CHAPTER - II

REVIEW OF LITERATURE

Introduction

The literature study is meant to build a theoretical framework for supporting the data gathering and some of studies related with WLB of working women in IT sector were collected. Review of literature is an important step in undertaking the research. It helps in clarifying and defining the problem, stating objective, formulating hypotheses, selecting appropriate design and methodology of the research as well as interpreting the result. In this chapter, the literature review which was published from the year 2000 onwards is taken into consideration.

This review will establish the key factors needed for the framework within which the study has been conducted. This chapter discusses the Literature Review on WLB and makes an assessment on the impact of work & personal life dimensions of the WLB of women employed in IT, Banking and other types of industries. Most of the studies have been done on Work life conflicts and WLB practices. However, most of the researchers have given emphasis on working hours, work load, job satisfaction, workplace issues including managing change, overlap of work and other dimensions of life, stress and burnout, ill-health, marital conflicts, productivity, etc. Many researchers focused on the WLB of BPO, insurance and banking sectors. So, it becomes important to study about the WLB of women employees in IT sector. The reviews collected for this research are summarized are as follows.

Lewis, S (2000), The concept of work-life balance is based on the notion that paid work and personal life should be seen less as competing priorities than as complementary elements of a full life. The way to achieve this is to adopt an approach that is “conceptualised as a two way process involving a consideration of the needs of employees as well as those of employers”. In order to engage employers in this process, it is important to demonstrate the benefits that can be
derived from employment policies and practices that support work-life balance, and the scope that exists for mitigating their negative effects on the management of the business.

**Allen, T.D et.al. (2000),** also found that as WFC increased, job satisfaction decreased among individuals of both genders in diverse professions, various career stages and from different countries. And also when WFC increased, organizational commitment decreased, where WFC is associated highly with turnover or the intention to leave. Both physical and psychological stress have been associated with WFC, including Psychological strain, anxiety, general life stress, increased blood pressure, alcohol abuse, burnout, work related stress and depression.

**Myrtha Casanova (2001),** has said that a high proportion of companies in Spain are not fully aware of the impact that Work/ Life balance strategy has on corporate results. 67% of the companies in Spain that have mentioned Work / Life balance is not a priority for them are actually initiating a relatively high number of such schemes. They do not consider it as a strategic tool. In contrast, the companies that implement the lowest number of such programs, state that work /life balance is a corporate policy priority.

**Guest, D.E (2001),** points out that different aspect of an individual’s personality also add to the different perceptions of balance. Guest gives the example of workaholics who choose to work long hours even though they may not have to, and this is usually at the expense of other activities.

**Burke, R.J (2002),** observes that both women and men prefer working in organisations that support work-life balance. Men appeared to benefit more than women. Women stress that work and family are both equally important and both are the sources of their satisfaction. When work does not permit women to take care of their family, they feel unhappy, disappointed and frustrated. The author suggests that the lesser stress the intention to quit will be lower in the organization.

**Daniel Vloeberghs (2002),** denoted in his study that the Family and Business Audit (FBA) are being developed on behalf of the Flemish government to
assist in work life balance. In accordance with this, the attention to the social responsibility of companies has also increased. An important part being the daily combination of family life and business life, with which all families and companies are confronted.

Parasuraman, S and Greenhaus, J.H (2002), suggest that the consequences of work-family conflict have been investigated widely, finding high levels of conflict producing dissatisfaction and distress within both the work and family domains. However, the mutually enriching effects that work and family can have upon each other have been rarely considered. They also suggest that there has been an over-emphasis on the impact of environmental and situational factors on WLB, at the expense of investigating individual differences, such as personality constructs.

Jeffrey H. Greenhaus, et.al. (2003), have conducted a study on the relations between work life balance and quality of life in specific that relation between work-family balance and quality of life among professionals employed in public accounting. For individuals who invested substantial time in their combined work and family roles, those who spent more time on family than work experienced a higher quality of life than balanced individuals. The study concluded that imbalances produces such small differences in engagement or satisfaction between work and family roles that the degree of balance has little or no implications for an individual’s quality of life.

Stephen P.Robbins, (2003), Employees are increasingly recognizing that work is squeezing out personal lives and they are not happy about it. Studies suggest that employees want jobs that give them flexibility in their work schedules so that they can manage work-life conflicts better. Organizations that don’t help their people achieve work-life balance will find it increasingly hard to attract and retain the most capable and motivated employees. Research on work/life conflicts has provided new insights for managers into what works and when. Time pressures are not primary problem underlying in work/life conflicts. It is the psychological interference of work into family domain and vice versa. People are worrying about personal problems at work and thinking about work problems at home. This suggest
that organizations should spend less effort helping employees with time management issues and more effort at helping them clearly segment their lives.

**Drew, E et.al. (2003),** say that male senior managers are finding it difficult to achieve their desirable work-life balance due to developments in information technology which mean senior managers can be expected to be “on call” at almost any time of the day or weekend. They also found that all the senior managers whom they interviewed were opposed to the idea of working from home because they thought this would be required in addition to their already lengthy office work schedule.

**Wentling, R.M. (2003),** has observed that the twin roles of women cause tension and conflict due to social structure. This study is on working women in Delhi, shows that traditional authoritarian set up of Hindu social structure continues to be the same and hence women face problem of role conflict and it is suggests that change in attitudes of men and women according to the situation can help to overcome their problem.

**Judy de Villiers and Elize Kotze, (2003),** have found that work-life balance is a personal issue that varies across time and situations and the underlying conflict experienced pertains to role overload and role interference. The most significant work-life conflict arises from complex workplace issues, including managing change, supervisory and technical competences, leadership, roles and accountabilities, and culture. The results suggest that leadership, supervisor/manager recognition and support for individuals and their needs, influence work-life balance and work life balance can be improved by nurturing individual balance-enabling skills as well as developing organizational balance-supportive capabilities.

**Karakas,F and Lee, M.D (2004),** refer Work-life balance to people having enough time to have balance in their job and home life. Work life balance issues can be solved by spending good time with family members, getting free time to be able to relax for emotional wellbeing and health of family members, having good communication and support from the fellow colleagues, obtaining high quality child care and education; and being satisfied with the work load.
Ujvala, and Swati Smita, (2004), have given report on Census survey of India of 2001 indicates that there are 935 women for every 1000 men in the country, making the female population about 48% of the total population. The working population constitutes about 36% of the total population and women constitute about 32% of the working population.

Basant, et.al, (2004), suggest that Women’s Labour force participation has been increasing in many developing countries and India is no exception. The rise in women’s participation is accompanied by a shift in the employment from the agricultural to the non agricultural sectors specially the tertiary sector what we call as service sector. Due to increased competition and globalization, developed countries are outsourcing many of the activities to the developing countries. India is the leader in this regard. Women are finding increasing employment in trade, finance, real estate and other business services, in addition to IT occupations.

Lingard, H and Lin, J (2004), have studied 109 females and showed that women in the construction sector valued work-life balance policies because of the transparency and support and felt that more commitment to such employers. They found that participants did not perceive construction careers as compatible with family life and felt forced to choose between work and family. Organizational commitment to work life balance was found to be a determinant of employee turnover, motivation and productivity for females.

Mattis, M.C(2004), ascertained the reasons for starting own business as childcare obligations; participation in community affairs; personal health concerns; elder care; and other family obligations and caring for family is a strong driver for women to become self employed. It is suggested that many female owned and managed SMEs may operate with the primary purpose of fulfilling the SME owner-manager’s personal needs.

Jack Welch, (2005), says “Work life balance is a swap a deal you have made with yourself about what you keep and what you give up. It is no coincidence that work life balance entered the public domain about the time that women –and especially mothers in dual career households-started working in force. Suddenly there was a whole group of people juggling two mutually exclusive and colliding
demands: being great parents and great employees at the same time. Especially in the early days, the struggles to make everything work were messy and painful for many working moms and their stories were filled with guilt, ambivalence and anger”.

Joanna Hughes, and Nikos Bozionelos, (2005), concluded a study on “Work-life balance as source of job dissatisfaction and withdrawal attitudes” The purpose of this article is to explore the views of male workers in a male dominated occupation on issues that pertain to work-life balance. It emerged that work-life imbalance was not only a source of concern, but also that it was the major source of dissatisfaction for participants. Furthermore, participants made a clear connection between problems with work-life balance and withdrawal behaviours, including turnover and non-genuine sick absence. The study has value at both scholarly and practice level. At scholarly level, the research investigates an important contemporary issue within a neglected group: male workers in a low profile male dominated occupation. At practice level, the findings suggest that work life imbalance incurs tangible costs to organisations hence, organisations need to establish human resource systems.

Herta Toth (2005), analyzed the gendered nature of work-life balance dilemmas based on in Hungary. The results reveal that men and women have different perceptions of work-life balance and adopt different coping strategies to manage work and family commitments. Overall it is found that work-life balance is constructed as an individual, rather than a corporate responsibility and this also creates gendered inequalities and it suggests ways in which family-friendly initiatives can be introduced within the Hungarian organizational context.

Byron, K. (2005), argues that family-interfering-with-work (FIW – family issues impacting upon the work domain) and work-interfering-with-family (WIF – work issues impacting upon the family domain) have different antecedents, namely that work variables tend to be associated with WIF and non-work variables with FIW, and therefore studies should take account of both types of conflict/interference.
Eileen Drew, and Eamonn M. Murtagh, (2005), have examined the experience of and attitudes towards, Work-Life Balance (WLB) by female and male senior managers in a major Irish organisation. The study found that the greatest obstacle to achieve WLB is seen as the “long hours” culture in which availing oneself of flexible option is incompatible with holding a senior management post. Many of the senior men have followed the “breadwinner” model by being able to delegate family and caring activities to their wives. This option has not been possible for the majority of women in senior posts. Hence, men seek WLB to resolve commuting/working time issues and women want to avail themselves of more flexible arrangements.

Imada, S., and Ikeda, S (2006), have observed that the majority of young women quit their jobs during pregnancy. Therefore, supporting job continuity during pregnancy is important. In addition, the childcare-leave system had no effects on female employee retention. Help from family and relatives and childcare center use are necessary.

Casper W.J., et.al, (2007), have investigated a range of socio-demographic characteristics of samples, including sex, marital status, child characteristics, race, hours worked, education and occupation and found that much relevant information regarding samples is mislaid from descriptions of work-family research, highlighting the difficulty in evaluating whether the existing research is likely to generalize to workers who are diverse in terms of family configuration or industry.

Chan Hak Fun (2007), have investigated the relationship between a full set of family friendly policies which include five day work week, flex time, family leave and employee assistance programs and turnover intention. Significant negative relations were found in regressing turnover intention on the whole of family friendly policies, five day work week policy, flex time policy, family leave policy and employee assistance programs. Job satisfaction was found only to have significant positive effects on five day work week policy of an employee assistance program.

Tanuja Agarwal (2007), says that work life balance is the term used to describe those practices at workplace that acknowledge and aim to support the needs of employees in achieving a balance between the demands of their family (life) and
work lives. The work life balance is about people having a measure of control over when, where and how they work. It is achieved when an individual’s right to a fulfilled life inside and outside paid work is accepted and respected as the norm, to the mutual benefit of the individual, business and society.

Jeff Hyman, and Juliette Summers, (2007), have assessed the influence of different forms of organizational representation on the provision of work-life balance, with employment policies. The study found that employees do influence work-life balance issues in the financial services sector, and work-life balance initiatives had greater breadth, codification and quality where independent unions were recognized. It demonstrates that organizations and unions need to retain and develop a focus on work-life balance applications.

Caroline Straub (2007), has analyzed the work-life balance practices and policies in 14 European countries, and to test whether these practices actually enhance the career advancement of women to senior management positions. And it is found that there are certain differences in the provision of work-life balance practices and women’s participation in the labour force among European companies. A positive influence of work-life balance policies and practices on women’s career advancement into senior management positions was confirmed in only one case the payment of an additional amount for maternity leave.

Fiona Moore (2007), has clearly demonstrated that workers and managers have quite different issues and needs when it comes to work-life balance. The managers focus more on achieving status and the workers on personal satisfaction. The findings challenge assertions that “flexible” working practices are good for work-life balance, that managers are better able to maintain a good work-life balance than workers, and that the development of an appropriate work-life balance policy assists in ensuring company loyalty and positive attitudes to work.

Meghnavirick, et.al, (2007), have examine how increased work overload of layoff survivors relates to their work-life balance and job and life satisfaction. The study has examined work-life balance as a mediating mechanism through which role overload exerts its influence on job and life satisfaction and it is found that layoff survivors experience higher levels of workload which impact overall role overload
that negatively affects work-life balance. The study concluded that high workloads experienced by layoff survivors contribute to reduced job and life satisfaction through work-life balance as a mediating mechanism.

A.Wakhlu Wendy C. Marcinkus, et.al, (2007), analyzed the relationship of a network of social support for midlife women with their attitudes toward work-family balance and work outcomes and indicated that the women generally received more personal social support than work-based social support. Work-based social support was positively associated with job satisfaction, organizational commitment, and career accomplishment; personal social support was also associated with job satisfaction and organizational commitment. Midlife women can also get benefit by seeking and accepting assistance from organizations, family, and friends, thereby ending attempts to be a superwoman, who singly manages work and home responsibilities.

Gunavathy and Suganya, (2007), have researched among married women employees of BPO companies and traced the causes, consequences of work life imbalance and interventions for work life balance. The causes for work life imbalance were classified as organizational and personal factors. The organizational factors included work-related factors, time-related factors and relationship-related factors. The personal factors included lack of family support, marital conflicts and frequent change in sleeping patterns. According to the study, the three main consequences of work-life imbalance were stress and burnout, ill-health and poor work performance. The respondents also experienced guilt of not being able to spend time with family, anxiety about poor performance, displacement of negative emotions on family members and on co-workers.

Madhuri Modekurti, and Rachana Chattopadhya (2008), have explained the relationship between organizational role stress and life satisfaction levels among women employees: an empirical study measures the stress and life satisfaction levels of women under relatively less intense organizational work climates. The results reveal that intense work climates contribute to higher stress and lower life satisfaction levels. The lack of career option as well as promotional opportunities
within the same profession tends to contribute to the increased monotony of the nursing jobs, thus leading to higher stress levels and lower levels of life satisfaction.

**Avinash Kumar Srivastav (2008)**, explains about dynamics of role stress in BPO industry aimed to understand how role stress operates in BPO industry. A sample of 104 employees from 15 BPO industries where taken in the study to measure the Organizational Role Stress (ORS). The study indentified that role stagnation was the most prominent role stressor and this reflects that BPO industry is suffering from a serious lack of career opportunities for its employees. Role distance, work life imbalance and role inadequacy are the three meta role stressors prominently operating in these companies.

**Mark Wickham, and Simonfishwick(2008)**, have stated that presenting a career – life balance approach to the work life balance issue the effective management of employees work life balance requires organizations to recognize and account for the array of work and non work roles that impact their employees working lives. The findings intimate that administration in order to manage the work life balance effectively, human resources managers should consider better representing the employees perspective in their management of the work life balance.

**Kiran Bedi (2008)**, say that women as a new class of leaders can play a very transformative role in the society. There is a transformation in the way the educated and the professional women of today are bridging up and supporting their families, as they are now equal bread earners and also work out of home like the men. They are now at par with the men in professional skills and even financial returns.

**G. Jagadeesan (2008)**, suggest that today, globalization offers great opportunities to women in all levels of industry and at the same time they also face several challenges in their work life. The working women have to contend with and overcome the social and mental barriers such as lack of proper education, lack of exposure to global business, social stigma and psychological inhibition.

**Rajesh et.al (2008)**, have analyzed that the dissatisfaction with working life is a problem, which affects almost all workers at one time or another, regardless of
position or status. The frustration, boredom and anger common to employees, disenchanted with their work life, can be costly to both individual and organization.

**Hema Subramaniam (2008),** states that logically, “work-life balance” will remain a mere concept (useful for debates and workshops) unless there is a collective change in corporate India. There has to be serious management buy-in and it has to be a wave that should ripple across all levels, and all domains. Managers should be made accountable every time they request an employee to stay back. Clients should be embarrassed to consistently demand service at crazy hours. Employees should be less passive and question the need to work extra hours except in a crisis. Employers should create a culture across the company that puts all this in place and then shout from their rooftops if they have achieved this.

**Kathleen P, Myra D (2008),** explains that the rise of women in the workforce has shown significant improvements for women, families and even poverty levels; and yet, most feel there is still a long way to go. Women all over the globe are dealing with the same balance issues and trying to understand how to “have it all” – both the successful family and home and the successful career.

**Samiakargwell (2008),** indicates that female managers give first priority to their families and secondary importance to their job. Married women managers who have children sought the assistance of others, (their extended families, servants, nannies and cooks). The priority married women managers give to their families play a negative role in their career progression and contributes to their under-representation at top management level. Female managers in senior posts have struggled to maintain their two roles. In effect they lost some of their training and promotional opportunities, which led to their dissatisfaction, or neglect of their biological role, or problems with their husbands.

**Skinner N, and Pocock B. (2008),** have investigated the relationship between work overload, work schedule control, work hours and their fit with preferences and work-life conflict among full-time employees. It was found that the strongest association with work-life conflict was demonstrated by work overload, followed by work schedule control, work hours and work hours fit. Time-based work life policies, procedures and interventions were found necessary, but not
sufficient, for addressing work-life conflict. They called for effective management of work overload to support a healthy work-life relationship.

**Margaret Deery, (2008),** has analyzed retention of good employees and the role that work-life balance (WLB) issues have in an employee’s decision to stay or leave an organization. The study also includes the need for minimum working hours, good role models at the workplace, flexible working hours and arrangements, sound recruitment and training opportunities and company family friendly work policies. The recommendations are made to assist organizations to retain their talented staff and not only to retain them but to provide a more holistic experience that includes a balance between their work environment and their home life.

**Sakthivel Murugan, (2009),** stated on Organizational Culture and Its Impact on the Performance of IT Employees in Chennai identified that the major factors such as organizational culture, work environment, safety and negotiation plays a vital role in employee performance. The author suggest that the organizational culture elements and strategies followed by Information Technology (IT) companies should be designed to attract and retain the professionals and should be formulated to meet the current market conditions.

**Daniel C.M Tan, (2009),** reveals that IT professionals who perceived IT outsourcing as a significant threat to their job security reported lower perceived job satisfaction compared to their peers who did not have the same perception. The study also found that reduced job satisfaction may lead to reduced organizational commitment leading to absenteeism, tardiness, turnover intent and other organizational citizenship behaviours.

**Madhavan and David Rajan S., (2009),** have pointed that job satisfaction can be an important indicator of how employees feel about their jobs and a predictor of work behaviours such as absenteeism and turnover. The authors conclude that job satisfaction is not just a matter of rupees but it is matter of organizational, managerial psychological and behavioural aspect. To enhance the job satisfaction, employer has to ascertain continuously the factor that affects performance, productivity, involvement and satisfaction of employees at all levels of SME.
Nancy R. Lockwood (2009), has said that historically, India has been a male dominated society. Yet, in the past two decades or so, social change has opened the possibility for women to attain managerial roles in corporate India. As more Indian women enter the workforce, particularly in the corporate world, this change is in dramatic contrast to the traditional Indian culture, where a woman’s expected role has been to marry, raise the family and take care of the household.

Sanghamitra Buddhapriya (2009), says that work-life imbalance usually arises out of a lack of adequate time and / or support to manage the work commitments as well as personal and family responsibilities. Meeting competing demands of work and family is not tiring but can be stressful and can lead to sickness and absenteeism. It inevitably affects productivity. Balancing both career and family is an arduous task for working women especially when they have small children and there is no well-equipped day-care / crèche facilities where they can leave their kids without any tension while they are at work. Women often suffer from the guilt-complex of not spending enough time during the tender age of their children and being forced to leave their children in the hands of the maids on whom they have little faith. Women employees thus face a dual burden-work and family-which creates a lot of stress and strain and role conflict.

T. Alexandra Beaughtard, et.al, (2009), deal with the making of the link between work-life balance and organizational performance. It provides the evidence for the claim regarding recruitment, but there is insufficient evidence to support the notion that work-life practices enhance performance by means of reduced work-life conflict. The impact of these processes may, however, be moderated by a number of factors, including national context, job level, and managerial support. The importance of further research into the effects of these practices has been discussed. The work life conflict literature has amassed a comprehensive account of antecedents, outcomes, mediators, and moderators so that the phenomenon can be better understood and coped with. Now it is time to do the same for the work practices designed to resolve that conflict between work and home.

Ms.Barbara Haddon, and Professor Andrew Hede (2009), have examined how personal and environmental characteristics contribute to the dynamics of work-
life balance. In particular the focus is on how various factors in an individual’s work and non-work life act as facilitators (resources) and collectively contribute to the perception of work-life balance.

Rosalie Tung (2009), provides a conceptual paradigm of WLB and highlights the role of environmental and moderating factors in facilitating work family balance or exacerbating family work conflict. She argues that paying attention to WLB can have favourable outcomes both at personal and organizational levels.

Harish C Jain, (2009), observes that the gap between need for work-life balance and the reality in most workplaces remains disturbingly wide. Employers across Canada do not provide sufficient or adequate work life balance programs for their employees. However, recent research indicates that the factor that has the strongest association with employee commitment is managers' recognition of their employees' needs for work-life balance. Hence employers need to create supportive work place environments, as work life balance is the key to employee’s well-being and hence organization's productivity.

Anup Singh and Richa Awasthy, (2009), point out that poor WLB results in a range of physical and psychological strains in an individual with attendant consequences for organisation in terms of low productivity, poor quality, low employee retention and weak employment engagement. They conclude that individual drivers are the major factors of WLB for people. Sekar underlines that individual must learn to prioritise between and professional and personal goals and companies cannot afford to neglect the need for WLB.

Lee Fang Cooke's, and Xingao Jing (2009), study shows that Chinese organizational leaders and workers tend to accept work-life conflict as a fact of life. Individuals adopt various coping strategies on their own. Whilst organizations are more likely to introduce HR initiatives to cushion the negative effect of long working hours on their key employees and their family, managers are far less sympathetic towards employees' childcare needs and are unwilling to introduce policy to accommodate family commitments. Many of the HR initiatives adopted by organizations to help employees enhance their work-life balance are of collective
nature. The attitude of Chinese managers and employees towards work-life balance reflects the Chinese traditional value as well as its current stage of economic development.

Anil Verma, et.al, (2009), have observed that despite Korea's economic prosperity in recent years, the conditions for Korean workers do not reflect such a success story. There are five significant issues impeding the achievement of positive conditions for Korean workers. The first is long work hours. Korean employees work, on average, significantly longer hours compared to other OECD countries. The second is the growth of non-regular workers. The third is high occupational accident rates. The fourth is a very low birth rate. The final issue for Korean workers is the lack of women in the labor force. The female employment rate in Korea is lower than the OECD average, partly due to a Korean culture that supports the notion that women will discontinue employment once they have children and also due to a lack of family-friendly work policies. The authors highlight the gap between the economic success of Korea and the quality of work and life for workers.

The nature of the workforce today is generally very different from the workforce of decades past. Finding a better balance between work and family for Korean workers is intricately linked to the country's development and productivity. There are three predominant initiatives towards which workers, employers, the government and non-governmental organizations need to tune their agendas. They argue that, working hours need to be reduced, non-regular employment needs to be better and more family-friendly policies are needed to promote the status of women both at home and at work.

Rupashree Baraland and S. Bhargava, (2009), have shared the findings of a research on IT organizations in progress and observed that Indian organizations have started realizing that WLB practices are crucial for organizational performance. While applications of statutory practices such as maternity/paternity leaves are common across most of the organizations, discretionary practices such as flexi-time vary in their scope.

Aryasri and Suman Babu, (2009), have analysed the impact of flexi-time on employee retention as part of a work-life balance practice based on empirical
evidence drawn from IT sector. The study shows that when the average flexi time score increases, the average employee retention score also increases proportionately. It also found the positive correlation and significant association between employee retention and flexi-time.

Venkataratnam V, and Chandra CS, (2009), have provided insights into best practices in WLB, drawing upon the work of International Labour Organisation and also the policies in about 25 large companies. Further investigation into the impact of specific policies, circumstances, cultures and contexts is needed, specially in India where empirical research on the subject is extremely rare, if not nonexistent except for a couple of studies, of late into services sector. Almost exclusively, the existing literature on the subject and the papers included in this issue deals with the white collar workforce. There is a need to focus attention on WLB concerns and issues of blue collar workers and that of the casual, contract, contingent and outsourced workers. While nothing is said or written about the subject as yet, whatever little evidence one gets allows one to conclude that the less said the better it is because for these workers, specially in the unorganised sector who account for 93 per cent of the workforce in the country decent work is an elusive dream and even bare physiological and security needs having not been generally fulfilled, any talk about WLB remains a far cry.

Lhufrw (2009), indicated that there are some historical and cultural problems as well as individual circumstances which make it difficult to combine work and family life. The study conducted in Austria, Denmark and the UK with women found that for balancing their work and life women take multiple roles as a complex challenge. Women need support from their family help from their partners and companies’ flexibility are identified as the most important things to reach a satisfactory work-life balance. This study concluded that women have to invest considerable personal resources, such as time and energy in order to achieve a satisfactory work life balance through their career life cycle. In addition, it also suggests that a satisfied work-life balance has a positive impact on work performance.
Kanwar, et.al, (2009), have stated the impact of work life balance in the context of the Information Technology (IT) and IT Enabled Services (ITES) industries and revealed that work-life balance and job satisfaction were positively related to each other. The IT group had lower work-life balance and job satisfaction, while it had higher meaninglessness, de-motivation and exhaustion compared to the ITES group.

Prakash .S, and Chowdhury R., (2010), concludes that attrition in the BPO industry is twofold. One part of the attrition is where the employee leaves the industry entirely. The other section the employee joins another firm in the industry. The industry has been mainly dependent on youth who take out time to work, make money in the process while thinking of career alternatives. The unfriendly working conditions, late night work shifts, high tension jobs, work life imbalance acts as a deterrent for people to stick to this industry for long time. Author concludes that the BPO jobs are not being taken with a positive spirit by the society on a large and nearly 50 per cent of those who quit leave the industry.

Veerankutty, (2010), pointed that employees’ motivation and retaining the talents in the organization are the main challenges faced by the software companies in Kerala. The author has suggested that the overall working conditions, a fair and equitable pay package, challenging nature of the job, career growth, work life balance, participation in decision making process, motivational training, etc, are the important factors in attracting and retaining employees in the organization.

Karad CA - B.D, (2010), suggest that most of the IT sector employees are undergoing some or other kind of job stress due to extra organizational, organizational, group and individual problems and worklife imbalance. Most of the IT employees are facing more than one symptoms of the stress at a time, and their multiple effects on their health and on their family and on their organization. The author also has suggested that the management should come forward and promote various activities for reducing stress level of their employees to perform well in the organization to retain them.

Usha B, Geetha K.T, (2010), have attempted to identify the factor that cause the work family challenges among women working in irregular hours. The finding
of the study revealed that women were dissatisfied with the quality of work life and faced family related issues and personal problem irrespective of their occupations.

Pranav Naithani, (2010), observe on recession and work life balance initiatives has presented the key recessionary reasons which have negatively influenced employee work life balance. Globally, a wide gamut of work life balance facilities is being provided by a large number of organizations. The study has concluded that work life balance has increased during the current economic downturn far sighted organizations need to look not at employee work life balance facilities as an avoidable expenditure but rather as a medium and long term invested.

Muhamad Khalil Omar, (2010), says that work-life balance is fast becoming one of the defining issues of the current employment scene. Currently there is a shift from “work-family balance” to “work-life balance” to reflect the fact that non-work demands in people’s lives not necessarily limited to family only. A good work-life balance is when employees having the ability to fulfill both work and other commitments (family, hobbies, art, travelling, studies and so forth).

R. Jagannathan, (2010), says that the global economy and corporate life are structured to be competitive, and competition always leads to work pressures. But, equally important, work is life. If we accept this two-fold reality, the best way to balance life is to choose an area of work that rejuvenates you rather than just saps your energy. This means balance has to be embedded in work itself, and not seen as something separate from it. By this I don’t mean you should try to cut down on eight hours of restorative sleep or abandon your annual vacations with spouse and family.

Amita Singh, (2010), focuses on software professionals for whom the boundary between work and life is generally thought to be distorted and tries to find out their perceptions regarding work-life policies. A major contribution of this study is the provision of an approach for the management of these organizations to assess the awareness of WLB policies and measure their perceived importance. A major conclusion of this study is the provision of an approach for the management of these organizations to assess the awareness of WLB policies and measure their perceived importance. Additionally, the study has also covered the formalization of those policies as well as assessing the experience of software professionals in their
organizations. The study has also endowed insights into and implications for the management of IT/ITES based organizations, thus, enabling them to improve their WLB policies, and hence, improve the quality of work and life.

**R. Indradevi (2010)** explains about the work life balance and its impact among the women employees of a selected ITES company. Women conveyed that they are unable to balance their work and life and they don’t get sufficient time for personal development, family commitments and social commitments. They have also suggested the introduction and implementation of few work life balance policies that would help them work better. The findings may be utilized by organizational behavior and human resources practitioners who are interested in the well-being development of women employees. The WLB policies help the employees balance their work life and personal life.

**Lieke, L. Ten Brummelhuis, et.al, (2010)**, explore whether various types of work-life balance support measures improve employee helping behaviour and performance among single employees and employees with the partner. Although work-life policies are aimed primarily at dual-earner families, they found that WLB support was associated with only a marginal improvement in the work outcomes of employees with a partner and children. Their results weakly support the idea derived form the conflict approach that support helps when it is given to employees with heavy demands. Instead, they have found more support for the enrichment approach, assuming that WLB support works by complementing family resources, because singles and then couples profited most from various WLB support measures. As a contribution to previous work-family research, their study stresses the importance of taking into account employees’ specific family background when studying the effectiveness of work-life policies.

**Ioan Lazar, (2010)**, establish whether work-life balance initiatives and practices can be considered as strategic human resource management decisions that can translate into improved individual and organizational performance. The results of a number of studies reviewed in this paper show the outcomes and the benefits of implementing work life balance practices not only for employees themselves, but also for their families, organizations and society. Despite the fact that work-life
conflict has significant business costs associated with lack of engagement, absenteeism, turnover rates, low productivity and creativity or poor retention levels, there are some factors of organizational work-life culture that may compromise availability and use of these practices.

Lonnie Golden, et.al, (2010), have a studied on “Working Time in the Employment Relationship: Perceived Control and Work-Life Balance” Their research analyzes data from a large nationally representative survey in the US that permit observation of six indicators of employee-centered flexibility, discretion or control that may or may not be available to workers. The analysis suggests that an employment relationship of the future that features the type of flexibility which permits better integration of work with non-work time, will promote better daily work-life balance. In particular, granting employees more autonomy to set and adjust the timing of their work schedules will help counter the deleterious effects of longer work hours on the daily well being of workers.

Emily Jane Morrison, (2010), have concluded a study on “Employee preferences for work-life balance initiatives in a large New Zealand construction company”. The results show that employees are interested in a variety of work-life balance initiatives and do have concerns regarding different issues around work-life balance. Findings support the notion that there is no “one-size-fits-all” policy appropriate for all companies or group of employees and that the provision of a wide variety of initiatives from which employees can choose during different stages in their life and career is ideal. Qualitative results suggest that there is some work-life conflict associated with working long hours and weekend work. In order to attract and maintain valuable employees, it is important that the industry continually strives to provide useful work-life balance initiatives, reasonable working hours for its employees, and supportive workplace cultures in line with such initiatives.

Valerie, J. Morganson, et.al, (2010), have identified the differences in work-life balance (WLB) support, job satisfaction, and inclusion as a function of work location with Web-based survey data were provided by 578 employees working at one of the four locations (main office, client location, satellite office, and home). The results showed that main office and home-based workers had similar
high levels of WLB support and job satisfaction. The findings suggest that work location explains significant differences in WLB support, job satisfaction, and inclusion. WLB support and inclusion impact differences in job satisfaction among workers at various locations.

**Jennifer Tomlinson, and Susan Durbin, (2010),** has explored the career mobility, future career aspirations and work-life balance of women working as part-time managers. It is found that women are rather ambivalent about and somewhat frustrated with their ability to reconcile work, employment prospects and their private lives. The majority were career focused, worked intensively and felt frustrated with their lack of mobility and career progression while working part-time. The majority worked in excess of their contracted hours and did not experience an appropriate reallocation of work when they reduced hours.

**Ronald Burke, (2010),** examines the relationship of managerial and professional men’s perception of organizational values supporting work-personal life balance in their workplace and their work experiences, indicators of work and life satisfaction and psychological wellbeing. It is found that managerial men reporting organizational values more supportive of work-personal life balance also report working fewer hours and extra hours, less job stress, greater joy in work, lower intentions to quit, greater job career and life satisfaction, fewer psychosomatic symptoms and more positive emotional and physical wellbeing.

**N. Krishna Reddy, et.al, (2010),** explores about the work life balance among married women employees. This study focused about the various factors related to work-family and family-work conflict among married women employees. Most studies of employed married women in India, reported that economic need as being the primary reason given for working Women’s employment outside the home generally has a positive rather than negative effect on marriage. Women with children were significantly lower in occupational commitment relative to women without children, contrary to expectation, women with younger children out performed women with older children. There is a positive association between multiple roles and good mental health when a woman likes her job and likes her home life. There is a need to consider working environment, job satisfaction, family
support and number of working hours in future research. Thus, the organizations need to formulate guidelines for the management of work-family conflicts since they are related to job satisfaction and performance of the employees.

Ms. Preeti Singh Parul Khanna, (2011), explain the nature of the work force today is generally very different from the workforce of past decades. The male breadwinner in a full-time permanent job with one company for his career is no longer the prevailing description of a worker. The issue of work-life balance has become increasingly important for individuals and organizations. Ensuring a quality time with the family or such strategies as Work-life balance should be a joint effort by the employee and the management. The life component of work life balance includes family, friends, and self. Work life balance then is not just the concern of the family but of all people. Leisure and social interaction is as much important as work and career. An effective manager has to continuously juggle around with different priorities and needs of the domains of work and life. It is thus summarized as the meaningful daily achievement and enjoyment of four life quadrants.

Khairunneezam Mohd Noor, (2011), have examined the relationship between perceived work-life balance satisfaction of academics in Malaysian public higher education institutions and their intentions to leave the organisation. The study used an on-line survey of academics from three public universities in Malaysia. The results indicated that perceived work-life balance satisfaction was correlated negatively with intention to leave the organisation among academics. The findings of their study will help in terms of understanding the state of work-life balance of academics and its relationship with their intentions to leave.

Meera Sharma, and Raina R.L., (2011), have suggested that decreased job satisfaction and job commitment, work life imbalance absenteeism, turnover, reduced performance and financial losses to the system are the negative outcomes of job stress. Job stress is affecting the cost for individual, organizations and society. Organizations at large are realizing the importance of retaining the potential workforce in an organization which is more possible when stress-free working conditions are developed at the work place.
Shiney Chib, (2011), has found that 60% of the respondents are not able to balance between their personnel and professional lives. The author suggests that the HR manager has to convert the threats into opportunities effectively in order to recruit, grow and develop as well as retain them in the organization. The ever-increasing working hours leave the individual with less time for themselves and to pursue their hobbies or leisure activities. This hinders the growth of the person as an individual in term of his personal and spiritual growth.

Ramanathan, and Vanitha A., (2011), have pointed out that the growing competition among various companies in this sector, the job shift, recent economic slowdown, the market rehabilitation strategies adopted by the companies need the employees of IT sector to contribute more at workplaces irrespective of time schedule in the form of job expansion, work load enrichment and customer satisfaction. Due to this changes the work life balance of IT employees’ deviates and leads to mismanagement of various overlapping factors among individuals in terms of work, family, social, development and personal. Author have suggested that to overcome from this issue an ideal work life balance should be possessed by the employees at different level in IT sector to retain them.

Muhammad Umer, and Muhammad Akram Naseem, (2011), have found the impact of variables (career development, supervisor support, work environment, work life balance) on employee retention. Graphical Analysis has indicated that those variables have significant and positive impact on employee retention. Very less research have been done about employee retention in business process out sourcing, especially in Pakistan. The authors have concluded that these variables have strong impact on employee retention.

Amalesh Sharma, et.al. (2011), have concluded that the matured employees leaving may take wide a range but in case of the employees who are during probation period, the picture is clearly different. It is because employee’s attrition in probation period is mainly due to payment and benefits. The authors have suggested that if the minimum work life satisfaction can be provided, then they expect that employee would stay with the organization. Attrition can be controlled by
motivating the employees in working conditions, culture, career growth, payments and benefits and the types of work.

**Reshmi Majumdar, (2011),** Women today are glorying in marriage, motherhood and career, but on their own terms. It’s no longer a choice amongst the three. Rather, it is all about fulfilling the needs of diverse demands. A growing number of women are creating a middle ground for themselves by taking a sabbatical and then trying to reboot their careers with a lot of cooperation from the organization. Flexi-Office engagement model provides the woman with a work-life balance, which over a period of time prepares the women to take up higher responsibilities on a full time basis.

**Stephen, A and Dhanapal, (2011),** have found that the consequences associated with work to family conflict are predominantly negative. With work to family conflict, the employees work interferes with the family and such interference is associated with the number of negative consequences, including negative association with employees work attitudes and turnover intentions.

**Penny Walters, (2011),** says that workplace stress is the biggest occupational health problem in the UK after Musculoskeletal disorders. Work related depression / anxiety is the highest cause of absence in the UK with 12.8 million days lost per year.

**Aravind, et.al, (2011),** have suggested that work-life balance remains an issue that requires considerable attention from society. The changing nature of the global economy, where organizations expects the employees to operate on a 24/7 schedule. Technological advancement have made it possible for an employee to be connected at all times. It has ushered the work-life balance issue into the forefront of the minds of many, including students.

**Smita R Chawan, and Balkrushna Potdar (2011),** have explained about the impact of the outsourcing industry on the society and the individuals in India. Here, they have focused on health issues, societal issues and benefits offered and strategies for work ethics in this research they found that majority of employees are suffering from headache as everyday problem. People are becoming restless and stressful.
Sense of short temper and feeling of irritation is becoming high. For 20-25 years of people this attractive lifestyle has been the reason for joining. For people with age more than 30yrs are joining because of the attractive salary package. Females are suffering lesser than male in maintaining the work life balance. 20-25 yrs of age group is found to behave erartically the most fell irritated and to suffer from short temper.

Prabha P.V., Manju Shree R et.al, (2011), have explained about the perceived work life conflict among Indian women in dual earner families in service sector. A particular focus has been around gendered roles and the problems associated with achieving a balance between paid work and domestic responsibilities. Women traditional caring responsibility for house work remains a significant barrier. In these research, they have found that men acknowledge the fact that they do less house hold work than the female partners. The female partners disagrees over their lack of engagement in house hold work. Men and women living in the dual earner families enjoys for them acceptable levels of satisfaction with work life balance. But with relationships women are stronger than men.

Sugandha, (2011), explains about the work-life balance of bank employees in both private sector and public sector banks in Chandigarh city. The research reveals that the young staffs are doing the work with fast and do the maximum work in minimum duration. According to them a promotion is the transfer of an employee to a job, which pay more money or one that carries good in the work. Effective and suitable provision shall be made in every factory for securing and maintaining in survey workroom. This also acts as a factor for the job satisfaction of employees. Trade union as an association of workers in a industry may be used by both positively and negatively. If the trade union is used positively everyone can be benefited by it. If it is used negatively there will be a less to the employee side.

Kowsalya N, and Koualyadevi S.,(2011), explains about the factors affecting quality of work life of lecturers working in self financing colleges. Here they made a research over factors influencing quality of work life, working conditions assessment towards the lecturers permane conducted by the management. This research reveals that majority of the respondents are satisfied
with the selection and recruitment policy. Majority of them felt this job was stressful for sometimes and their job is secured. They finally conclude that the quality of work life has a significant impact on the institutions role stress, with holding the contention that high quality of work life, if the institute have given enough freedom for their work means that will helps to increase their quality of worklife.

Madeleine Simard, (2011), have concluded a study on “Employees Perceptions of Work-Life Balance”. There has been an increased focus on balancing multiple life roles and managing the boundary between work and family. To minimize employees’ work life balance issues, organizations have turned to policies such as flexitime, on-site childcare, and other mechanisms to ensure that engaging in one’s family does not interfere with work. The purpose of this study is to explore employees’ use of tactics to manage their work and life stress; particularly the employees’ use of resources and social support as well as their perceptions of flexibility. Eight employees who work in the not-for-profit sector were interviewed. Narrative inquiry was used and qualitative interviews were conducted. What was found was that employees seek flexibility, support and understanding from their supervisor.

Delecta, P(2011), says that work life balance has recently taken the attention of both researchers and executives. This subject interests almost everyone with a professional career. This widespread interest is partly due to its reflection on all aspects of life. For those who think that the main objective in life is to work, their career becomes the core of life. However, people have limited time and therefore have to perform many other activities other than their jobs. Without a balance between the two, many mishaps can be experienced in both. In this study work –life balance is analyzed from organizational context. This study has the potential to enable the working people to consider their stand point in terms of work –life balance and the executives to gain new perspective in order to cope with such a problem.

Rincy V. Mathew and N. Panchanatham, (2011), revealed that role overload, dependent care issues, quality of health, problems in time management
and lack of proper social support are the major factors influencing the WLB of women entrepreneurs in India. Although support network, quality of health and time management are positive predictors of WLB, dependent care issues and role overload are negative predictors. There exist significant variations in the perception of WLB among the various categories of women entrepreneurs, depending on age group, education level, income and marital status and thus work life conflicts have become a common feature of their lives.

Frieda Murphy, and Liz Doherty, (2011), have analyzed work-life balance amongst senior managers, of Ireland at a time when the economy was moving from growth to recession. The findings show that it is not possible to measure work-life balance in an absolute way, because personal circumstances influence the way this is perceived. This study provides new insights into aspects of managerial work which impact on work-life balance – in particular the pressure to “choose” to work long hours, the role of technology, the negative impact of traveling time, and the need for more cultural support for a better work-life balance for managers.

Prerna Patwa, (2011), has found that the parameters for measuring the work-life balance are the number of working days in a week, daily working hours, travelling time to workplace, time spent with the family daily, botheration for work, bringing work home, feeling about work, measures taken to relieve stress out of work etc. The study concludes that, The governments are promoting the business and health benefits of work-life balance and have developed programs, policies, legislation and resources to address the needs of workers, to improve productivity, and to reduce the work-life conflict. In almost all the industrial countries, employers are offered to provide these work life benefits.

Shariq Abbas. S, Vandana Premi. M, (2011), have suggested that employees perceive flexible work arrangements as most importance WLB policy and their perception towards the implementation of work life balance policies in their respective organizations is negative. And it is revealed that males in public banks against females in private and public banks have a significant difference in perceived importance of work life balance policies. Findings reveal that there is no
significant difference between males and females in private and public banks towards the implementation of work-life balance policies.

Sugundam N, and Kumaravel S (2011) explains about the quality of work life balance, effects of quality of work life, the ways to improve quality of work life of employees, complements existing foundation data and research on working time-largely based on surveys of individual workers. This research reveals that employees are satisfied with the periodical advice and feedback provided by their boss which eases the job to some extent. Reasonably large number of employees fined that working conditions in this industries aremore comfortable. They are satisfied with the work life balance which would help to improve the organization’s effectiveness.

JeyaSunitha, J et al (2011) have explained about the factors which influence the quality of work life in the organizations. The study focuses on helping the organization to know the level of satisfaction of the workers and executives at various hierarchical levels, towards the facilities and welfare amenities provided by them and also to find out the challenges and difficulties faced by the management in providing better quality of work life to the employees. The quality of work life movement aims at integrating the socio-psychological needs of employees, the unique requirement of a particular technology, the structure and process of the organization and the exiting socio-cultural environment. It seeks to create a cultural of work commitment in organizations and society at large so as to ensure higher productivity and greater job satisfaction of the employees.

Santhi N, and Rajeshkumar, S(2011), have explained about the issues of work life balancing of the employees working in service sector. General opinion and problems relating to work life balance, the caring responsibilities of the individual and the solutions to achieve work life balance as self, from employer, from family and from community. It was found that majority of respondents both male and female have ranked difficulty to deal with emergencies relating to children or other dependents as their first priority. The conclusion is all about it is highly required for the Indian companies to provide extensive nursery facilities inside its premises as it is done in foreign countries. Companies should encourage its employees to attend
various courses that will improve the individual in turn the organizations it may include personality development courses, etc.

**Uzoechi Nwagbara, et.al, (2012),** reveals the borders on motivating female employees in Nigerian organisations in order to widen possibilities for business growth, high performance and organisational commitment. It is also about the impacts of Work-Life Balance (WLB) on the commitment and motivation of women employees in Nigeria. Thus, the main thrust of this research is to articulate how WLB affects these variables: women’s commitment and motivation in bringing about better organizational performance. To this end, it explores how to enhance (Nigerian) women employees’ motivation to bring about commitment for better organisational performance, given their perceived interests to get paid employment as precipitated by pressures of work-life imbalance.

**Khalid Mansour, and Farid T.Nusairat, (2012),** investigates the relative influence of the work-related attitudes on the quality of service delivered by Customer-Contact Representatives (CCRs) in the call centers of the telecommunications sector in Jordan. Job satisfaction, organizational commitment and job involvement were the constituents of the work-related attitudes in this study. The three components of organizational commitment (i.e. affective organizational commitment, normative organizational commitment and continuance organizational commitment) were considered. The findings indicates that the work-related attitudes have significant positive effect on the service quality delivered by call centers of the participating firms. The most important independent variables to influence service quality in call centers is affective commitment and job satisfaction.

**Thriveni Kumari, (2012),** impact of work-life-balance on women employee’s absenteeism and turnover- an emerging paradigm in issues of hr practices concludes that there is an impact of work life balance of women employees on absenteeism and turnover in different sectors. Though there is difference in their professions based on the work and life balance the author says that the work environment might be different but their impact is same on the absenteeism and turnover. In order to reduce this different organisations are maintaining different organisational policies in order to overcome the problem
Bharathy (2012), discusses the prevalence of work life imbalance among the BPO employees as identified from the stress, health, reduced work level satisfactions and an average perception of the work life balance policies of these organizations. Stress is very high among the BPO workforce as seen from their experience of stress through different symptoms that directly affects not only the productive hours but has resulted in high attrition rates.

Shalini Sheel, et.al, (2012), have found that QWL policies are increasingly becoming part of the business strategies and focus is on the potential of these policies to influence employees’ quality of working life and more importantly to help them maintain work-life balance with equal attention on performance and commitment at work. One of the most important determinants of quality of work life is the career growth opportunities and high quality of work life is essential for organizations to continue to attract and retain employees.

Indumathy, and Kamalraj, (2012), have suggested that an assured good quality of work life will not only attract young and new talents but also retain the existing experienced talents. A happy and healthy employee will give better turnover, make good decisions and positively contribute to organizational goal. Work life balance must be maintained effectively to ensure that all employees are running at their peak potential and free from stress and strain and improve their quality of work life so that attrition, absenteeism and decline in workers’ productivity will decrease.

Stephen A, and Dhanapal, (2012), have suggested that absence of QWL leads to dissatisfaction in job, absenteeism, lack of motivation and morale, increased accident rates, lack of productivity work life imbalance etc., They have found that perception of employers and employees on QWL variables, revealed ten important QWL factors in SSI units. These are social support, interpersonal relationship, recognition, autonomy, working environment, and relationship with boss, working hours, governance by rule of law, role clarity and fringe benefits.

Tripti Singh, and Sumit Kumar Srivastav, (2012), have studied to find out the QWL and organization efficiency the success of any organization depends on their work environment, working methodology, degree of employee satisfaction and
organizational climate. The level of employee motivation is dependent on elements like job security, reward system, job satisfaction, and satisfaction of social, physical and personal needs. The individual efficiency and productivity is enhanced which leads to development of competencies at work through HR practices which in turn leads to enhanced motivation, job commitment and satisfaction among employees.

Deepa E, and Stella M,(2012), objective of this article is to find the level of job satisfaction, safety measures, retaining the employees, working conditions & work load and its reason for Employees Turnover in IT Industries. The employee turnover springs up as a vital issue in IT businesses. The researchers had taken 250 respondents as their sample size from universe and descriptive research design was adopted. This research study uses various methods to analyze the reasons and causes for employee turnover in IT businesses. Based on the analysis and interpretation, it is inferred that the IT Industry has to implement the retention plan by compensation policies, Changes in work requirements & improvement in working conditions.

Kadam B.S, (2012), states that dilemma of modern society a special reference to women bus conductor in Maharashtra state road transport Work-Life Balance is increasing interest in academic literature, legislation and public sector. Majority employers support the work-life balance concept. He has concluded that women have prepared themselves for careers. Work- life balance is a joint responsibility of employers and employees.

Amanda S. Bell, et.al (2012), investigated correlational relationships between job-related stress, health, work-life balance and work-life conflict among academics. Job stress in universities globally has been increasing over the last few decades and has important implications for academic staff performances and student outcomes. Even with the availability of employee assistance programs in universities such as stress management and flexible work arrangements, the complex nature of stress still seems to influence academics’ health and work-life balance negatively. Further research is required in the area of stress, health and work-life balance in order to better understand the relationships between these variables and help universities on how to effectively improve academic work life.
Narayanan A.G.V, and Lakshmi Narayanan R, (2012), have focused on the work-life balance of software professionals working in IT sector. The study concludes that work-life balance is an emerging phenomenon in the context of modern day organizations. Work timings, excess workload, long travel, routine meeting, work on holidays are largely influencing the life balance of software professionals. Similarly family care, child care, work timings, long travel, routine meeting are affecting the work balance of the employees. The organizations have to pay increased attention on strengthening of human resource policies to augment its employees.

Prasad V.V.S.K, (2012), has suggested that striking a healthy work-life balance is not a one-shot deal. Creating work-life balance is a continuous process based on the individual’s family, interests and work life change. Work-life balance can be achieved by periodically examining the priorities and making changes if necessary.

Ruchi Sago, (2012), has stated that our life has four quadrants: Work, Family, Friends/community and self. To make one's life happy, it is very important in today's world to maintain a right balance between all the four quadrants. The individual can get the maximum level of satisfaction in oneself by giving proper and timely attention to each of the four quadrants. If an individual gives focus on these four areas as key components, they are not hard to implement. Effective work life balance is not only attracting employees but also retaining them for a long time.

Rohini Shivananda and Ashok H. S. (2012), have showed that married women mechanics have relatively a higher degree of psychological well-being, work life balance but also tend to have a higher degree of stress compared to those unmarried. Unmarried mechanics on the other hand tend to have external locus of control and a greater degree of family life satisfaction. It is found that a lower degree of stress has led to a higher degree of work-life balance and higher degree of psychological well-being and family life satisfaction accounts for the higher degree of work-life balance. An orientation towards extrinsic work-locus of control has led
to a higher degree of work-life balance, psychological well-being, family life satisfaction and a lower degree of stress in the mechanics.

Santhi T.S and Sundar.K, (2012), have measured the level of satisfaction as perceived by the women-knowledge employees on the varied determinants of work life balance, to identify the major factors that influence the work life balance among various categories of women employees in I.T. Industry and to measure the overall work life balance of women employees irrespective of cadres. The set of factors facilitating work life balance is different for different groups. The overall satisfaction of the respondents across the various work life balancing parameters points to the fact that 55 per cent of the employees are highly satisfied with the current work life initiatives.

Divyanegi, and Seemasingh, (2012), have focused on the private and public sector banks of Dehradun district. The study endeavours to explore the challenges associated with managing professional and personal life of employees of banking sector. It also tries to find causes and consequences of imbalance on the basis of gender, demographics, level of hierarchy at organizational level, welfare policies, growth pattern, family and societal commitments. The study concluded that work life balance has become a quest for professionals of banking industries and also that employees work better when they do make time for family and personal interests.

Varatharaj V and Vasantha S,(2012), have studied on women working in service sector with reference to Chennai city. It is said that the relationship between personal and professional life for women working in service sector at Chennai, can be achieved through emotional intelligence. Better emotion management is necessary in order to accomplish day-to-day objectives of life. The findings of the study reveal the majority of the women Employees feel comfortable in their work place irrespective of their trivial personal and work place irritants. The secret to work-life balance will vary depending on field of work, family structure and financial position.

Ashok kumar P and Sundar K, (2012), have identified the factors preventing women employees from aspiring for higher post and problems faced by
women executives in public sector banks related to work performance. The variable stress resulting from physical strain involved in exploitation ignorant customers confronting women executives. All the three factors are highly responsible for the problems experienced by the women executive in public sector commercial banks. Fear of transfer which disturbs family life and domestic peace. Combining domestic work and office work leaves no time for making us fit for higher posts. Since, the environment in public sector banks is more or less similar, these two factors may prove to be great hindrance to women executives working in public sector commercial banks. However the public sector banks scarify their career ambition for the sake of family.

**Rana Zehra Masood & Seema Mahlawat, (2012),** have found that the organizations, which neglect the recent trends and changes regarding demographic variables related to employee work- life balance, will end up with lower employee productivity. The suggestions include workplace flexibility, reduction of working time, leave and benefits, dependent care initiatives & work-life stress management reflect the importance of nurturing a supportive culture in terms of embracing work-life balance concepts.

**Sandeep Agarwal, (2012),** has showed that overall the effectiveness of the work life balance policies provided by Gujarat Refinery was satisfactory. Employees irrespective of age and category had a strong perception that WLB in organization have benefited their personal life & any requests for change in work pattern were received positively. The study concludes that to improve the organizational performance, WLB should be properly communicated to the employees and awareness regarding policies should be generated among the employees.

**Anil Kumar and Hagargi S,(2013),** highlights how the Indian ITES are striving hard to balance the work-life of its employees and how employee balances the professional life and personal life in hectic work environment. They have to make tough choices even when their work and personal life is nowhere close to equilibrium. Work life and personal life are inter-connected and interdependent. Spending more time in office, dealing with clients and the pressures of job can interfere and affect the personal life, sometimes making it impossible to even
complete the household chores. On the other hand, personal life can also be demanding, if one has a kid or aging parents, financial problems or even problems in the life of a dear relative. It can lead to absenteeism from work, creating stress and lack of concentration at work.

**Manisha Purohit, (2013),** has examined the organizational polices and provisions regarding work-life balance of the employees, which was carried out among a cross-section of leading corporate entities in Pune representing equally the four industrial sectors, namely, Manufacturing, Information Technology, Educational and Banking sector. The results reveal the commonalities and differences in work-life balance provisions across the four sectors. There is inequality in the distribution of opportunities for work-life balance both within and across workplace.

**Santhana Lakshmi K.S and Sujatha Gopinath S, (2013),** indicated that modern organizations, especially educational institutions, should initiate a holistic approach for balancing the work life of women employees work life balance to achieve the effective performance. There are three components constitute this WLB. The first component has four factors with heavy loading, viz. marital status, working hours, requirement of flexibility, additional working hours and over time. The second component lists three factors, viz., and number of dependents, childcare and reason for overtime with heavy factor loading. The third component contains 3 factors with heavy loading, viz. number of dependents, support of the functional head and ability to discuss freely the work life balance issues with the functional head. While the number of dependents is inversely related to work life balance problem, [i.e., larger the dependents lesser is the balance and vice versa], the supportive functional head can always help to minimize the work life balance related consequences.

**Vijaya Lakshmi et al (2013) have studied and find the issues and problems of women faculty working in educational institutions. Also found that women faculty members under went severe stress in the process of attaining Work Life Balance. Continued work pressure resulted in poor performance. The result revealed**
that many female teachers have neglected their health in the process of improving the life of their family members and their students.

Shiva G (2013) studied that “Women professionals in high position in their office have return from office in correct time, cook, clean and look after their family affairs. This makes them more stress and leads to some health problems. The leading cause of stress arises because of communication with Superior”

Manju Raisinghani, (2014), has studied on the model of Work-Life Balance. The paper reviews about the increase in the proportion of dual earner families and the kind of life style. The paper tries to review few antecedents of Work-Life conflict and its consequences on both orgin and individual perspective. The proposed model focuses on the relationship between two domains work and family and their influence on work to family interference and family to work interference.

J. Sudha, (2014), has focused on Work-Life Balance of women employees. This has become an important subject since the women are equally sharing the earning responsibility for the betterment of their family. The paper reveals the overview of various challenges and issue faced by women employees to achieve WLB. The paper concludes the various aspects such as career advancement, work stress, career aspiration work family conflict and family work conflict, child are in context with WLB and its practices.

Sugandha, (2014), have focused on the Work-Life Balance among banking and insurance sector employees. The study reveals (indicates) that the working couples find it particularly difficult to meet commitments to family, friends and community. In such scenarios it is easy for work to invade the personal life making both work life and personal life go out of the balance. These findings indicate that the work life balance in today’s fast paced world becomes a Herculean task and presents a major challenge to both employers and employees.

Oheneba Aduse-Poku, (2014), has found out from the study that Work-Life Balance issues have attracted the attention of both international and national policy makers especially over the past five decades. The main objective of the study is to
find out the effects of Work-Life conflict on the career progression of female lecturers and challenges that female lecturers face in combining work and family. The questionnaire survey was collected from 89 female lecturers from one of the four public universities in Ghana. The study investigated how family-life relates to career progression of female lecturers. Out of 79 female lecturers in the sample, (73.4 Per cent) indicated that family-life had a negative effect on their career progression. The percentage of women at the workplace has registered a consistently steady increase over the years. The present study has highlighted the importance of Work-Life Balance policies at the workplace. As a result Work-Life balance practices must be deliberately designed to become a significant part of organizations benefits programs. Reducing Work-Life conflict could help to create a healthier, productive and motivated workforce and help to position the organization as an employer of choice.

**Research Gap**

A vast amount of research has been focused on the general topic of work life balance including work life conflicts and work life balance practices; however, very limited research has been directed towards the personal environment and work environment of an employee. The focus of this study is also to find out their expectations and satisfaction in both environments.