can follow from SME’s adopting flexible working arrangements. Maxwell and McDougall (2004) reported that work life balance initiatives helped in management of stress and also improved performance. Waddell and Carr (2007) cited a study of 1000 employed adults which revealed 91% of the participants agreed that workers are more likely to behave ethically at work when they have a good balance between their job and their personal life. Adopting flexible and work life balance oriented policies builds a positive perception about the employer. This leads to better relations with the employees, continued staff loyalty, motivation and commitment (Joshi, 2007). Figure 7.1 shows the benefits of improved work life balance to employees and employers.


Fig.2: Benefits of improved work/life balance.
To conclude, Naithani (2010) has classified the benefits of these work life balance initiatives into Quantitative and Qualitative benefits. Quantitative benefits include cost of absenteeism, health insurance premiums, diminished productivity, direct medical claims, staff turnover and recruitment and customer satisfaction. Some of the qualitative benefits include retaining valued employees, motivated workforce, attracting a wider range of candidates, reputation of employer of choice, reduced recruitment costs, maximized available labour, improved quality of applicants, happier life at work and at home, better work place relations, improved self-esteem and concentration, time for personal and family life, greater control of working life, better management of home and work, and supportive workplace that values staff.

1.10 Work-life strategy and Implementation

Work-life is the practice of providing initiatives designed to create a more flexible, supportive work environment, enabling employees to focus on work tasks while at work. It includes making the culture more supportive, adding programs to meet life event needs, ensuring that policies give employees as much control as possible over their lives and using flexible work practices as a strategy to meet the dual agenda – the needs of both business and employees. In short, we define work-life as the interaction between employers and employees, because everything that happens at work has an impact on workers’ lives. While a full range of organizational offerings may appear under the heading work-life, the number one challenge today is to create the kind of workplace that supports their use and treats employees as human beings, respecting the fact that they have full lives and important responsibilities outside of work. They’ll cover the reality of telework, including worker’s comp issues, and will gain the ability to coach managers as they create and learn from their pilots. And they’ll learn how flexibility can be appropriate for low-wage and hourly workers. Here’s more about the components that make up a work-life strategy.

1.10.1 Work practices

Many companies are redesigning how the work has to be done, asking employees how they can make their lives more livable and still get the job done.
They eliminate tasks that are duplicative, reassign others to create a job that’s appropriate for flexibility or remote work, and look for ways to save time – some of which goes back to employees. Alternative work arrangements like flextime (altering starting and ending times), job sharing, telecommuting, reduced work schedules and compressed workweeks are now becoming standard in many organizations. Daily flexibility – allowing employees to control their schedule and set their own daily hours as long as goals are met and the job gets done – is first on the list of job-seekers’ criteria, and is being used by more and more companies to recruit skilled workers. Training managers and supervisors is part of the process, helping them understand that setting measurable goals and focusing on results will allow them to create a flexible workplace while making them more effective managers.

1.10.2 Leave

More employers are avail all their paid leave days – sick leave, personal leave, funeral leave, parental leave, floating holidays, etc., Sabbaticals, both paid and unpaid, are also making a comeback.

1.10.3 Time-saving assistance

Concierge services, onsite shopping, consumer resources, buying, leasing and maintaining cars, home repairs, real estate listings, house cleaning and other services that help employees save time are gaining in popularity again as the economy surges ahead. They’re a win/win, saving time for employees as workloads grow, helping employers get more work done, and acting as an enticement as they recruit new talent.

1.10.4 Emotional well-being

Most employees offer the services of an Employee Assistance Program. Developed in the early 70s to help with employees’ alcoholism and addiction issues, their mandate has grown. Still the experts in alcohol and drug intervention assistance, counselling for gambling and eating disorders, they also provide counselling for grief and loss, personal relationships, work relationships, marriage
and family issues, divorce and separation, mental health issues, violence and crisis, work-life balance and stress management.

1.10.5 Financial assistance

Sometimes financial assistance is included in EAP services, financial counselling is also growing in importance. Companies are offering assistance with budgeting, credit and collections, home buying and renting, saving and investing, retirement planning, insurance and taxes. Many offer low-interest loans for housing, college and personal emergencies.

1.10.6 Legal assistance

Many employers offer the services of a lawyer to talk with employees about will consumer protection, estate and probate law, family and elder law, real estate issues, living will and other legal issues. Some subsidize the service and some arrange for lower group rates.

1.10.7 Relocation

It pays to offer as much assistance as possible to make sure relocation is a success. Most offers help with selling current homes and finding housing in the new location. Many help spouses to find a job and assist with school issues, childcare, financial counselling and transportation. They also have well organized programs, including support groups, for expatriates returning from overseas.

1.10.8 Health benefits

Health insurance may be the most important work-life benefit of all. As costs skyrocket, more employers are switching to consumer-driven plans, offering employees the option of high-deductible, lower cost health savings accounts.

1.10.9 Physical wellness programs

Fitness programs, disease prevention, smoking cessation, obesity programs, nutrition and diet assistance all have a measurable payoff in keeping employees
healthier, which not only cuts health care costs but raises productivity and reduces absenteeism.

### 1.10.10 Parenting, childcare and child development

When the field of work and family was first invented, in the mid-80s, childcare was pretty much its sole focus, and it’s still an important piece of keeping a workforce productive. It includes helping those who want to be parents with infertility counseling and financial assistance, and even, in some cases, in vitro fertilization. It often means helping new parents with adoption leave and financial assistance, and of course finding or providing regular and after-school care, summer care, backup and sick child care. Most companies now offer parenting seminars and support groups. Some provide summer programs for older children and teens and many offer college support of various kinds. There’s special help for single parents and support groups for blended families.

### 1.11 An Overview of Indian IT Sector

India’s Potential: The country’s strength in the form of low staff costs, a large pool of skilled, English speaking workforce, conducive policy environment and Government support has made India a popular choice for customers seeking outsourced services. Indian Government is making assiduous effort for prompting IT. The country is well positioned to derive benefits from the IT market and become a key hub for IT service. IT services offer different services integrated in a single delivery mechanism to end users. The profile of the Indian IT Services has been undergoing a change in the last few years, partly as it moves up the value chain and partly as a response to the market dynamics. Ten years ago, most US companies would not even consider outsourcing some of their IT projects to outside vendors. Now, ten years later, a vast majority of US companies use the professional services of Indian Software engineers in some manner, through large, medium or small companies or through individuals recruited directly.

The market competition is forcing organizations to cut down on costs of products. The professional IT services on the other hand are becoming increasingly expensive. The offshore software development model is today where onsite
professional services were ten years ago. There is a high chance (almost a mathematical certainty), that in less than ten years, the vast majority of IT services (software development being just one of them) from developed countries, will be, one, outsourced and two, outsourced to an offshore vendor. Despite the global economic slowdown, the Indian IT software and services industry is maintaining a steady pace of growth. Software development activity is not confined to a few cities in India. Software development centers, such as Bangalore, Hyderabad, Mumbai, Pune, Chennai, Calcutta, Delhi-Noida-Gurgaon, Vadodara, Bhubaneswar, Ahmedabad, Goa, Chandigarh, and Trivandrum are all developing quickly. All of these places have state-of-the-art software facilities and the presence of a large number of overseas vendors. India's most prized resource is its readily available technical work force.

India has the second largest English-speaking scientific professionals in the world, second only to the U.S. It is estimated that India has over 4 million technical workers, over 1,832 educational institutions and polytechnics, which train more than 67,785 computer software professionals every year. The enormous base of skilled manpower is a major draw for global customers. India provides IT services at one-tenth the price. No wonder more and more companies are basing their operations in India. The industry is in an expansion mode right now, with dozens of new offshore IT services vendors emerging every day, the industry has a high probability of being subjected to the 80:20 rule in not too distant a future. In perhaps another 10 years, 80 percent of all outsourced offshore development work will be done by 20% of all vendors, a small number of high qualities, trusted vendors. Only a few select countries and only the most professional companies in those countries will emerge as winners. India will definitely be the country of choice for offshore software development.

We have the potential to become and remain the country of choice for all software developments and IT enabled services, second only to the USA. The third choice could be far distant. India is among the three countries that have built supercomputers on their own. The other two are USA and Japan. India is among six countries that launch satellites and do so even for Germany and Belgium. India’s INSAT is among the world’s largest domestic satellite communication
systems. India has the third largest telecommunications network among the emerging economies and it is among the top ten networks of the world. To become a global leader in the IT industry and retain that position, we need to constantly keep moving up the value chain, focusing on finished products and solutions, rather than purely on skill sets and resumes. We need to be able to package our services as products, rather than offering them as raw material. We need to be able to recognize and build up on our strengths and work on our weaknesses.

The Indian Information technology (IT) success story and its paradigm changing impact on global service delivery is now a well acknowledged fact. However, much of the success achieved by the sector has been attributed to the meteoric growth in exports - that has overshadowed the latent opportunities unlocked and growth observed in the domestic market over the past few years.

Spotlight on the Domestic IT Services Market Opportunity:

Domestic demand for IT in India is witnessing a gradual transformation from being predominantly hardware driven towards a solutions oriented approach - resulting in a growing emphasis on services. In fact, revenue growth in the services segment alone has reported faster growth than that for the overall domestic IT market (including hardware, software and services) over the past few years.

The liberalization of Indian economic policy, de-regulation of key sectors and progressive moves towards further integrating India with the global economy has been a key driver of increased IT adoption in the country. This is best reflected in the fact that most indigenous players in telecom and banking, two key sectors with significant Multi National Corporation (MNC) participation, have significantly upgraded their levels of IT adoption to offer best-in-class services comparable to those offered by the global competition and these two sectors together account for approximately 35-40 percent of the domestic spend on IT services. Similar competitive pressures in other more recently deregulated service sectors such as airlines and insurance, and the uptake in the manufacturing and industrial sectors; and the several large e-governance initiatives launched by the government under the National E- Governance Plan (NEGP) are expected to provide sustained growth in domestic demand for IT services over the next few years. Over the next five years,
domestic spending on outsourced IT services is projected to more than double, from INR 103 billion in 2004 to over INR 238 billion in 2009. Five Year Revenue Forecasts for Key Service Lines in the Domestic Market (INR Million).

Global Scenario of the IT Industry

The global business environment is fast changing with technology permeating the functioning of businesses to a great extent. Information technology has started to affect all facets of business, be it customer relations or vendor management or research or marketing etc. Some of the prominent trends that are influencing global business today and will continue to do so in the future include, Increasing E-enablement of businesses, Greater interaction between customers and marketing channels (intermediaries), Rapid convergence of the IT, telecommunication and entertainment medium, Proliferation of numerous mobile devices, resulting in a slow decline of the PC, Greater cost cutting initiatives and de-risking of businesses resulting in a proliferation in outsourcing activities Application Service Providers (ASPs) revolutionizing the software industry by changing the pricing dynamics. The rapid generation of data and the rising importance of the same will propel the growth in the storage segment.

India vs. Global Scenario

Globally, software product companies dominate the software landscape. In case of the Indian market, it is the services-based companies that dominate the scenario. A major reason for this is the high-risk profile of the product segment. This segment typically involves huge research and development investments; enormous marketing network and the chances of product success is rather limited. Consequently, domestic software majors have preferred to tread the more cautious services route. Similar to the Silicon Valley in the US, India has also seen its share of Software Technology Parks (STPs) that offer high-speed data links, better infrastructure, etc. which has seen mushrooming of software companies in STPs. Despite such developments, IT spend, as a proportion of Gross Domestic Product (GDP), continues to be low when compared to other global markets. However, one area where India compares favourably to other developed markets is the declining level of piracy.
Software Industry Structure and Segmentation

The Indian software industry had concentrated earlier in a few major cities such as Bangalore, Chennai, Hyderabad, Mumbai, and Delhi. However, in recent times, the proactive initiatives taken by various State Governments have resulted in software companies setting up their development centres across the country. New clusters in Pune, Noida, and Gurgaon etc are growing at a rapid pace. The industry can be broadly segmented into the products & packages segment, the services segment and the training segment. The products and packages segment in turn can be classified based on technology and application into the application software category, the system infrastructure software category and the application development software category. The application software category has select product categories such as financial accounting products, Enterprise Resource Planning (ERP) software, Anti-Virus products and Multi-media Software. The software services segment can be broadly classified based on the types of project contracts that enter into by software majors. These include the Time & Material (T&M) based contracts and the fixed material price contracts. In case of the former kind of projects, the domestic company executes either a part or the whole project. These types of projects are invariably of lower value and don’t allow the Indian company any scope for pricing power. However, the overseas company gains in terms of time and cost. In case of the latter kind of projects, the onus of project management is shifted to the contracted. Generally, overseas clients offer this kind of contract to Indian companies that have gained a reputation in terms of project management skills. Margins in this kind of contracts are typically higher when compared to the T&M type of contracts (around 25.0 percent- 30.0 percent). The IT training segment can be broadly classified into 3 segments based on the end-user profile. These include the toddlers, the adolescents and the adults. Toddlers are essentially people who have low or no knowledge of computers and basically are interested in becoming computer literate and/or enhance their computer skills to include design & graphics, know about the Internet and enhance their office productivity tools skills (MS-Word, MS-Excel etc). The adolescents’ category includes people who want to upgrade their computer skills, who want to switch from an engineering background to the software industry and/or people wanting to go
abroad. The adults’ category primarily involves people in the software industry wanting to keep themselves abreast of the changing

**Current Scenario of the Information Technology Industry in India**

Global IT spending continued to persist in the year 2012 given the dire economic situation in the US and Europe. Businesses across the globe started cutting on discretionary IT budgets and this was particularly true for the Banking, Financial Services and Insurance companies. Indian IT industry, however, managed to weather the storm to some extent on the back of superior quality, cost and execution efficiencies and between year 2008 and year 2012, the industry grew from Rs. 2,534 billion to Rs. 4639 billion, registering a CAGR of 16%.

India's IT industry can be divided into five main components, viz. Software Products, IT services, Engineering and R&D services, ITES/BPO (IT-enabled services/Business Process Outsourcing) and Hardware. Export revenues primarily on project based IT Services continue to drive growth with IT Services accounting for 59% of total revenues followed by BPO and Engineering services at 22% and Software Products at 19%. Multi-year annuity based outsourcing agreements are expected to increase going forward. In terms of total export and domestic revenues, Application Development and Maintenance (ADM) still continues to be the bread and butter for Indian IT companies, contributing to roughly 60% of their total revenues.

Labour arbitrage has been the competitive edge of the Indian software sector over the last few years. However, this seems to be threatened now by MNCs’ who are replicating the Indian outsourcing model and setting up bases in the country. Going forward, the advantage of low employee costs could peter out and the sector could get commoditised.

Increasing competition, pressure on billing rates and increasing commoditization of lower-end ADM services are among the key reasons forcing the Indian software industry to make a fast move up the software value chain by providing higher value-added services like consulting, product development, R&D, mobile, cloud computing and end-to-end turnkey solutions. With the Indian
government emphasizing on better technology enabled delivery mechanisms for a multitude of government projects like e-passport, Unique Identification Scheme, etc., the domestic market connected with software services looks equally promising. Domestic IT-ITES market increased revenues from Rs. 886 billion in year 2008 to Rs. 1,475 billion in year 2012 registering a CAGR of 14%, with Software and Services contributing to 60% of domestic revenue and Hardware contributing to the balance 40%.

**Prospects of the Indian IT Industry**

India is regarded as the premier destination for global IT and ITES outsourcing, accounting for almost 55% of the global sourcing market in 2010, according to the Ministry of Communications and Information Technology. The ITES sector includes IT hardware, software and services. The Indian IT-BPO sector is estimated to have aggregated revenues of USD 88.1 billion in 2010–2011, with the IT software and services sector (excluding hardware) accounting for USD 76.2 billion of revenues. During this period, direct employment is expected to have reached nearly 2.5 million, an addition of 240,000 employees, while indirect job creation is estimated at 8.3 million. As a proportion of national GDP, the sector revenues have grown from 1.2% in 1997–1998 to an estimated 6.4% in 2010–2011. Its share of total Indian exports (merchandise plus services) has increased from less than 4% in 1997–1998 to 26% in 2010–2011, as per the report of the working group on the IT sector for the 12th Five-Year Plan (2012–17).

As per NASSCOM, the Indian IT/ITES industry is expected to grow by 11-14% in year 2013. NASSCOM has also envisaged the Indian IT/ITES industry to achieve a revenue target of USD 225 billion by 2020 for which the industry needs to grow by 13% on a year to year basis in the next eight years.

NASSCOM further added that globally IT services spending are expected to grow by 4.7% in 2013. Currently India accounts for less than 5% of the global technology spending and this provides huge opportunities for the growth of the Indian IT-BPO industry. However, Indian IT companies are expected to face competition from emerging outsourcing destinations like Philippines, Poland, Hungary, Romania, etc.
The main growth drivers of the IT and ITES industry are cost efficiencies, utilization rates, diversification into new verticals, and shifting business and pricing models. India is a preferred destination for companies that are seeking to offshore IT and back-office functions. It also retains its low-cost advantage and is a financially attractive location when viewed in combination with the business environment it offers and the availability of skilled people. The country is also known across the world for its successful export-led software industry.

Software and services exports (including ITES-BPO), excluding hardware exports, were estimated at USD 59 billion in 2010–11, as per NASSCOM, India’s premier association in the IT sector. Software and services exports constituted more than half of the electronics and IT-ITES industry’s revenues in 2010–11.

As per the report of the task force set up by Ministry of Communications and Information Technology (MoC&IT), the demand for electronics hardware in the country is projected to increase from the USD 45 billion in 2009 to USD 400 billion by 2020. The task force has been set up to suggest measures to stimulate the growth of the IT-ITES and the electronics hardware manufacturing industry in India.

According to the executive summary report published by the Department of Electronics and Information Technology, MoC&IT, the sector has grown to become the biggest employment generator in the country; direct employment within the IT-BPO sector was expected to be 2.5 million and indirect employment was estimated to be about 8.3 million in 2010–11. As per NASSCOM estimates, the workforce in the Indian IT sector will touch 30 million by 2020.

Between April 2000 and March 2011, the computer software and hardware sector received cumulative foreign direct investment (FDI) of USD 10,723 million, according to the Department of Industrial Policy and Promotion (DIPP), which is part of the Ministry of Commerce and Industry and which is responsible for formulating the country’s FDI policy. Emerging protectionist policies in the Developed World are also expected to affect the Indian IT companies. Due to lower approval of H1 visa application by US government for Indian IT professionals and rising visa cost, most Indian IT companies are increasingly subcontracting onsite jobs to local employee in the US.
Indian IT companies are increasingly looking for global delivery model. They are setting up development centres in Latin America, South East Asia and Eastern European countries to take advantage of low cost and also cater to the local market. ADM services, which used to provide major chunk of revenues to the domestic IT players, are getting affected due to the falling billing rates. Hence, the companies are now venturing into new high value services such as IT Consulting, Product Development, and end-to-end turnkey solutions.

With backing of BPO services, Indian IT companies are able to straddle across the entire value chain which is expected to make them more competitive as compared to other outsourced destinations.

The integration of IT-BPO contracts is expected to become more common, as clients look out for end-to-end service providers. Companies like Infosys, TCS, Wipro, Mahindra Satyam, HCL Technologies and Mphasis, all of which are also into BPO are expected to benefit from this trend. Billing rates will remain stressed in the short term; companies are expected to preserve their margins through effective cost containment. Lessons learnt during the crisis can benefit in the long run. Rupee's depreciation against the US dollar and other major currencies is expected to provide relief for Indian IT companies in the near term, offsetting the pricing and demand pressures to some extent.

**IT Policy and Promotion**

IT and ITES has played a major role in the overall growth and development of India. In the electronics and IT sector, 100% FDI is permitted under the automatic route. The major fiscal incentives provided by the Government of India in this sector have been for export-oriented units (EOU), software technology parks (STP) and special economic zones (SEZ). These are detailed below:

Software Technology Parks (STPs) were set up as autonomous societies under the Department of Electronics and Information Technology in 1991 to promote software exports from the country. There are about 51 STP centers that have been set up since the start of the programme. STPs enjoy a number of benefits that include exemptions from service tax, excise duty and rebate for payment of
Central sales tax. The most important incentive available is 100% exemption from income tax of export profits; the STPs have been instrumental in boosting India’s IT and ITES exports.

As per MoC&IT, exports by STP units crossed Rs. 2,044.40 billion in 2010–11. The state with the largest export contribution was Karnataka followed by Maharashtra, Andhra Pradesh and Tamil Nadu. STPs have a pan-India presence, including in the cities of Bangalore, Bhubaneswar, Chennai, Coimbatore, Hyderabad, Gurgaon, Pune, Guwahati, Noida, Mumbai, Kochi, Kolkata, Kanpur, Lucknow, Dehradun, Patna, Rourkela, Ranchi, Gandhinagar, Imphal, Shillong and Nashik, among others.

The Special Economic Zones (SEZ) scheme was enacted by the Government of India in 2005 with an objective of providing an internationally competitive and hassle-free environment for exports. It provides drastic simplification of procedures and a single-window clearance policy on matters relating to Central and state governments. Under the scheme, the exemption from income tax is tapered down over 15 years from the date of commencement of manufacture. There is 100% exemption of export profits from income tax for the first five years, 50% for the next five years and 50% for next five years subject to transfer of profits to special reserves.

According to the SEZ Approval Board of India, the maximum number of SEZs has been approved for the IT-ITeS sector. Overall for the IT, ITeS, electronic hardware and semiconductor sectors, the government has given formal approval to 354 SEZs and the number of notified SEZs in these sectors was 236 until 2010. Information Technology Investment Regions (ITIRs) were notified in 2008 in order to address the sector’s infrastructure needs. As per plans, these regions will be endowed with excellent infrastructure that will allow companies to reap the benefits of co-siting, networking and greater efficiency through use of common infrastructure and support services.

R&D promotion is also being encouraged by the government; major highlights include promoting start-ups that are focused on technology and innovation, and a weighted deduction of 150% of expenditure incurred on in-house
R&D under the Income Tax Act. In addition to the existing scheme for funding R&D projects, the Department has put in place the two key schemes — Support International Patent Protection in Electronics & IT (SIP-EIT) and Multiplier Grants Scheme (MGS). The Cabinet has approved the proposal to provide a special incentive package to promote large-scale manufacturing in the electronic system design and manufacturing (ESDM) sector which is called the Modified Special Incentive Package Scheme (M-SIPS). The main features of M-SIPS are as follows:

The scheme provides subsidy for investments in capital expenditure — 20% for investments in SEZs and 25% in non-SEZs. It also provides for reimbursement of CVD/excise for capital equipment for non-SEZ units. For high technology and high capital investment units, such as fabs, reimbursement of Central taxes and duties is also provided. The incentives are available for investments made in a project within a period of 10 years from the date of approval. The incentives are available for 29 category of ESDM products including telecom, IT hardware, consumer electronics, medical electronics, automotive electronics, solar photovoltaic, LEDs, LCDs, strategic electronics, avionics, industrial electronics, nano-electronics, semiconductor chips and chip components, other electronic components and EMS. Units across the value chain starting from raw materials, including assembly, testing and packaging, and accessories of these categories of products are included. The scheme also provides incentives for relocation of units from abroad. The scheme is open for three years from notification.

Over and above these, the government has been taking steps to bring down the total taxation level on electronics hardware. The general rate of excise duty (CENVAT) has been reduced to 8% and Central Sales Tax (CST) has been reduced from 3% to 2%. VAT on IT products is at 4%, as per MoC&IT. Further, under the Technical Advisory Group for Unique Projects (TAGUP), the government is developing IT infrastructure in five key areas, including:

- New Pension System (NPS)
- Goods and Services Tax (GST)

29
• Setting up the National Taskforce on Information Technology and Software Development with the objective of framing a long-term national IT policy for the country

• Enactment of the Information Technology Act, which provides a legal framework to facilitate electronic commerce and electronic transactions

• Setting up of more than 50 STPs for the promotion of software exports According to the ministry, the salient features of the existing Foreign Trade Policy applicable to the electronics hardware industry are:

• Import of capital goods at 3% customs duty, subject to an export obligation equivalent to eight times of duty saved on capital goods imported under the EPCG scheme, to be fulfilled in eight years reckoned from authorization issue-date. However, a 0% duty EPCG scheme allows import of capital goods at 0% customs duty, subject to an export obligation equivalent to six times of duty saved on capital goods imported under EPCG scheme, to be fulfilled in six years reckoned from authorization issue date.

• SEZs are being set up to enable hassle-free manufacturing for export purposes. Sales from domestic tariff areas (DTA) to SEZs are being treated as physical exports. This entitles domestic suppliers to drawback/DEPB benefits, CST exemption and service tax exemption. 100% income tax exemption on export profits is available to SEZ units for five years, 50% for next five years and 50% of ploughed back profits for five years thereafter.

Role of Information Technology in Work-Life Balance

A key issue in work-family interference and family-work interference is time-based conflict where time in one role affects participation in the other. Initial analysis of the literature, government guidelines and feedback from employers, suggested that information technology had a positive effect on work-life by reducing
time-based conflict. Advances in information technology facilitate flexible working practices such as: remote working, teleworking and mobile working. Information technology can remove the location dimension as being an obstacle in work-life. This has a positive effect in reducing the pressure within work-life balance of needing to be in two places at the same time (home and work environments), thereby reducing time-based conflict. However, feedback from employees and further analysis of the literature demonstrated that removing locational barriers increases time-based conflict in other ways. For example, it was found that because employees could work at home and could be contacted at home apart from main working hours by email and mobile telephones, the expectation was that employees should work at home and should be contactable outside working hours in addition to the normal working day rather than as part of their normal working day. In using technology to reduce family-work interference (where work is affected by family issues), work-family interference (where family life is affected by work issues) is increased. Information technology enables work to be conducted remotely, away from the normal working environment. Removing the geographical boundaries between work life and home life poses new challenges within the context of maintaining a healthy work-life. These challenges require social, organizational, legal and technological issues to be addressed in the development of human resource strategies.

Women Employment

Over the past twenty five years, there is tremendous change in the work and global competition and thus the work environment becomes more competitive. This change has taken place in IT sector. In India, there has been an enormous increase in women employment in the IT sector for the past decade years. The increase in the number of women employment is very high in metropolitan cities. The gradual increase in the women employment from 1960 is remarkable in metropolitan cities; there is more number of women employed in Service sector. The social changes taking place in Indian families and financial commitments, modern standard of living, changing policies of management after nationalisation, international changes in IT, banking and finance have led to increase women employment. In order to share the financial burden of the spouse as well as to raise the standard of living
women started their paid employment. The reasons for high recruitment rate of women are qualification, sincerity, time-consciousness, highly responsibility, performance and completion of work within the stipulated time. Women prefer IT sector for better stability, regular working hours and secured environment. Women employment has become more significant after the year 1980.

**Women in the Indian IT Industry**

One of the significant changes witnessed in the labour markets in India in the last decade has been the entry of women professionals. The percentages of females in regular employment in urban India, increased from 25.8% in 1983 to 33.3% in 2000 and the labour force participation rates is projected to reach 361 per 1000 females in the year 2026. (McNay, Unni, & Cassen, 2004). In the organised sector, women workers constituted 18.4% as on March 31, 2003, of which about 49.68 lakh (4.96 million) women were employed in the public and private sectors (The Financial Express, 2006). In fact, the largest numbers of women employees are in the IT/ITES sector (Wakhlu, 2008). The phenomenon of Indian Women IT professionals’ is the term used to describe the enormous rise of women in the IT/BPO industry (The Indian programmer, 2000). Women accounted for 26.4% of the total India-based workforce in the IT industry in 2007, up from 24% in 2005 and women comprise 25% of the employee strength of the major Indian IT companies (Ali, 2006). Women’s participation in the IT workforce is seen as a critical enabling factor for the continued growth of the industry (The Economic Times, 2009).

The characteristics of the software services industry in India and the nature of the work pose some unique challenges for professionals in the industry. The challenges are aggravated in the case of women professionals. The software industry in India is characterised by a project-oriented organisation and as the industry has matured, more complex and strategic projects have been outsourced to India (Ethiraj, Kale, Krishnan, & Singh, 2005).

Software professionals are faced with an environment of uncertainty and instability with consequent pressures to work longer hours (Scholarios & Marks, 2004). This pressure is a result of two factors. First, the time differences with the West, US and Europe, necessitate employees to work at night in India. Furthermore,
the concept of a 24-hour knowledge factory the evolution of 24-7-365 help desk support requires software engineers to conduct team meetings and virtual work sessions, where team members need to adopt temporal flexibility, a more fluid approach to time—whether holding conference calls outside the traditional 8 to 6 workday or fast-tracking a software project in shifts (Teagarden, Meyer & Jones, 2008). Second is the project-based work with unpredictable workloads and the requirement to deliver projects consistently within the stipulated time and without critical bugs (Mathew, 2007), often involving extensive travel. The project orientation of the industry with rapid technology changes that make skills quickly obsolete requires software professionals to frequently re-skill. Consequently, software professionals need to put in extra training and educational hours to keep up with these changes (Armstrong, Riemenschneider, Allen & Reid, 2007).

Women who aspire to play a bigger role in technology need to maintain a consistently high learning curve. With the constant innovation happening in this arena, it is not enough to be a good worker in the IT industry; one must keep updating technological skills. No other industry sees such significant changes in technology from time to time (Ali, 2006). The time required for professional development will have to come out of the personal time of the employees. Long working hours, unpredictable workloads and the constant pressure of updating skills all lead to work-life balance of IT professionals. However, it must be recognised that in Indian society, where a woman’s role in relation to herself, her family and society is being redefined, the new and expanded role of women with a strong occupational identity is putting a lot of pressure on women’s time and energy.

Indeed, balancing work and family and evading conflict between these two roles was one of the commonly cited challenges of IT work in a study on women in IT (Adya, 2008). Thus, well educated and highly skilled women software professionals in India have entered a rapidly growing and very demanding sector in which they want to pursue their careers. The nature of the industry and the fact that women software professionals are in the crucial phase in their lives, 23-38 years, where women are drawn into marriage and motherhood, puts increasing pressure on maintaining a balance instead of conflict between work and family. The present study was designed to explore, document and analyses the factors that influence the
work-family balance of women software professionals and also to understand the support they receive both in their personal and professional lives.

**Issues related to women employees in IT industries**

Software industries are marked with special features and these are different from the traditional and manufacturing industries. One of the special features is work time. The work times are long and flexible. The timings depend on the project undertaken by the employees. Depending on the project, the employees have to wait even after the working hours extending the timings till late night. Women employees find this difficult to manage especially the married women with kids. The long work time with the timings changing continuously, accompanied by dual responsibility one at home and another at work place leads to many problems.

Greehaus and Beutall (1985) researched on pressure on the working women and concluded that time based conflicts, work schedules, work orientation, marriage, children and spouse; employment patterns may all produce pressure to participate extensively in the work role or family role. According to Freeman and Aspray, 1999 the prevailing notion that IT work involves long working hours and not conducive to family life inhibits women to pursue career in IT. The high pressure on the women employee is forces her to look for external help to resolve the conflict. There’s been a jump in the demand for processed, ready-to-eat and ready-to-cook food. Amount of money spent by Indian on foods outside home has been assessed and has doubled over the last ten years to nearly $5Billion a year. Also, it’s likely to double in the five years to come. (Life style changes of Indian families & its impact on Health, Dr A.K. pancholia, Indore, 2000).

With a shift in eating habits and the adoption of a sedentary life style that has resulted in rapid escalation of lifestyle diseases with alarming projection by WHO that by 2020, seven million Indians may die of lifestyle diseases. (WHO.Preventing chronic diseases: a vital investment.Geneva. WHO 2005) The major change seen is in the dependency of the women on outside food. Similarly, with the changing shifts, the timing of the food intake also keeps on changing, further affecting the health adversely. More and more women are having general and occupational health problems in India. Dr YK Jalote, physician and cardiologist, explains that junk
food, lack of exercise, excessive work pressure and no-diet control are the main reasons for increasing strokes and obesity among women in India. According to him, working women get so busy juggling home and careers that they give little attention to their health, leading to problems like hypertension and stress among women. On one hand women employees have to bear higher role conflict, higher pressure at workplace, compromise with children and family and still there is lesser satisfaction at work place. This is so because most of the women employees get restricted to low end jobs and at the most they reach the middle level. Women employees even today, are very few at higher end of the hierarchy. In addition, the life of women is becoming more and more insecure and unsafe due to night shifts or late night works. Companies have encouraged women participation through various initiatives which take care of the special needs of the female employees ‘pick-and-drop’ cab facilities, formation of anti-sexual harassment committees, provision of maternity leaves during pregnancy and creation of exclusive web portals for females. But with increase in the participation, certain issues related to women employees also started cropping up. We were interested in finding out whether women face problems of safety, malnutrition and ill health like traditional sector, working conditions and status of women employees in software industries and various other issues related to them.

1.11 Company Profile

There are four software companies chosen for the study, namely Infosys, Wipro, TCS and HCL. A brief profile of these software companies are discussed below, which are relevant for the research topic.

1.11.1 Infosys Technologies Ltd.

Infosys Technologies Ltd., (NASDAQ: INFY) was started in 1981 by seven people with US$ 250. Today, they are a global leader in the “next generation” of IT and Consulting with revenue of US$ 5.4 billion (LTM Sep-10). Infosys defines designs and delivers technology-enabled business solutions that help Global 2000 companies win in a Flat World. Infosys also provides a complete range of services by leveraging their domain and business expertise and strategic alliance with leading technology providers. Their offerings span business and technology consulting
application services, system integration, product engineering, custom software
development, maintenance, re-engineering, independent testing and validation
services, IT infrastructure services and business process outsourcing. Infosys
pioneered the Global Delivery Model (GDM), which emerged as a disruptive force
in the industry leading to the rise of offshore outsourcing. The GDM is based on the
principle of taking work to the location where the best talent is available, where it
makes sense to the best economic sense, with the least amount of acceptable risk.

Infosys has declared its vision, mission and values. Vision - “To be a
globally respected corporation that provides best-of-breed business solutions,
leveraging technology, delivered by best-in-class people”. Mission – “To achieve
the objectives in an environment of fairness, honesty and courtesy towards the
clients, employees, vendors and society at large” Values - Infosys believe that the
softest pillow is a clear conscience. The values that drive Infosys underscore is
commitment to: Customer Delight - To surpass customer expectation consistently,
Leadership by Example - To set standards in their business and transactions and be
an exemplar for the industry and Infosys, Integrity end Transparency - To be ethical,
sincere and open in all the transactions, Fairness - To be objective and transaction
oriented, and thereby earn trust and respect, Pursuit of Excellence - To strive
relentlessly, constantly improve the teams, and services end products to become the
best.

Employees hailing from over 70 nationalities, Infosys have built an enduring
value system based on openness, honesty, fairness and transparency, which has
earned them the confidence and trust of Infosys clients. Infosys enjoy plus 95 per
cent customer retention. Infosys has built one of the largest corporate education
centres in the world. This “finishing centre”, with an annual capacity of 15,000,
provides engineering graduates who aspire to be employees with the equivalent of a
Bachelor of Science degree in Computer Science from an American university. The
partnership focuses on developing solutions that incorporate Infosys IP and the
alliance partners’ technology and services. Infosys jointly deliver and market
Infosys solutions to clients across multiple industries and geographies in different
technologies like SAP, Oracle, and Microsoft.
Infosys has a global footprint with 63 offices and development centres in India, China, Australia, the Czech Republic, Poland, the UK, Canada and Japan. Infosys and its subsidiaries have 160000 employees as on 2012. Infosys takes pride in building strategic long term client relationship. Over 97% of their revenues come from existing customers (FY’10).

1.11.2 Wipro Technologies Ltd.

Wipro is at the forefront of technological and business co-innovation with 136 patents and invention disclosures. With enhanced business performance at the core of its deliveries due to its strong R&D and Innovation focus, Wipro gets an enviable 95 per cent repeat business. With more than 100000 associates from over 70 nationalities and 72 plus global delivery centres in over 55 countries, Wipro’s services span financial services, retail, transportation, manufacturing, healthcare services, energy and utilities, technology, telecom, and media. Wipro’s unwavering focus has been on business transformation with matchless innovation in service delivery and business models. More than 800 active clients that include Governments, educational institutes, utility services, and over 150 Global Fortune 500 enterprises have benefited from this approach.

Wipro’s complete range of IT Services addresses the needs of both technology and business requirement to help organizations leverage leading edge technologies for business improvement. Wipro takes change of the IT needs of the entire enterprise. The gamut of services extends from enterprise application Service (CRM, ERP, e-Procurement and SCM), to e-Business solutions. Wipro enterprise solutions have served and continue to serve clients from a range of industries including energy and utilities, finance, telecom, and media and entertainment. Wipro’s Technology Infrastructure Services (TIS) is the largest Indian IT infrastructure services provider in terms of revenue, people and customers with more than 200 customers in US, Europe, Japan and over 650 customers in India. It is powered expert skills of over one lakh technical specialists and state-of-the-art BS 15000 certified infrastructure for operations support. A phased approach towards process standardization, process optimization and process re-engineering is achieved. Wipro BPO provides a board range of services from customer relationship
management, back office transaction processing to industry specific solutions. The key element of services delivery is an integrated approach towards providing increasing value over the entire course of the client relationships. This involves a phased approach towards process standardization, process optimization and process re-engineering.


Wipro group includes, a) Wipro Infrastructure engineering - It has emerged as the leader in the hydraulic cylinders and truck tipping systems market in India. b) Wipro InfoTech - It is one of the leading manufacturing of computer hardware and a provider of systems integration services in India. c) Wipro Lighting - Its manufactures find markets in the Wipro brand of luminaries. Wipro Lighting offers lighting solutions across various application areas such as commercial lighting for modern work spaces, manufacturing and pharmaceutical companies, designer petrol pumps and outdoor architecture. Some of the achievements of Wipro includes, first Indian IT Service Provider to be awarded Gold — Level Status in Microsoft’s Windows Embedded Partner Program, World’s largest independent R&D Services Provider, World’s 1st ICMM Level 5 software company, World’s 1st IT Services Company to use Six Sigma, the first to get the BS 15000 certification for its Global Command Centre, among the top 3 Offshore BPO service providers in the world, the only Indian Company to be ranked among the ‘Top 10 global Outsourcing Providers’ in the IAOP-Fortune Global 100 listings, the first company in the world to be certified in BS 7799 (2002) security standards.
One of the world’s largest third party R&D services providers, Wipro caters to product engineering requirements in multiple domains. Most of the technology that come across in daily life - airplanes, automobile navigation systems, cell phones, computing servers, drug delivery devices, microwaves, printers, refrigerators, set top boxes, TVs - will find a Wipro component in them. The service portfolio includes product strategy and architecture, application and embedded software, electronic and mechanical hardware, system testing, compliance and certification and product sustenance and support. Wipro believes that certain core technologies have a significant impact on business competitiveness going forward. Towards that direction, Wipro’s Research and Development activities is currently focus on Cloud Computing, Collaboration, Green Technologies, Mobility Applications, Social Computing, Information Management and Security.

1.11.3 Tata Consultancy Services Ltd.

TCS is software services consulting company headquartered in Mumbai, India. TCS is the largest provider of information technology and business process outsourcing services in Asia. TCS has offices in 42 countries with more than 142 branches across the globe. The company is listed on the National Stock Exchange and Bombay Stock Exchange of India. Tata Consultancy Services started in 1968, as a division of Tata Sons Limited. In August 2004, Tata Consultancy Service Limited made its IPO. Mr. Ratan Tata who is presently the Chairman was entrusted with the job of Steering TCS. The early days marked TCS responsibility in managing the punch card operations of Tisco. The company, which was into management consultancy from day one, soon felt the need to provide solutions to its clients as well. TCS was the first Indian company to make forays into the US market with clients ranging from IBM, American Express, and Sega etc. TCS is presently the top software services firm in Asia. During the Y2K build-up, TCS had setup a Y2K factory in Chennai as a short-term strategy. Now, with e-business being the buzzword, the factory is developing solutions for the dotcom industries. Today, about 90 per cent of TCS revenue comes from consulting, while the rest from other products. TCS has great training facilities, in addition to training around 5 per cent of the revenue is spent upon its R&D centres like the Tata Research Design and
Development Centre at Pune, along with a host of other centers at Mumbai and Hyderabad.

TCS uses its industry experience and technology expertise to effectively develop products, tools and methodologies that help to bring solutions to the fore more quickly and with higher quality. These tools helped them achieve customer satisfaction rating of 87 per cent a figure much higher than the industry standards for on-time project delivery. Over the years, TCS have evolved processes and systems that capture critical client needs, survey the set of existing third-party tools and technologies, and then develop solution accelerators that help clients achieve quicker outcomes. TCS have over 50 Centres of Excellence which track domain and technology trends and address the most critical client needs through specific frameworks or methodologies that accelerate the implementation process for third-party products. TCS is a preferred alliance partner for most leading IT product and platform companies, including Oracle, SAP, Microsoft, IBM and HP, among others. With intimate knowledge of their technologies and products, TCS build complementary solution accelerators that help clients in specific industries such as textile manufacturing, or with specific needs (e.g., an ERP platform upgrade) that leverage the true potential of these technologies.

The Business Value for TCS clients includes, reduced risks and costs associated with the technology procurement process and technology ownership, competitive advantage by leveraging TCS industry, product and service expertise and the partner’s technology products and services, reduced IT costs with cost-effective solutions at scale, reduced risks through end-to-end solutions, ability to leverage training resources to help plan and build solutions using Partner products and seamless solutions. The TCS-Alliance Partner Advantage includes, partner organizations and TCS work together to create new offerings, privileged access to development software, architectural expertise and sizing and configuration assistance, key benefits and resources for building and selling solutions supporting Partner systems and joint go-to-market initiatives.

IT Solutions and Services (74.9 per cent of net sales) of TCS, is a segment that develops IT products for and offers IT services to customers. Some of these IT
products include software applications and systems for performance management, customer relationship management and supply chain management. Some of the company's IT services include software application management, system integration, data mining and data quality management. Business Process Outsourcing (6.2 per cent of net sales) of TCS is another segment that helps customers automates and completes specific non-core business tasks. Some of these non-core business tasks include payroll, finance and accounting, and human resources, the Engineering and Industrial Services (5.4 per cent of net sales) of TCS. Segment helps customers engineer and manage products, design and Automate Plants, and source for and manufacture components. IT Infrastructure Services (6.5 per cent of net sales) of TCS builds and maintains IT infrastructure for customers, Asset Based Offerings (3.6 per cent of net sales) of TCS develops IT products for and offers IT services to customers that Operate specifically in the banking, financial services and insurance industries.

Now, with a presence in 34 countries across 6 continents, and a comprehensive range of services across diverse industries, TCS is one of the world’s leading Information technological companies. Six of the fortune top 10 company’s are among the TCS valued customers. TCS is the part of one of Asia’s largest conglomerates - the TATA Group - which, with its interests in Energy, Telecommunications, Financial Services, Chemicals, Engineering & Materials, provides us with a grounded understanding of specific business challenges facing global companies. TCS is a leading IT services provider, with a wide breadth of services across the entire Information technology spectrum. TCS provides following services and solutions; Consulting, IT Services, BPO, IT Infrastructure Services, Engineering and Industrial Services, Product Based Solutions. Over $25 million had been spent on enhancing hardware and software infrastructure.

1.11.4 HCL Ltd.

HCL is a leading global Technology and IT Enterprise with annual revenues of US $ 5.9 billion. The three decade old enterprise, founded in 1976, is one of India's original IT garage start ups. Its range of offerings span R&D and Technology Services, Enterprise and Applications Consulting, Remote Infrastructure
Management, BPO services, IT Hardware, Systems Integration and Distribution of Technology and Telecom products in India. The HCL team comprises 80,000 professionals of diverse nationalities, operating across 31 countries including 500 points of presence in India. HCL has global partnerships with several leading Fortune 1000 firms, including several IT and Technology majors. From aeronautics to life sciences, HCL touches millions of people through technology across the world every day. Shiva Nadar is the founder of HCL.

HCL Technologies is a leading global IT services company, working with clients in the areas that impact and redefine the core of their businesses. Since its inception into the global landscape after its IPO in 1999, HCL focuses on 'transformational outsourcing', underlined by innovation and value creation, and offers integrated portfolio of services including software-led IT solutions, remote infrastructure management, engineering and R&D services and BPO. HCL leverages its extensive global offshore infrastructure and network of offices in 26 countries to provide holistic, multi-service delivery in key industry verticals including Financial Services, Manufacturing, Consumer Services, Public Services and Healthcare. HCL takes pride in its philosophy of 'Employees First' which empowers their transformers to create a real value for the customers. HCL Technologies, along with its subsidiaries, had consolidated revenues of US$ 2.9 billion (Rs. 13,145 crores), as on 30th September 2010 (on LTM basis).

HCL Info systems Ltd., is India’s premier hardware, services and ICT systems integration company offering a wide spectrum of ICT products that includes Computing, Storage, Networking, Security, Telecom, Imaging and Retail. HCL is one-stop-shop for all the ICT requirements of an organization. It is India’s leading System Integration and Infrastructure Management Services Organization. HCL has specialized expertise across verticals including Telecom, BFSI, e-governance and Power, HCL has India’s largest distribution and retail network, taking to market a range of Digital Lifestyle products in partnership with leading global ICT brands, including Apple, Cisco, Ericson, Kingston, Kodak, Konica Minolta, Microsoft, Nokia, Toshiba, and many more.
The TIME magazine has referred to HCL as an "intellectual clean room where its employees could imagine endless possibilities". The fact is, over the last thirty years HCL has been operational; the company has stood by its values and core philosophy. Fuelled by the entrepreneurial zeal of its founders, HCL developed the first indigenous micro-computer in 1978, at the same time as Apple. Since then, HCL has had a 3 decade rich history of inventions and innovations. Intrapreneur is the term that best describes the HCL employees, ever since HCL entered into an alliance in 1970s, partnerships and HCL have been inseparable. Bonds have been forged with partners to co-create value. Strong inorganic growth is the testimony to the spirit of partnerships. This entrepreneurial and win-win relationship driven culture continues to guide HCL in all its endeavours.

HCL Technologies has been declared as one of Britain’s Top Employers for 2011 for the fifth consecutive year by the Corporate Research Foundation (CRF) Institute. HCL was evaluated in a Gartner report - ‘HCL positions itself as 'CIO's Best Friend' at its 2010 North American and European Analyst Events’ by Arup Roy et al, 19 January 2011. HCL has been positioned as a Leader in a recently published Gartner report titled ‘Magic Quadrant for Help Desk Outsourcing, North America’ by William Maurer, Bryan Britz, Helen Huntley and David Edward Ackerman, 29 March 2011” (The Magic Quadrant is copyrighted 2011 by Gartner, Inc. The Magic Quadrant is a graphical representation of a marketplace and for a specific time period. It depicts Gartner’s analysis of how certain vendor’s measure against criteria for that marketplace, as defined by Gartner. Gartner does not endorse any vendor, product or service depicted in the Magic Quadrant, and does not advise technology users to select only those vendors placed in the ‘Leaders’ quadrant. The Magic Quadrant is intended solely as a research tool, and is not meant to be a specific guide to action. Gartner disclaims all warranties, express or implied, with respect to the research, including any warranties of merchantability or fitness for a particular purpose). HCL has been named as a Leader in the report titled ‘Forrester Wave™: Global IT Infrastructure Outsourcing, Q1 2011’, published in March 2011 by Forrester Research, Inc. HCL emerged as one of the strongest India-centric Infrastructure Management Providers in the report.
1.12 The Indian Software Industry-Current Trends, Challenges and the Future

The Indian Software Industry is the uncrowned king in the outsourcing of software services. They have shifted emphasis to off-shore projects since the on-site software development has virtually come to a standstill. They have started to scout for newer markets, improve on the per capita efficiency, concentrate on future technologies, revamp their organizational and marketing structure.

The share of onsite work has come down as most foreign companies prefer to sustain as much of their own employees rather than outsiders. Companies in India have now shifted gears doing off-shore development which is much cheaper. They have started looking at the European and Japanese markets which have not yet been affected by the slowdown. Other markets which they are tentatively eyeing are the Australian, South American and Middle East markets. Most companies have decided to tide over the problem of reduced profits by resorting to layoffs and cutting down heavily on fresh recruitment. These are measures to bring down the numbers on the bench which have been increasing for some time now. The focus on web centric software development which used to be their prime revenue earner is a thing of the past and these companies are concentrating now on the banking and the e-governance sectors. Even the high flying companies are doing the low grade maintenance work for their clients to create good relationships in the hope of getting a big project from them sometime in the future.

Another challenge that Indian companies are facing is that most corporations prefer to keep the most lucrative projects for their employees and leaving the crumbs for the Indians to brush up. The Indian IT Industry( 109Billion $) is going through a massive shift in a move taken by software companies where India's IT outsourcers are promoting "mini CEOs" capable of running businesses on their own, while trimming down on the hordes of entry-level computer coders they normally hire as they try to squeeze more profits out of their staff. The shift by Infosys Ltd and others is symptomatic of a maturing industry that wants more revenue from its own intellectual property instead of providing only labour-intensive, lower-margin information technology and back-office services. For young graduates who see the
$108 billion IT industry as a sure pathway to modern India's growing middle class, the transformation is unsettling. The focus was more on career earlier but now the value of a professional is judged by how quickly he/she is able to adapt himself/herself to the changing environment and do skilful learning.

1.13 Conclusion

In conclusion, the themes that emerged from the qualitative analysis highlighted the pervasive factors that impact the work–family balance. The societal role expectations, women’s career ambitions, and the nature of the IT industry challenges the way they manage their professional and personal lives. While their self-identities primarily lie in their work, they are strongly influenced to perform the roles of homemaker and dependent care provider given the societal expectations; this does require negotiation both at home and at work in terms of how and when work can be done. Furthermore, women who had taken a slow track in their career growth, mentioned that this was a conscious choice as they felt their families needed them more at that point of time. An implication is that organisations may not be effectively utilising their talent; however implementing HR policies and practices would facilitate women in pursuing their career goals and dependent care responsibilities. With an increasing number of women entering the workforce and the Indian IT industries facing a talent shortage, it appears that understanding the role of work and family in the lives of women professionals will become an important HR concern.

Indian women IT professionals can achieve the work–family balance by setting priorities in their work and personal lives and by having support systems both at work, formally through HR policies and programmes, or informally through supervisor and co-worker support and at home. The data raised issues that need to be addressed both from an academic and practice point of view. The identified dimensions could serve as a platform for further research on women IT professionals and the work–life balance which will serve as a guide for organisations to address the work–family balance issues of working women by designing and implementing HR policies and practices for facilitating the work–family balance. This, in turn, would go a long way in enabling women to perform better at work, be more
committed to the organisation, and ultimately contribute to the growth of the economy and positively impact society as whole.

1.14 **Problem Focus**

For the past 15 years the contribution software industry in Indian economy is never ignorant in overall performance of Indian software export. The performance of the software industry depends only on the efficient employees, especially the knowledge of women software employees. Women 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 is steadily shows the decreasing trend from 85% to 52% in the last ten years and more over 80% of women employees in software industry have more health issues and they are also not in the position to balance their family as well as high pressure working environment even though the women employees contribution is constantly supporting for the development of software industry. Hence, the aim of the study is an attempt to analyze the work life balance of women software employees.

1.15 **Objectives**

1. To identify the influence of working environment towards work life balance.

2. To analyse the influence of personal environment towards work life balance.

3. To identify women employees perception and satisfaction of work life balance.

4. To analyse the women employees expectation of managing regular work life balance.
1.16 Scope for the Study

The concept of work – life balance is gaining importance across IT organizations. This study aims at helping IT organizations build more effective policies with respect to work – life balance, it also helps the organizations introduce new work – life balance programs and encourages sharing of best practices across IT organizations. Studies reviewed have revealed that as a consequence of work life balance among women employees in IT companies in Chennai may lead to frustration in the job, burnout, and dissatisfaction in the work and may give rise to health problems to the individuals. It may also have a negative impact on the family with lack of care to children and dependents, conflict with the spouse and dissatisfaction with life.

The present study is a serious attempt to understand and explore in the Indian IT context behavioral variations and their implications that these variables have on employees. The insight will contribute towards the basic understanding in IT organizations, and behavioural sciences with special reference to work life balance women employees in IT organizations. It is also an earnest attempt to bridge the gap especially in this area by highlighting the relevance and importance of work – life balance of individual and organizations and hoping this study will initiate a series of serious and productive discussion on the subject.

The influence of demographics on the work life balance of women employees in software companies in Chennai should be studied. The investigator has identified the work life balance among women employees in IT industry in Chennai owing to the extended hours of work and the pressure on the work to complete the projects in time. The long distance of travel to the offices which are located on the outskirts of the city also results in the work life conflict of women employees. The study of the work life balance of women employees will help the organization and the individual to pay attention to the needs and problems of women employees on whom the society at large depends for the future growth of the nation.

The findings and outcome of this research will be beneficial to the IT organizations in India, which is a flourishing industry and contributes significantly to the GDP of the country and the talent pool of the world. The study will bring in sharp focus the major challenges encountered in these areas and the solutions that will aid IT organizations to deal more significantly in increasingly their effectiveness.
CHAPTERIZATION

Chapter I contains a short introduction about the Information Technology sector and it includes the origin, meaning, nature, definitions and significance of the work life balance, necessity for women to perform multiple roles leading to work life balance, the scenario of women employment, statement of research problem, objectives of the study and scope of the study. The first chapter ends with the need, objectives of the study and the chapterization of the thesis.

Chapter II The review of literature is ordered with the studies on work life balance. The various problems faced by women for balancing their work and life, their work life conflicts and the empirical evolution of conceptual and methodological issues pertaining to the work life balance and the research gap are discussed in this chapter.

Chapter III discusses the research methodologies adopted for the study with research design, analytical techniques, sample size determination, sampling method, selection of respondents, selection of company, selection of area, pilot study, questionnaire construction, reliability and validity tests. This chapter also specifies the limitations of the study.

Chapter IV consists of the data analysis and inferences relating to the profile of the women employees, factors of work-life balance of women employees in IT industry, influence of demographics on factors of work-life balance, association between personal life satisfactions. This chapter includes a model proposed for the work-life satisfaction of women employees working in IT sector.

Chapter V contains summary of findings, conclusions and implications of the study and the suggestions for future research. Finally, the thesis ends with detailed references and appendixes where the tools and other vital information are appended.