EXECUTIVE SUMMARY

The present study is based on one of the prominent employment practices namely Work-Life Balance (WLB) in the field of Human Resource Management. The main purpose of this study is to find out the reasons for the generation of work-family conflict and work-leisure conflict as well as analyze the quality of work-life from the perspective of employees of Call Centers, IT Companies and private banks in Gurgaon. The thesis has been divided into five chapters followed by Appendix.

The introduction chapter consists of details of the three industries taken for this study namely Call Centers, IT companies and private banks. It also consists of practical relevance of the concept of Work-Life balance followed by the details of the constructs and variables used in the study.

The Literature review chapter contains the review of the articles that have used number of variables that affect the Work-Life Balance of the employees through the three constructs. The previous studies have indicated that work-family conflict consists of variables like role commitments, human orientation, schedule flexibility, synergy, career strategies, demographic information and employee welfare services. The research gap found here was that the relationship between Work-Family Conflict and diverse reasons for work-life imbalance needs further research. Similarly, there is also an evidence of existence of work-leisure conflict among the employees because of role conflict, role ambiguity, role overload and perceived job stress. The research gap found here was that the functional roles and hierarchy of employees has not been considered while determining effect of role description issues and perceived job stress on Work-leisure conflict. The literature also highlighted that the employees have different perceptions on the variables that stimulate or hinder their quality of work-life. The variables used are impact of new technologies, flexible working arrangements, new working conditions, family friendly policies, leave arrangements, type of job and basic responsibilities. The research gap found here was the impact of these flexible arrangements on the quality of work-life has not been tested. The chapter concludes with formulation of Research questions and Research objectives.

The Research Methodology chapter begins with the Research design. A cause and effect relationship would be found among the variables taken for study. The study consists of usage of Nominal scale and Likert’s scale for measuring the variables. A survey research has been taken for conducting this study. The questionnaire, along with the definitions of all the variables, has been described in detail in this section.
Two techniques namely Factor analysis and multiple regression have been used to achieve the objectives of the study.

The Analysis of Data starts with Sample Size Calculations with the help of pilot studies. The three sectors have been analyzed individually. The number of responses received for private banks, IT companies and Call centers are 388, 391 and 389 respectively. The reliability of the responses of the employees has been found out. The three objectives have been achieved for all the three sectors. The factors have been extracted for all the objectives through factor analysis and taken forward with new names for conducting multiple regressions with some additional demographic and qualitative variables.

The Conclusion chapter consists of results of all the analyses conducted followed by the inferences, limitations of this study as well as future avenues. The employees of private banks in Gurgaon have indicated that Professional requirements, Expectations, Human orientation, Self Obligations, Presence of children, Age and Gender influence their Work-family conflict and Job Stress, Work Characteristics, Working Style and Role Compulsions influence their work-leisure conflict. Their quality of work-life is affected by Flexible working procedures, New work conditions, Diverse Job Dimensions, Positive Work Benefits, Basic Responsibilities, Telecommuting, Any Other Schedule Flexibility, Study Leave, Maternity Leave, Prenatal Leave, Emergency Leave, Unpaid Leave, Counseling Services, Health Programs, Exercise Facilities and Any Other Employee Welfare Service.

The employees of IT companies in Gurgaon have indicated that Self Development, Inter-personal relationships, Employee Dedication, any other employee welfare scheme and Exercise facilities influence their Work-family conflict and Role Description, Role Conflict, Style of Working and Job Stress influence their work-leisure conflict. Their quality of work-life is affected by Flexible working procedures, New work dimensions, New Work conditions, Work Expectations, Study Leave, Prenatal Leave, Emergency Leave, Sick Leave, Exercise Facilities, Counseling services, any other schedule flexibility and any other Employee Welfare Service.

The employees of call centers in Gurgaon have indicated that Work-Family Synergy, Multiple Life Role Commitments, Building of Networks, Presence of children, Flexitime, Part-Time Work, Telecommuting, Counseling Services, Referral Services and Health Programs influence their work-family conflict and Role Conflict, Job Characteristics, Role Ambiguity, Expected returns from the job, Self values and Role
expectations influence their work-leisure conflict. Their quality of work-life is affected by Flexible Working arrangements, Family Friendly policies, New Working conditions, Referral services and Flexi-Time.

Appendix consists of list of the regression tables whose acceptable models have been included in the body of thesis. It also consists of the questionnaire. References are given at the end of the thesis.

**Keywords:** Work-Family Conflict, Work-Leisure Conflict, Quality of Work-Life, Role Description issues, Factor Analysis and Multiple Regression