CHAPTER - II

REVIEW OF LITERATURE

The review of literature is important for inductive reasoning, locating and contesting all the relevant literature on women empowerment and in Information technology sector. This chapter presents a vivid review of past studies about women both international and national level present research on women empowerment and in Information Technology (I.T.) sector, which is useful to carry out a systematic research work. The reviews are arranged in chronological order. Besides they are also arranged under various heads, viz, Women empowerment, Technology, Income, Savings and Expenditure pattern, Stress and Work-life balance. This will provide a broader outlook of various studies.

2.1 Women Empowerment

Empowerment of women is not against men. Instead it is making men and women realize their respective roles and develop a consensus for co-operative living in an egalitarian society.

2.1.1 International Studies

Sushma (1995) in her article analyses How the Rural women had progressed to Beijing from the Mexico city and found that women the world over have covered a lot of grounds in gaining empowerment. The programmes evolved in Copenhagen in 1980 could only be partially implemented till Nairobi in 1985. Though the forward looking strategies of Nairobi were implemented partially, the progress is not substantial and yet we have a long way to go.
Nocleen Heyzer (2000) Director of the United Nations Development Fund For Women (UNIFEM) says in his article that Information and communication technologies have very good potential to bring the remote communities to global markets and also make telemedicine and telework available to communities to global mass.

2.1.2 National Studies

Boserup (1970) highlights the lack of women’s role in development to current research in the field of women in development, and feels that modernization does not automatically improve the status of women, and rather hinder the development of society as a whole.

Mehra (1977) alleged that higher investments have often been in women’s reproductive rather than productive roles such as funding for population programs versus income generating program and thus developments programs failed to integrate women into the economic development process. Theoretical and policy approaches have often focused on the situation of rural women and he leaves an important message that it is relatively easier to expand women’s capabilities than their opportunities.

Marie, Helene Mottin, Sylla (1998) from the non governmental organization ENDA-Dakar argues that information technology can open up a direct window for women to the outside world. The freedom to have access to spaces other than the bedroom and the kitchen and to fully and safely be able to act in other public spaces is the key to women’s participation in the world future.
If education is given to women then it will lead education at home, society and the world at large. Great social reformers have given foremost importance to female literacy for the simple reason that mother is a primary teacher of the child (Pandit Jawaharlal Nehru).

Yadav (1999) asserts that the higher status of women in the south is linked to property ownership rights and educational attainment.

Sen (1999) through recent work explains that “Women are respected and regarded based on their ability to earn an independent income, to find employment outside the home, to have ownership rights, and to have literacy and be educated participation in decisions within and outside family”

Kumar Menon Sen (2001) found out that despite the fact that Indira Gandhi served as prime minister, women overall are underrepresented in both the governmental and business sector. In 2000 women made up only 20.5% of the professional and technical workforce in India in contrast to China which is at 45.1%. As of 2001, fewer than 8% of parliamentary seats, fewer than 6% of cabinet positions and fewer than 4% of seats in the high courts and supreme court were held by women.

Chengappa and Goyal (2002) in their article titled “Housekeepers to the world”, focused on call centres in India. In the presentation, customer service workers were shown as primarily young women; in contrast, those involving a high-level position, such as chairman or president, were all older men within the contents of this article, or men who were presented as leaders of the industry and experts in terms of discussing future growth and challenges in developing the industry. In
contrast, the women interviewed were not in positions that were higher than that of an entry-level worker. The only one exception to this was a female vice president. However, she worked for a company that trains women on how to be effective customer service representatives. She was not in a direct position power in terms of owning a call center or serving as an agent for influencing policy surrounding the development of this industry. The article gave one the sense that women are to be seen, but not serve as active participants in the decision-making sphere.

**Aparna Manhata (2002)** sought to explain the questions of women’s access to the deprivation of basic human rights as the right to health, education and work, legal rights, rights of working women, besides issues like domestic violence, all the while keeping the peculiar socio-cultural situation of the North East in mind.

**Assam Human Development Report (2003)** threw light on inequality in the achievement between men and women of Assam in different spheres of life. The report viewed that poverty, violence and lack of political participation were the main issues of concern for South Asian Women and Assam was no exception.

**Sunita Kishore and Kamala Gupta (2004)** revealed that average women in India were disempowered absolutely relative to men and there had been little change on her empowerment over time. The authors viewed that there were several cogent and pressing reasons for evaluating, promoting and monitoring the level of women’s empowerment in India not the least of which was that household health and nutrition was generally in the hands of women and their empowerment was necessary for ensuring not just their own welfare, but the well being of households. They also
asserted that empowerment was critical for very development of India, as it enhanced the quality and quantity of human resources available for development.

**Gustav Ranis and Francis Stewart (2005)** in their article mentioned that a study in Cote de Ivorie found that increased female share in household income leads to increased spending on human development enhancing items. They also viewed female literacy as an important input of the production function. (i.e., human development improvements function).

**Blumberg (2005)** viewed that economic empowerment of women was the key to achieve gender equality as well as wealth and well being of nation. The author opined that financial autonomy would enhance women’s capacity of decision making in various arenas of life. Moreover it would lead to less corruption, less armed conflict and less violence against female in the long run.

**Arundati Chattopadhyay (2006)** observes that in India right from the beginning of Five year Planning (1951-56) there has been endeavour towards the development of women. However, Sixth Plan (1980-85) has been marked by clear shift in the approach from welfare schemes to ‘development’ oriented plans towards women. More recently the Ninth Plan (1997-2002) made significant changes in the conceptual strategy of planning for women development. The Tenth Five Year plan (2002-2007) continued with the strategy of “Empowering women” as an agent of social change and development. For this purpose a sector specific three fold strategy Social Empowerment, Economic Empowerment and gender Justice has been adopted.
According to the Labour Surveys (2007) conducted by the National Sample Survey Organization, the percentage of women workers in rural areas has increased especially in the state like Nagaland and Mizoram.

Surekha Rao (2007) studied about education as a strategy for women empowerment and it revealed that the socio economic and demographic background of women is needed to be developed, in order to improve their family standards. It is clear from the study that in the study area, most of the women are still “uneducated”. Except a few, who have their own a house, most of the women live in poor economic conditions. The age of marriage is also low and most of them were found to have adopted Family Planning methods as majority of them had two children.

Ministry of Rural Development (2008) focused mainly on women’s empowerment and opined that although women were the active agents for sustainable development and their empowerment was very important for the process of development, as they are economically depending on others, they had not actively participated in their own emancipation.

Sudeer Kumar and Susmitha (2009) observes that today’s corporate world is facing a challenge of managing its human resources, which has become a critical and significant issue. The demand for talent is enormously growing across all sectors in the world. Today women are competing at par with their male counterparts and organizations are also recognizing their talent and providing equal opportunities to them. Organizations are trying to hire the best talent irrespective of gender. Women have made their presence felt in every area. Moreover, they are frontrunners for change and are emerging as lenders in their respective fields. Most large
organizations are trying to create a positive and conducive work environment for women to work effectively and enthusiastically. The rise in the number of women employees as professionals like managers and executives influences the national economy and the society.

Shilpa Tripati (2009) discussed in her paper titled ‘Gandhi and empowerment of Indian women’, that empowerment does not mean setting women against men. Indeed it means making both men and women understand their changing roles and status and develop a consensus for harmonious living in the context of an egalitarian society. It means redistribution of work roles, reorienting their values to the changing world and attitudes, and evolving new kinds of understanding and trust with each other.

Ravindra Gowda and Shivakantan Shetty (2010) studied the gender disparities in employment generation in Karnataka and need for innovative employment strategy. Study about Karnataka, shows that the planned economic development has adopted a large number of measures for improving the status of women in Karnataka. It found significant gender disparities remain even today. The education attainments and workforce participation of women is still significantly lower than their male counterparts. Women who are in the workforce also face several forms of gender discrimination affecting their socio economic conditions. Hence they concluded that women empowerment through employment orientation and skill formation and creation of an enabling environment should be crucial ingredients for women empowerment strategy to improve the female employment in all sectors and industries in Karnataka state.
Naganagoud and Ulivepp (2010) in their article “The employment guarantee: key to women empowerment” conclude that provision of effective child care facilities, protection to women against sexual harassment at worksite, provisions of rest-shed, keeping first aid kit have to be taken care in practice. No payment and delayed payment to women are also heard at many National Rural Employment Guarantee Scheme (NREGS) work sites. These issue calls for thorough inspections, monitoring by both official and non-official bodies. This programme should instead be treated as a national mission of government of India.

2.1.3 Tamilnadu Studies

Iyyampillai (2005) examines in his paper titled “Endowment, entitlement and empowerment concept and evidence from Tamilnadu”, assesses women’s empowerment status through their economic status, educational status, health status participation in household decision making process, political awareness and psychological strength and found out educated and employed women scored more. The correlation analysis confirms the positive association of Empowerment Status (ES) with the variables like religion, community, education, employment and respondent’s mother education.

He concludes that women of lower community status are less empowered compared to their men, women of upper community and class, women of higher status and class enjoy greater status than women as well as men of lower communities and class. The available study shows that education and employment are the two major endowments that have got influence over W.E.S. (women
empowerment status). Hence it becomes essential to focus attention on the education and employment of women, particularly at the lower strata of the society.

Ramachandran and Balakrishnan (2008) study about the impact of self help groups on women’s empowerment. A study in Kanyakumari districts concludes that Self Help Groups have the power to create a socio economic revolution in the rural areas of our country. SHGs, have not only produced tangible assets and improved living conditions of the members, but also helped in changing much of their social outlook and attitudes. In the study area SHGs have served the cause of women empowerment, social solidarity and socio economic betterment of the poor.

Subbulakshmi (2010) discusses the women entrepreneurs in Chennai environ that ambitious approach women entrepreneurs helped them to know more about business and their spirit gives moral support during failures and also have confidently approved that self interest is the important motivating factor for their business. They remain neutral in the opinion about traditional family business and its support. They are also of the belief that the government and banking sector encourages them during negative results and this balanced support has helped them to solve business problems. The respondents strongly agree that they have the ability to work hard, to earn money and to take quick business decisions in tranquil atmosphere. They agree on their ability to struggle hard to develop business by taking superior positions. They are ready to shoulder responsibilities and undertake risk. They are extremely positive to the view that they are active, hard working to see the daily income and are very confident and optimistic to make their business successful through their experience.
Vidhya (2010) analyzed the women’s upliftment in Tamilnadu Government has taken serious steps to improve the women’s development through the Mahalir Thittam. It makes the women to think independently and helps to enrich their knowledge in each and every social upliftment as Pandit Jawarharlal Nehru dream.

Rajeswari (2010) discussed about the socio-economic status of women. She states empowerment of women is the process of controlling power and strengthening of their vitality of the three broad categories of empowerment viz., economic, social and political the first is the key and others lead to the goods. Efforts are being made through special development programmes for women being holistic, and integral approach is the need of the hour to articulate their hopes and aspirations.

2.2 Technology

Information Technology (I.T.) has become a potent in transforming social, political, economic life globally. There is little chance for countries or regional to develop without their incorporation into the information age. Following is a review of studies on technology mostly related to I.T. Sector.

2.2.1 International Studies

Gillian Marcello (2000) found out that the decisions making affects IT products. This in turn affects the way how it organizes production and interacts with society. He shows how the present organization in the IT sector negatively affect women and lead to traditional system of gender relations.
Moleke, Perterson and Roodt (2003) in their study about Information and Communication Technology (ICT) Sectors, found that ICT has become major source of employment but to sustain this trend it has to go with Human Resources Management to achieve maximum growth. The main objective of HR management should be to find out HR requirement and streamline the ICT sector so that the potential advantage that lies latent in these technologies can be realised. Planning should be made to measure exact HR requirement through definition, classification, categorization and methodologies used determine the demarcation of the ICT sector, the ICT workforce and demand and supply of human resources in the ICT sector. They emphasis that gender equality should also be addressed properly with effective achievement objectives.

Tina James (2006) commends the efforts of South African Government for its role in monitoring gender equality in ICT sector through numerous sectoral policies and specific gender related policies, strategies that are being put in place. She concludes this after studying a wide ranging overview of the various efforts and undertakings of diverse players from government, the private sector, civil society and research and academic. The political will and intent to address the gender issues is firmly in place and projects being implemented. The ICT sector appears to be increasingly undertaking a number of activities that are likely to see stronger support for women in general and also black women in particular. Numerous efforts have been undertaken through various government department with the intention of improving the situations of women through focused interventions. Mathematics and science have been identified as the area to be improved at school level and several concerned efforts are being made to address this through the education system.
Additional activities are being funded through science expos, technology camps and school based projects. To participate in decision making, exchange ideas with others in developed and developing countries and improve the quality of life of the people of Africa, Hilda Munya information was formed and it can empower rural females.

2.2.2 National Studies

Schultz Theodra (1965) observed that to increase production and profit, technological improvement is must, where as the traditional methods only caused increase in cost and production rather than profit.

Sarkar and Prahaladachar (1966) defined technology as a combination of various productive factors and technological progress combined in such a way as to get an increased output per unit of the resource by the way of reducing the production cost per rupee of the output.

Haraway (1991) however when referring to technology and social relations contents that while technology can be a catalyst for restructuring social relations between genders, at the same time “we are not dealing with a technological determinism, but with a historical system depending upon structured relations among people”.

Mansell and When (1998) cautioned that, while women are entering the ICT field, including software development, “terms of contracts, wages, training, health and safety are often very poor”.
Fountain (2000) explains that the defining factor of the IT revolution is economic competitiveness, whereas physical power associated primarily with masculinity was more important during the industrial revolution.

National Association of Software and Service Companies (NASSCOM) (2002) indicates in its Annual Reports that there were 2,810 IT companies in India, and it calculated IT service/software exports to be US 7,647 dollars billion. Such growth is remarkable as software exports in 1985 were only US 26 million dollar representing a 29,311% increase in 17 years. At the same time such growth is not limited to specialized technologies within the urban domain.

Rai (2002) offers an interesting perspective on the speed of technological development in India. The diffusion of the Net in our society has been much faster in comparison to other technologies. Radio took 38 years to reach 50 million people, television took 13 and the Pc no less than 16 years, but within four years the Net could reach 50 million people.

Kelkar and Nathan (2002) have noted the positive economic effects of the growing services industry on both genders in India, stating that “the spread of IT enabled services has been immensely beneficial to both women and men, especially those who have limited skills or lack of resources to invest in higher education. The minimum wage in India is just over Rs.1000/- per month, where as in the IT industry monthly wages range from Rs.5000 to Rs.15,000.

Kelkar et al (2002) have argued that women’s access to call center employment does not contribute to changes in their social status within the
household due to the secondary status given to call center employment within the IT sector.

**Ministry of Communication and Information Technology (2003)** has stated that, “investment in ICT has the largest multiplier effect rippling through the economy”. The Annual Report said that 79% of software professionals are men.

**Varma (2002b)** has stated that, IT work remains one of the best prospects for women in terms of salary, career path, rewarding office-based environment, and intellectually stimulating work.

**Narayana (2005)** discussed about the information economy and empowerment of women, concludes as follows: emerging information economy will play an important role in empowering women by transforming developing countries. Developing countries should keep pace with information revolution and to face the potential repercussion in labour market. The gender gap is to be reduced in developing countries and governments should frame ICT policies so that women are empowered by information economy. The lack of gender analysis in ICT policy will result in failure to transform gender and power relations. Hence, issue of empowerment of women is to be properly addressed to tap full flowering of the productive and creative potential of women.

**Vertika Yadav (2005)** views information technology “as technology advance which brings the learning in IT attractive but its progress will be hampered if there is no initial enthusiasm from the masses”.

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Vacha (2005) had found out that “the deaf students are trained in graphic design to produce tactile graphic educational material. The blind, who are proficient in Braille help in proof reading”.

Prashant Jain (2005) says information technology is a futuristic learning at pathways and refers to it as a tool to help us do anything and everything in education.

Vigneswara Elavarasan and C.M.Malish (2010) have discussed implications for the status of IT workers in India, in their article under the heading exploring the professional status of software workers in India. They conclude that software people in India are neither workers nor professionals, as they work more than 48 hours per week as stipulated in other countries. But they are treated as professionals without being governed by industrial regulations of the government. Indian ICT workers are paid less than their counterparts in developed countries. Over dependency of foreign markets with no spillover effects in the domestic market make Indian software workers vulnerable to external software work.

According to NASSCOM (National Association of Software and Service Companies) (2010) the ratio of men and women in information technology (IT) and ITES (Information technology Enabled Services) sector could be 65:35. The Watson Wyatt (2009) study says that the younger generation of women in India is expected to achieve educational parity with men by 2016.

Art Wittmann (2011) analyses about the salary survey preview: what matters most to IT professionals, the question offers 24 jobs factors ranging from the challenge and responsibility of the job to base pay, vocation time and commute
distance. In the year 2008 the IT professionals are less satisfied with their job compared to the 2007.

During the economic hangover period, job stability also became one of the factors. Software professionals started to value vocation time, working with talented peers. Smart companies will internalize these trends and rediscover the importance of their IT teams.

2.3 Income, Savings and Expenditure Pattern

Mankind strive to fulfill their basic three needs namely food, clothing and shelter. Hence, it is must to earn. The expenditure from income is to achieve above needs first. On obtaining these, we concentrate on education; entertainment and the to save for future. The savings may be to take the quality of basic need to its higher level.

2.3.1 International Studies

Kuznets (1960) studied two groups of countries one comprising 56 and the other comprising 14 countries and compared savings with per capita income. He found that high per capita income countries had higher the savings ratios. But he failed in formulating any function relating them. he also found that savings are nor increase indefinitely with per capita income, both with lower and highest income. The higher income group is affected by socio economic effect and lower income group by demonstration effect.

Friend and Taubman (1966) collected data from twenty one developing countries to analyse change in savings with permanent and transitory income.
Marginal propensity to save out of permanent income was greater than marginal propensity to save out of transitory income. They arrived at model that proved to be useful for further studies though it had few limitations with model satisfactions.

**Kelly and Williamson (1968)** conducted a study in Indonesia by regression analysis in five age groups to prove raise in savings due to share of agricultural income and wealth.

**Chinery and Eckstein (1970)** have taken sixteen Latin American Countries to test kenesian saving function and found except in four countries marginal propensity to save to be positive and the value to be between zero and 30.

**Mitchell and Zinser (1973)** investigated data from eighteen Latin American countries and to find marginal propensity to save was positive in seventeen of these except one country and the value was 3.5 to 30 per cent.

### 2.3.2 National Studies

**Duesenberry (1949)** proposed relative income hypothesis. According to this, the consumer’s past consumption standard and other’s consumption standard determines the utility of the consumer after increase in income, not on the absolute income. The APC remains unchanged, as long as the absolute income remains in same relative income position in income distribution. But if absolute income moves to higher income group, the APC will fall to that level of new income group.

**Tobin (1951) and Smithies (1945)** elaborated on this hypothesis. They predicted decline in average propensity to consume, as family moves upto higher
income level. This is evident from division between consumption and saving being determined by absolute level of the family’s income.

**Hauthakker (1965)** in his paper titled ‘on some determinants of saving in developed and developing countries’ found that variations in propensities to save being greater in developing economies and proved the proportionately of per capita savings with per capita disposable income.

**Johnson and Chin (1968)** conducted time series regression for household savings on household income and private savings on private income for 30 countries to find positive correlation between saving and income in both (household and private).

**Roy Choundhary’s (1968)** study on ‘Income, consumption and savings on rural and urban India’ found that permanent income had significant effect on savings in rural India, but that is not the case in urban India.

**Ramanathan (1968)** studied positive relationship between savings and wealth. His study supported normal wealth hypothesis. The savings depended on difference between actual wealth and normal wealth.

**Leff (1969)** studied the change in savings pattern with age and other demographic variables. The change in savings with change income reduced on including dependency variable like age.

**Paniker P.G.K. (1970)** in this article ‘Rural savings in India’, says savings is portion of income saved for future use either in investment or in consumption.
Personal savings is termed as the difference between disposable personal income and personal consumption expenditure.

Rapetto and Shah (1975) investigate the effect of size of the family on savings from survey data of Kaira district of Maharashtra. The size of household, i.e., family had reduced the savings. The large size of family in rural India serve as substitute for asset and fulfill demand for wealth. The savings in long term responds positively to higher rate of return and positively to higher levels of permanent income.

Bhalla (1978) from data collected by the National council of Applied Economic Research (NCAER) from 1968 to 1971, concluded that marginal propensity to save from non-agricultural income was higher than propensity save from agricultural income. Permanent Income Hypothesis (PIH) explains reason for the and he also explains the investment opportunities increased savings, for subsistence group of households but not for non-subsistence groups.

2.4 Stress

People working in Information Technology field experienced the occupational health hazards such as mental stress, eye irritation, spinal problem, heart problem, inadequate sleep, High blood pressure, Blood sugar, depression, overweight, Asthma, Indigestion. Of these except eye irritation scientific research claim the stress as a root cause for all the above health hazards. The following is a review of studies carried out on stress.
2.4.1 International Studies

Selye (1956) defined stress as a scientific concept which has suffered from the mixed blessing of being too well known and too little understood.

Kahn Quinn (1970) analyzed paper in Newyork, occupational stress is through the role stress. Some of the organizational roles produce the negative effect on the individual. This is the role stress.

Bell (1982) described the manifestation of stress through psychological symptoms like irritability, anger, fatigue, anxiety, head-ache, depression, stomached hypertension, migraines, ulcers, heart attacks etc., Eventually, stress can lead to even more serious distress, such as cancer, diabetes, or thyroid dysfunction.

Cooper C.L. and Payne R. (1991) warned that work related and occupational stress could be more dangerous than Aids by the 2020. Hear disease to cancer can be linked to excessive stress. Stress related illness will be major occupational disease of the modern work place.

Bradly (1992) said that self esteem, social support and religious coping were very helpful in overcoming stress relative disorders. Whereas unhappy and poor quality in relationships with other people showed negative impact on mental health and well being.

La Dou, J., and Coleman R., Wald, P.H. and Stave G.M (1994) discuss about the stress level and family and social support concludes that support from the
spouse is the best support and support from people who have close emotional ties does more for emotional and physical health.

Caseio W.F. (1995) says that change in global scenario and modern technologies warrants multi tasking and enhanced competitiveness resulting in workplace stress.

Sarantakos (1996) says family and work are interrelated. Experience is one area affect the quality of life in other. Thus family and work are interdependent.

Casterwright and Cooper (1997) conclude that absenteeism reduced productivity compensation claims, health insurance and medical expenses (to the tune of 150 billion per year) are the consequence of organizational stress. Though, stress benefits the employees who are finding it difficult in the working environment, excessive stress leads to various physiological and psychological impacts.

According to Wilkes et al (1998) observed, I.T.(Information Technology) company employees feel work stress due to heavy work load, time constraint. Workload stress is visible from their reluctance to come to work and feeling of pressure accompanied by psychological and behavioural stress symptoms.

Alexandrous-Stamatiou et al (2003) said Management role in Organization is one of the aspects for work related stress among workers. Role stress differs from one individual to other, based on how they perceived the expectations management or others.
Al-Aameri A.S. (2003) emphasis workload as the main cause of work related stress, increased workload causes pressure resulting in occupational stress.

Cranewell W. Abbey A.J. (2005) in Health and Safety Executive have shown that workers, who suffer from stress, exhibit less productivity, absenteeism, lower morale, greater interpersonal conflict and involve in higher number of accidents.

2.4.2 National Studies

According to Coleman (1976) job stress influences the job satisfaction and performance of the employees in their better job outcomes.

Niehoff and Moorman (1993) analysed organization citizenship behavior and concluded the based on organization support and its fairness, employees organizational citizenship behavior changes.

According to Lasky (1995) the financial status and requirement and other demands associated with family are major source of extra organizational stress that may complicate or precipitate work place stress.

Russo and Vitaliano (1995) argues that stressors in the work place will have marked impact on outcome either after chronic stress at home or conjunction with other major life stressors.

Lee and Ashford (1996) analysed job burnouts and showed that job demands like workload, role stress and work conflict were strongly associated with higher levels of stress and emotional exhaustion.
A survey report by **Data quest in (2004)** on call centre ailments had shown a very high level of sleeping disorder, digestive system related disorder and depression as top problems. In this study, stress is measured by using the ASSET (An organizational stress screening tool).

**Linden Defined Stress in (2004)** as a process. In this process, stressors (demands) trigger and attempt at adaptation or resolution that results in individual distress if the organism (individual) is unable to satisfy the demand.

**Bolino M.C., Turnley W.H. (2005)** analysed the relationship between OCB (Organization Citizenship Behaviour and Work Family Conflict. They showed how individual initiative leads to higher levels of role overload, job stress and work family conflict. This relationship was more with women than men.

According to **Konovsky and Organ (2006)** observed that various employees engage organization citizenship behaviour with various motives in mine. Some employees have in nature to help others, some are conscientious and others wants to improve their image.

**Giga S.I., Jain A.K. and Cooper C.L. (2009)** in their studies in area of working hours and mental well being, highlighted the happiness, job satisfaction, workplace accidents, irritability, exhaustion, depression and relationship.

**Bushra Beegom (2012)** observed in paper titled stress experienced by women managers in Kerala: A sociological Analysis that lack of enough support inadequate staff work overload, long working hours are the key stressors. Since women are career conscious and want to become socially and economically
independent. Family support and social support benefited physical and emotional health of working women. The state and organization have the responsibility of reducing their problems and develop their potential. Men should be educated to share the workload of these women managers, so that women can cope up with stress.

2.4.3 Tamilnadu Studies

Amirtha Gowri P. and Mariammal M. (2013) in their article self esteem, depression and occupational, stress factors of IT professional, conclude that self esteem is related to all occupational stress factors except administrative tasks and intension to quit, IT professionals experience mostly medium level of depression, which they can manage by developing self esteem and taking some initiative may be taken by organization or by the individuals. This will lead to peaceful family and in town to peaceful nation.

2.5 Work Life Balance

People go to work place to earn and want to spend the earnings with family. Thought of career and ambition drives people in work place while family, pleasure, leisure, entertainment etc. attracts them towards family life. The distribution of the human resource between work and family life vary from one individual to other. To strike balance between these two, poses a great challenge to each and every one. Either to cope up with the ever inflating cost and price indices or to indulge in some luxury, women join their spouse and balancing work and life becomes more difficult task.
Women, who take both the roles of caretaker at home and employee at work place, struggle a lot to strike right balance than their husband.

With the advent of information technology as major source of employment for the worker section of the two, the work life balance started to give more conflict in family life than ever before. The reason being long working hours, night shifts and work pressure due to time bound projects.

**Figure 2.1: Work-life Balance**

Source: www.zenithresearch.org.in

The work life balancing act becomes easier with support system at both work-family environment, child care facility either at work place or at family, flexi timings recreations at work place etc.,
2.5.1 International Studies

Bachmann (2000) Schwartz (1994) found the work arrangement like flexi time, telework is important factors for individuals to choose the work. This will help them to balance between work and non-work activities. Organization can also recruit, retain and motivate their workforce.

Bond, Galinsky, Lord, Staines, Brown (1998) suggested that flexible work arrangement by organization cause employees to integrate work and family responsibilities and achieve work life balance which benefits both employers and employees.

Perry-Smith et al (2000) studied sample of 527 US firms and concluded that wide range of work family policies by organization will result in higher perceived firm level performance the hypothesis that the relationship between work family bundle and organizational and organizations that employer majority of women, has got partial support.

Ahuja (2002) suggested through the statistics available that the initial optimism of women blooming in information industry without male dominance is a myth, not a fact.

Perrons (2003) and Rajalakshmi (2003) in their separate papers emphasizes how the nature of IT industry puts enormous pressure on women IT professionals, that too when they are in the age group of 23-38 when they are about to get married and become mother.
**Rapport, Lewis and Gambles (2006)** comment that work life balance is a major issue for the Indians, but work places try to follow U.S. model of supporting to work more. Some companies give training programme and carrier advancement opportunity to women, the organizations like WIPS (Work in Public Sector) Moreover government and MNCs are not ready to loose qualified experienced of talented women employees. Instead they design better human resource policies to strike better work life balance.

**Payman, Cooper, Taicher and Holland (2006)** if employer shows better organizational commitment and gives job satisfaction, the better the employee is engaged and encouraged will participate hoping their work life balance concerns can be expressed and hopefully addressed.

**Golden, Veiga, and Simsek (2006)** found that one third of American employees entered into telework and telecommunicating work arrangements which improved work life balance. This reduced work family conflict but increased family work conflict. Depending on the size of family job autonomy and flexibility moderated work family conflict.

**Teagarden, Meyer and Jones (2008)** concluded that with Software industry becoming more advanced, it poses lot of challenges to professionals, especially to women employees, who find it difficult to cope up with the late night working hours, more than stipulated working hours, 24X7X365 hours readiness to work.

**Adya (2008)** says that the Indian IT sector is redefining the role of the women professionals, with strong occupational identity. This role puts a lot of
pressure on them and work – family life balance is one of the most difficult challenges ahead of the women IT professionals.

**Lei Delson and Jeroen Smith (2010)** said that to improve work life balance, Netherland introduced a scheme, in 2006 with which aim to increase the active participation by labour. On multivariate analysis over their data, participation by over their data, participation was higher among the males, full timers old employees and the higher income group persons; this attracted other group also namely females, part timers, and the young after the control over earnings. The study indicates the potential of the above said scheme to improve work life balance over the life cycle.

**Lewis and Humbert (2010)** feel that if four days a week is introduced to strike good work life balance, it has got both positive as well as negative results. On the positive side, work life balance will improve, on negative side, gender equity and workplace effectiveness, are undermined by “good mother Ideology”.

Indian Academician **Ashutosh Mishra (2012)** who lives in Australia, says enjoyed a improved work life balance ever, since he left India. In India, I worked 6 days a week and received office calls through weekend. I was tired and had spent little time for family”.

**Misra (2012)** says in Australia every one in his Institute spends time with family during the weekend almost forgetting the office.
2.5.2 National Studies

Kofodimos (1984) in his paper titled “A question of balance Issues, and Observations” discussed about the issues of work life balance and observed that Work – Life roles integrate various life activities that are carried out with attention to self, personal and spiritual development. The person’s unique wishes, interests and values depend on the roles they play either at home or at work place.

Sabham Kourr and Punia (1984) pinpointed out the balancing dual roles of women in Haryana, as a consequences of women’s participation in gainful activity. Certain changes should be brought about in the attitude towards traditional role of women and the way in which domestic responsibilities should be shared. Contribution of members of the family in household work is necessary to help the working women adjust successfully. Expectations of working women should be different from those of fulltime housewives regarding performance of home-role. By providing solutions to the problems of family life and child care, we can ensure, more and more efficient performance by women in their work.

According to Lado Lado and Willson (1994) there are certain types of competencies which can be developed in people in order competitive advantage. They are managerial, input based; output based and relating to dramatically changed in character etc.,

Ray and Miller (1994) Thomas and Ganster (1995) and Warren and Johnson (1995) found that there is positive outcome in turnover absenteeism, job satisfaction, and organizational commitment in family friendly work environments. Employees in such environment felt less work/family conflict and at the same time
reported less turnover, burnout, absenteeism and increased organizational commitment.

Organ (1997) found that establishment where employees are satisfied is successful the satisfaction of employees affects the performance of the organization, job satisfaction provides positive attitudes and behaviours of the workers.

Greenhaus and Parasuraman (1999) in their research on “Work, Family and Gender: current status and future directions”, explain how traditionally, researches on work family interface are dominated by a conflict perspective focusing on negative effects such as stress, rather than positive effects such as happiness, etc. due to improved financial status.

Kapoor, Bhradwaj and Pestonji (1999) reports that married women complain that they could not balance work and family life and their career suffer because of family responsibility.

Kenny et al (2000) found that one of the factors that affect the working condition in the establishment is the workers job satisfaction; the present trends in the employment condition may be eroding the job satisfaction and directly damaging the physical and mental health of the employees.

Bhatnagar and Rajadhyaksha (2001) states that, even though the women occupy work life role, she is expected to be committed to the role of family life as care taker of the family elders, in contrast to the western society, especially the women in traditional joint family.
**Parikh (2001)** in his study found that motherhood makes the balancing act difficult and even then only 19% mom feels full time motherhood is viable option. Sixty percent of 2700 Indian mothers feel part time job as the best option after motherhood. Women who are capable and competent at work place get supervisory support.

**Vittal (2003)** observed that the impact of I.T (Information Technology) sector on the women’s community is to be investigated in order to women in the information technology sector. Even though men sharing the responsibility of family emerged, dropout rates of women with their marriage and child birth increased. This placed a great burden on women restricting their choices in terms of better job opportunities.

**Diane Perrons (2003)** concludes after the 55 in depth interviews, that gender inequalities still remains even after new avenues of employment.

**Mitchel White et al (2003)** analysed the data from national surveys of women employees in 1992 and 2000; the study suggested a conflict between work-life balance and the high performance practices; dual earner couples are not accountable to negative in a job to home spill over. The presence of young children has become less important nowadays.

The role of work place support, i.e support from supervisors, co-workers and organization play crucial role in work family life balance. **Rajadhyaksha and Smitha (2004)**, list wide range of organizational support like job protected parental leave, job sharing, part time return to work options, telecommuting, flexi timing, resource and referral service, unpaid family leave, shorter standard weeks,
improvement in working conditions, laundry facilities, sports facilities, day care service for children and age old family members, canteen facility. The authors also found out that only 34% of husband community are willing to support their spouse, 24% help occasionally and large proportion of people still want their wives to take the traditional role and extend no help to them.

Zimmerman (2004) studied the strategies adopted by couples in balancing work and family; couple’s thoughts were classified into six general partnership themes such as shared house work, mutual and active involvement in childcare, joint decision making, equal access to and influence over finances, value placed on both partners work life goals and shared emotion work and found they are successful. Naturally wife perform more household work and perceive priority for husband’s career.

Burke and Collinson (2004) society for human resources management emphasized flexible workplace schedule to retain employees working condition as the top priority to control employee attrition.

Hyman and Summers (2004) research shows that the employer introduces policies according to the business needs rather than to comfort employees. At the time of introducing new policies views of the employees are not given due importance. Domestic responsibilities still rest with women employees irrespective of the status. This also leads to work life imbalance.

Wayne J.H. et al (2006) describes how facilitation either in work place or in home stimulates the enhancement to work at other domains. For example, support in the home can facilitate role in work place and vice versa.
Social support, i.e., support from society, which include family members, friends, relatives influences the work family life balance in a positive way. The support from the husband is most important as he is contributing in various areas such as career management as Gordon and Whelann Berry (2004) suggest in the paper. It takes two to tango; an empirical study of perceived spousal / partner support for working women’.

Ferrar and Gagne (2006) compared larger companies and those I.T., (information Technology) and I.T.es (Information technology enabled services) to older industries like mining and construction and found that former have implemented more family friendly policies to ease attention between work life.

Armstrong, Riemenschneider, Allen and Reid (2007) reported that the project orientation of the Software industry forced the change of technology, making the professionals to train regularly on new techniques to stay updated.

Bargava and Baral (2009) studied, the leading organizations in India, are of the view that Indian Organization do a lot, to make work-life practices improve the organization performance. Organizations give a lot of benefit to the females, in the name of work life balance. However they do not form an integral part of the company policies. But IT and ITes industries, where women participation is relatively higher, maternity leave and benefit are common. Flexible timing works from home, part time work are slowly becoming practices. Only few organization are giving importance to conducting the stress management, workshops and training programmes etc., The HR manager should explain to the employees about the different work-life balance practices available in the organization in an effective way.
Malliga Dasgupta (2010) explored the effect of I.T. industry through psychological variables and emotional intelligence of women employees. Work family role conflict, quality of work life and perceived happiness of female IT professionals were included as psychological variable. The findings concluded positive correlation with quality of work life and happiness and negative correlation was established with work family role conflict. Emotional intelligence tuned down the perception of role conflict and thereby reduced the stress produced by it.

Madhuri Mahato (2012) observed in his paper titled the “HR focus within the Indian IT industry” that the workforce i.e., people is one of the key resources of organization as this resource is rare, valuable, non-sustainable and imperfectly variable. This focuses on the sincerity of the organizational towards its human resources and its well being. The I.T Company concentrated very much on people’s policies involving them in every step of it. Such focuses will undoubtedly contribute to its future success.

Madhukar Kamnath (2012) CEO and MD Mudra, says though every company wants to achieve work-life balance, it is not of high priority but attempt to achieve this is made.

Gangadhar (2012) Prof. of psychiatry ‘NIMHANS’ (National Institute of Mental Health and Neuro Sciences), Bangalore, is of the view that “less time with family leads to mental health issues.”

Sharma (2012) former Prof. Tata Institute of Social Sciences says complete dismantling of labour movements in India has made the bargaining power of employees both white collar workers and laboureres weak.
Chandrajit Banerjee (2012) of CII, says even though India is at a state of economy where it needs to put in more working hours, many companies maintain better work-life balance by giving flexible work option and engaging their families.

Gibson Vedamani (2012) former CEO Retailer’s Association of India, feels India is not accessorily in unhealthy position as Indian families are not going for weekend outing or quarterly holiday tour. They are in touch with family even during the working hours.

Milland Sarawata (2012) group CFO, Marico says, if 9 am to 6 p.m is the working hours it does not mean that people won’t personal call or check face book or Mail. He feel problems with the work life balance and put a question that is not work a subset of life.

2.5.3 Tamilnadu Studies

Fuller and Narasimhan (2007) studied that the literature on Women Software workers shows that Women IT professional get sense of empowerment from their work.

Haridayal Sharma (2013) in his article “Employee engagement and work fit: An empirical study with respect to IT workforce in Chennai discusses how employee involves in their work themselves and how they withdraw themselves from their role. Work role fit refers how dynamically one desires his personal energy into role behaviours. He concludes that there are 3 dimensions of employee engagement via; emotional, physical and cognitive. Employee engagement and work
role fit are related significantly and this necessitates organizations to have positive engagement to have better work role fit.

2.6 Bridging the Research Gap

Nowadays women have also become the important breadwinner of the family. So the women should compulsory go for job to overcome financial crisis in the family and to some extent also to maintain the social status in the process their health deteriorates faster. At the various stages of their career in different ways balance their work and family commitments. Expenditure patterns, occupational health hazards, mode of work life balance in relation with the demographic factors have been highlighted. The same can also be studied in the case of women employees in working in other than I.T. sector.