Chapter Six: Results and Discussion
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The results of the thesis have been brought out in this chapter. The result of the study shows the outcome of the analysis of data and tries to give appropriate solutions to the objectives of the research.

The results of all the hypotheses have been discussed in detail in the discussion section giving logical reasoning of the causes of such results of the study.

The chapter consists of eleven sections stating the results of gender differences of all the constructs studied in the research, results of correlations and the overall discussion of the results of the hypotheses.

The following are the list of the various sections that have been included in this chapter to give a lucid meaning of the findings of the overall research.

6.1 Results of Gender Differentiation

6.1.1 Work – life Balance: Gender Differentiation

6.1.2 Work – Family Conflict: Gender Differentiation

6.1.3 Job Satisfaction: Gender Differentiation

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6.1: Results of Gender Differentiation

Gender differentiation was observed in all the variables used in the research. The gender differentiation found out in all the variables (work – life balance, work – family conflict, job satisfaction and work – life balance as a key factor for successful career) is the core of this research on gender perception of work – life balance. It forms the foundation of the final results of this research. Hence it is essential to note the various differences in gender perception with regard to all the variables.

6.1.1 Work – life Balance: Gender Differentiation

1. The male respondents found it much easier to balance the demands of their profession with their family and personal life in comparison to the female respondents. This is brought out by the differences in the mean score of male and female respondents. The mean score of male respondents is 3.52 and is higher than the mean score of female respondents which is 2.55. Nearly 65 percent of the male respondents found it easy to balance the demands of their work with the demands of their personal and family life. On the other hand 67 percent of the female respondents found it difficult to balance their work life with their home and personal life.

2. The male respondents had more time in comparison to female respondents after their job hours which enabled them to maintain a satisfactory balance between their work and family or personal life. This is brought out by the difference in mean score of male and female respondents as male respondents have a higher mean score of 3.62 and women respondents have a lower mean score of 2.66. Nearly 70 percent of the male respondents also agreed to have enough time after their work hours to take care of family and personal activities. On the other hand 66 percent of the female respondents said they
did not have enough time after their job hours to take care of home and personal activities and thereby maintain a work – life balance.

3. Male respondents were more able than female respondents to detach themselves from work and enjoy their vacation. This is brought out by the differences in mean score of male and female respondents where the male respondents have got higher mean score of 3.92 and the women respondents have got lower mean score of 3.11. Almost 76 percent of the men and 45 percent of women respondents also agreed to be able to detach themselves from work and work related stress and anxiety and enjoy their vacation. However 43 percent of female respondents were not able to do so. This is much higher in comparison to the 16 percent of male respondents who were also not able to enjoy their vacation freely without being able to disassociate themselves from work.

4. Male respondents thought of themselves to be more successful in creating a balance between their work life and personal and family life. This is brought out by the difference in mean score of both the genders. The male respondents have got a higher mean score of 5.05 and the women respondents have got a lower mean score of 3.61. Nearly 72 percent of the men respondents and 32 percent of female respondents perceived that they were successful in creating a good work – life balance. On the other hand only 66 percent of the female respondents perceived themselves as unsuccessful in achieving a work – life balance in their life.

5. Female respondents felt more drained because of work related stress than male respondents when they go back home from work. This is revealed in the differences in mean score of both the genders. The female respondents got a higher mean score of 2.92 in comparison to a lower mean score of 2.78 of the male respondents. 27 percent of the female and 11 percent of the male respondents felt drained out and tired quiet often and frequently or always because of work related stress and strains.
6.1.2 Work – Family Conflict: Gender Differentiation

1. Female respondents experienced more interference of work demands in their home and family life in comparison to male respondents. This is shown by the differences in mean score of both the genders where the mean score of female respondents were 4.89 and higher than the mean score of male respondents at 3.47. Nearly 76 percent of female respondents agreed that their work demands interfered with their family life whereas 59 percent of the male respondents did not feel that work demands interfered with their family life.

2. The female respondents thought more than male respondents that the amount of time their job takes up makes it difficult for them to fulfill family responsibilities. This was evident in the differences in mean score obtained by both the genders. The female respondents got a higher mean score of 4.86 than the mean score of 3.50 of the male respondents. 75 percent of the female respondents agreed with the statement that their job takes up considerable amount of time which makes it difficult to fulfill family duties. On the other hand 56 percent of male respondents did not think work was taking up too much time which made it difficult for them to fulfill family responsibilities.

3. Female respondents believed more than male respondents that home related activities were not getting done because of their job demands. This is clearly evident from the higher mean score of female respondents at 3.88 and lower mean score of 2.99 of the male respondents. 43 percent of female respondents
thought because of job demands, activities at home were not getting done whereas 67 percent of male respondents did not agree with this point of view.

4. More of female respondents in comparison to male respondents thought that their job produces strain which makes it difficult for them to fulfill family duties. This is evident from the differences in mean score as female respondents have a higher mean score of 3.75 in comparison to the mean score of 2.92 by male respondents. 41 percent of the female respondents agreed with this point of view whereas 76 percent of male respondents did not agree that job strains were making it difficult for them to fulfill family duties.

5. More women than men respondents thought that they have to change their plans for family activities because of work demands. This is brought out in the differences in mean score of both the genders where the female respondents have a higher mean score of 5.42 than the mean score of 4.53 obtained by the male respondents. 87 percent of the female respondents have agreed that they have to change their plans for family activities for work related duties whereas 32 percent of male respondents have disagreed with this statement.

6. Male and female respondents varied as to the degree of interference of job demands in their family life. The female respondents have a higher mean score of 3.57 signifying that they experience more interference of work demands in their home life than male respondents who have a mean score of 2.20. The female employees mostly experienced high level of interference of work demands in their family life. 67 percent of female respondents agreed that they experienced high level of job interference in family life whereas 74 percent of the male respondents experienced low level of job interference in their family life.
6.1.3 Job Satisfaction: Gender Differentiation

1. Male respondents in comparison to female respondents were more satisfied with their current jobs. This was evident from the mean score of both the genders. The male respondents scored slightly higher mean score of 3.95 in comparison to the mean score of 3.92 of the female respondents. However the difference between the mean scores is negligible between the two genders. 76 percent of the male respondents were satisfied with their current jobs whereas 6 percent were not satisfied. On the other hand 77 percent of the female respondents were satisfied with their current jobs whereas 5 percent were not satisfied.

2. Male respondents felt more enthusiastic about their work on most days in comparison to female respondents. The mean score of male respondents was 4.04 and was slightly higher than mean score of 4.01 of female respondents. However the difference between the mean scores is negligible between the two genders. 85 percent male respondents and 82 percent female respondents agreed that they were enthusiastic about their job. On the other hand only 1 percent of the female respondents felt unenthusiastic about her job on most days.

3. Male respondents felt that their work was never ending every day more in comparison to female respondents. This is evident from the higher mean score of male respondents at 2.98 in comparison to the mean score of 2.56 of the female respondents. 37 percent of the male respondents agreed that work was never ending everyday whereas 40 percent disagreed with the statement. On the other
hand 60 percent of the female respondents agreed that work was never ending every day and 26 percent disagreed with the point of view.

4. Male respondents enjoyed their work more in comparison to the female respondents in the study. This was found out by the differences in mean score of both the genders as male respondents have a slightly higher mean score of 4.11 in comparison to the mean score of 4.05 of the female respondents. However there was negligible difference in the mean scores of both the genders. 88 percent of the male respondents and 84 percent of the female respondents agreed with the statement that they enjoyed their work while only 1 percent of the male respondents disagreed with the statement.

5. Female respondents found their job more unpleasant than male respondents. This was evident from the differences in mean scores of both the genders. The female respondents have slightly higher means score of 3.94 in comparison to the mean score of 3.89 of the male respondents. The difference between the mean score of both the genders is negligible. 5 percent of the female respondents agreed with the statement and 81 percent disagreed that their job was unpleasant. On the other hand 10 percent of the male respondents agreed that their work was unpleasant while 84 percent disagreed.
6.1.4 WLB Programs in Organizations: Gender Differentiation

1. Male and female respondents have a small difference in their mean scores with respect to the question whether there was any WLB programs available in their organizations. The mean score of female respondents is 63.41 and the mean score of male respondents is 63.48. There is negligible difference in mean score of both the genders. 55 percent of male respondents and 61 percent of female respondents agreed that there was a WLB program in their organization. On the other hand 42 percent male respondents and 37 percent female respondents did not have any WLB policy in operation in their organization.

2. Male respondents felt helped by the WLB programs in their organizations more in comparison to the female respondents. This was evident from the mean scores of both the genders. The mean score of male respondents was slightly higher at 66.54 in comparison to the mean score of the female employees at 66.42. There was negligible difference between the mean scores of both the genders. 46 percent of male respondent and 58 percent of female respondents felt helped by the WLB programs of organizations in situations of emergency and critical moments at home. On the other hand 54 percent of male respondents and 42 percent of female respondents did not feel helped
because of WLB programs at work during critical and emergency situations at home.

6.1.5 WLB as a Key Factor for Successful Career: Gender Differentiation

1. Male respondents felt more than female respondents that they could have a successful career in future without a healthy balance between their work and personal or family life. This was evident from the difference in mean score of both the genders. The mean score of male respondents were slightly higher at 68.19 in comparison to the mean score of 68.08 of the female respondents. However the difference in mean scores is negligible between the two genders. 81 percent of male respondents did not think they could achieve a successful career in future without achieving a good work – life balance where as 19 percent felt they did not require work – life balance for a successful career in future. On the other hand 92 percent of the female respondents agreed with the statement that they required work – life balance for a successful career in future where as 8 percent did not think so.

2. Male respondents have marginally higher mean score than female respondents with respect to the question if they consider work – life balance as a key factor for achieving a successful career. The mean score of male respondents was 70.09 and the mean score of female respondents was 70.07. However the difference between the
mean scores of both the genders was negligible. 91 percent men and 93 percent female considered work – life balance as a key factor for achieving a successful career. On the other hand 9 percent male respondents and 7 percent female respondents did not have this point of view.

### 6.2 Result of Hypothesis 1

<table>
<thead>
<tr>
<th>Null Hypothesis (H₀) – Gender of an employee is not an important factor in deciding the level of work – life balance</th>
<th>Alternative Hypothesis (H₁) – Gender of an employee is an important factor in deciding the level of work life balance</th>
</tr>
</thead>
</table>

**Alternative Hypothesis is Accepted**

An independent t – test was conducted to evaluate whether gender of an employee is an important factor in deciding the level of work – life balance. The following were the findings:

a) The group statistics showed that mean score of male respondents was 3.78 and mean score of female respondents was 2.97.
b) The independent sample t – test showed there is a significant difference between work – life balance scores of male (M = 3.78, S.D. = 1.389) and female (M = 2.97, S.D. = 1.308) respondents; t (998) = 9.447, p = 0.000.

c) Therefore our results suggest that gender of an employee is an important factor in deciding the level of work – life balance as the male respondents are found to experience better work – life balance than female respondents.

6.3 Result of Hypothesis 2

<table>
<thead>
<tr>
<th>Null Hypothesis (H₀) – Age of an employee is not an important factor in deciding the level of work – life balance</th>
<th>Alternative Hypothesis (H₁) – Age of an employee is an important factor in deciding the level of work – life balance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alternative Hypothesis is Accepted</td>
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</tr>
</tbody>
</table>

One way ANOVA and Tukey HSD test was conducted to evaluate whether age of an employee is an important factor in deciding the level of work – life balance. The following are the findings:
a) The descriptive statistic shows that respondents in the age group above 60 years have the highest mean score of 4.44 followed by respondents in the age group of 50 – 60 years who have the second highest mean score of 4.15. The third highest mean is for the age group 40 – 50 years with a mean score of 3.84. The fourth highest mean is for the age group 20 – 30 years with mean score of 3.12. The lowest score is for the age group 30 – 40 years with mean score of 3.02.

b) One way ANOVA was conducted and it was found that age did have a significant effect on the work – life balance at p < 0.05 level for all the five age groups; F (4, 995) = 29.776, p = 0.000.

c) Therefore it can be said that age of an employee is an important factor in deciding the level of work – life balance and respondents of different age groups experience different levels of work – life balance.

d) The Tukey HSD test was conducted to find the post hoc comparisons between the different age groups. The results are as follows:

i) The mean score for employees in age group 20 – 30 (M= 3.12, S.D. = 1.34) is significantly different from employees in age group of 40 – 50 (M =3.84, S.D =1.38), 50 – 60 (M = 4.15, S.D. = 1.31) and Above 60 (M = 4.44, S.D. = 1.42).

ii) The mean score for employees in age group 30 – 40 (M= 3.02, S.D. = 1.31) is significantly different from employees in age group of 40 – 50 (M =3.84, S.D =1.38), 50 – 60 (M = 4.15, S.D. = 1.31) and Above 60 (M = 4.44, S.D. = 1.42).
iii) The mean score for employees in age group 40 – 50 (M = 3.84, S.D. = 1.38) is significantly different from employees in age group of 20 – 30 (M = 3.12, S.D. = 1.34) and 30 – 40 (M = 3.02, S.D. = 1.31).

iv) The mean score for employees in age group 50 – 60 (M = 4.15, S.D. = 1.31) is significantly different from employees in age group of 20 – 30 (M = 3.12, S.D. = 1.34) and 30 – 40 (M = 3.02, S.D. = 1.31).

v) The mean score for employees in age group Above 60 (M = 4.44, S.D. = 1.42) is significantly different from employees in age group of 20 – 30 (M = 3.12, S.D. = 1.34) and 30 – 40 (M = 3.02, S.D. = 1.31).

6.4 Result of Hypothesis 3

<table>
<thead>
<tr>
<th>Null Hypothesis (H₀) – Marital status of an employee is not an important factor in deciding the level of work – life balance</th>
<th>Alternative Hypothesis (H₁) – Marital status of an employee is an important factor in deciding the level of work – life balance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alternative Hypothesis is Accepted</td>
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</tbody>
</table>
One way ANOVA and Tukey HSD test was conducted to examine whether marital status of employees is an important factor in deciding the level of work – life balance. The findings are as follows:

a) The descriptive statistic shows that respondents who are in the group widow / widower / separated / divorced have the highest mean score of 4.15. The unmarried respondents have the second highest mean score of 3.44 and the married respondents have the lowest mean score of 3.34.

b) One way ANOVA was conducted and it was found that marital status did have a significant effect on the work – life balance at p < 0.05 level for different marital status groups; F (2, 997) = 3.407, p = .034.

c) Therefore it can be said that marital status of employees is important in deciding the level of work – life balance and respondents of different marital status groups experience different levels of work – life balance.

d) The Tukey HSD test was conducted to find the post hoc comparisons between the different marital status groups. The results are as follows:

i) The mean score for employees who are married (M= 3.34, S.D. = 1.413) is significantly different from employees who are widow/widower/separated/divorced (M = 4.15, S.D =1.565).
ii) The mean score of employees who are unmarried (M = 3.44, S.D. = 1.335) is not significantly different with mean scores of employees who are married (M = 3.34, S.D. = 1.413) and employees who are widow/widower/separated/divorced (M = 4.15, S.D =1.565).

iii) The mean score for employees who are widow/widower/separated/divorced (M = 4.15, S.D =1.565) is significantly different from employees who are married (M = 3.34, S.D. = 1.335)

6.5 Result of Hypothesis 4

| Null Hypothesis (H₀) – Female employees do not have high level of work – family conflict | Alternative Hypothesis (H₁) – Female employees have high level of work – family conflict |
Chi square test was conducted to find out whether female employees have high level of work – family conflict. The following are the findings:

a) Chi square test shows that there is a significant difference in work – family conflict level scores for female respondents; $X^2 (4, N = 100) = 73.7, p = 0.000$.

b) This shows that female employees have high level of work – family conflict.

## 6.6 Result of Hypothesis 5

<table>
<thead>
<tr>
<th><strong>Null Hypothesis (H₀)</strong> – Male employees do not have low level of work – family conflict</th>
<th><strong>Alternative Hypothesis (H₁)</strong> – Male employees have low level of work – family conflict</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Alternative Hypothesis is Accepted</strong></td>
<td>---------------------------------------------------------------------------------------</td>
</tr>
</tbody>
</table>
Chi square test was conducted to find out whether male employees have low level of work – family conflict. The following are the findings:

a) Chi square test shows that there is a significant difference in work – family conflict level scores for male respondents; $X^2 (4, N = 100) = 72.8$, $p = 0.00$.

b) This shows that male employees have low level of work – family conflict.

### 6.7 Result of Hypothesis 6

| Null Hypothesis ($H_0$) – There is no significant difference between male and female employees’ with respect to work – family conflict | Alternative Hypothesis ($H_1$) – There is a significant difference between male and female employees’ with respect to work – family conflict |
An independent t – test was conducted to evaluate whether there is any significant
difference between both male and female employees with respect to work – family
conflict. The following were the findings:

a) The group statistics showed that mean score of male respondents was 3.27 and
mean score of female respondents was 4.39.

b) The independent sample t test showed that there is a significant difference for
work – family conflict scores of male (M = 3.27, SD = 1.613) and female (M =
4.39, S.D = 1.658) respondents; t (1198) = 11.807, p = 0.000.

c) Therefore our result suggests that there is a significant difference between male
and female respondents with respect to work – family conflict. Female
respondents are experiencing more work – family conflict than male respondents.

**6.8 Result of Hypothesis 7**

| Null Hypothesis (H₀) – Both male and female employees experience equal level of job satisfaction | Alternative Hypothesis (H₁) – There is a significant difference between male and female employees’ experiencing job satisfaction |
An independent t – test was conducted to evaluate whether there is any significant difference between both male and female employees with respect to work – family conflict. The following were the findings:

a) The group statistics showed that mean score of male respondents was 3.80 and mean score of female respondents was 3.70.

b) The independent sample t test showed that there is no significant difference between job satisfaction scores of male (M = 3.80, SD = 0.881) and female (M = 3.70, S.D = 0.952) respondents; t (992.12) = 1.724, p = 0.085.

c) Our result suggests that there is a no significant difference between male and female respondents with respect to their experiencing job satisfaction. The mean scores of male and female employees differ by 0.10 and the difference is negligible. Therefore we can say that male and female employees are experiencing equal level of job satisfaction.

### 6.9 Result of Hypothesis 8

| **Null Hypothesis (H₀)** – Both male and female employees give equal importance to work – life balance as a key factor for achieving a successful career | **Alternative Hypothesis (H₁)** – There is a significant difference between male and female employees’ considering work – life balance as a key factor for achieving a successful career |
An independent t – test was conducted to evaluate whether there is any significant
difference between both male and female employees in their considering work – life
balance as a key factor for achieving a successful career. The following were the
findings:

a) The group statistics showed that mean score of male respondents was 69.14 and
mean score of female respondents was 69.08.

b) The independent sample t test showed that there is no significant difference
between work life balance as a key factor for achieving a successful career scores
of male (M = 69.14, SD = 1.013) and female (M = 69.08, S.D = 1.032)
respondents; t (398) = 0.636, p = 0.525.

c) Our result suggests that there is a no significant difference between male and
female respondents with respect to their considering work – life balance as a key
factor for achieving a successful career. The mean scores of male and female
employees differ by 0.06 and the difference is negligible. Therefore we can say
that male and female employees give equal importance to work – life balance as a
key factor for achieving a successful career.

6.10 Results of Correlation Analysis

I. Correlation between Work – Life Balance for Successful Career Scale
(WLBSC) and various demographic variables:
a. For male respondents there exists a negative correlation between the item WLBSC1 ‘Do you think you can have a successful career in future without achieving a healthy balance in your work and personal / family life?’ and marital status. On the other hand there exists a positive correlation between WLBSC1 and work location for male respondents.

b. For female respondents there exists a positive correlation between WLBSC1 and family structure and also between WLBSC1 and age of youngest child.

c. For male respondents there exists a negative correlation between the item WLBSC2 ‘Do you consider work – life balance as a key factor for achieving a successful career?’ and marital status. A negative correlation also exists between WLBSC2 and work hours per week. On the other hand there exists a positive correlation between WLBSC2 and work location and also between WLBSC2 and nature of employment for male respondents.

d. For female respondents there exists a positive correlation between WLBSC2 and work location. In addition a positive correlation is also present between WLBSC2 and family structure.

II. Correlation between Work – Life Balance Scale and various demographic variables:
a. For male respondents there exists a positive correlation between WLB scale and age, marital status, education, number of years in service and number of children. In addition there exists a negative correlation between WLB scale and work hours per week, industrial sector, age of youngest child and number of elderly family members.

b. For female respondents there exists a positive correlation between WLB scale and industrial sector, nature of employment, type of employment, work location and age of youngest child. On the other hand there exists a negative correlation between WLB scale and marital status, work hours per week and number of children for female respondents.

III. Correlation between Work – Family Conflict Scale and various demographic variables:

a. For male respondents there exists a negative correlation between WFC scale and age, marital status, education, nature of employment, type of employment, number of years in service, family structure and number of children. There exists a positive correlation between WFC scale and work hours per week, industrial sector, work location and age of youngest child for male respondents.

b. For female respondents there exists a positive correlation between WFC scale and marital status, work hours per week and number of children. There exists a negative correlation between WFC scale and age, family structure and age of youngest child for female respondents.

6.11 Discussion
In recent times the concept of work – life balance is becoming increasingly important for every working professional. Working professionals are in a dilemma as to how to manage responsibilities at work and also obligations arising out of family or the personal sphere in a satisfactory manner. The results of the thesis clearly suggested the point of view of the respondents under study.

**Hypothesis 1 – Gender and Work – Life Balance:**

The concept of work – life balance is applicable to both male and female employees. However the extent of problems of balance faced by the two genders differ. The study showed that gender is an important factor in deciding the level of work – life balance. This result is in conformity with the findings of Reybold (2005), Sullivan and Nichols (2011) and Brentsson et al (2006).

The women employees found it more difficult to balance their demands of works with the demands of their family life and personal life in comparison to the male employees. Women in the study have given the opinion that they do not find enough time to maintain a balance between their work life and domestic duties. Majority of the women in the study spoke of household responsibilities and childcare responsibilities as one of their primary responsibilities in addition to working professionally. Women are responsible for managing all household activities, taking care of children and elderly parents and in laws at home. Often they took the help of family members or engaged the services of domestic servants to accomplish the daily domestic chores.

It has been clearly brought out in the research that women respondents are facing more problems with respect to balancing their professional life with their personal and family life. Since women are the primary care givers to children and responsible for all domestic decisions and activities therefore they find it difficult to always strike a balance between their career and home domains. Women respondents who were working in senior positions have also spoken of facing problems of work – life imbalance which they are able to take care of with the help of family members like parents and in – laws. Many
women professionals preferred to keep their young children in crèches when there was no family member to take care of children at home.

Many women with young children experienced guilt and role stress when they had to spend long hours at work as they could not take care of all the needs of their children by being physically present with them all the time. Often they faced allegation from their extended family members, relatives and from the society that they were not good mothers and were not doing the duties of a mother with utmost devotion. This situation was not the same for the male respondents. The society at large expected them to be the primary economic provider for their family and children. This was in conformity with the findings by Gatrell and Cooper (2008).

More male employees in comparison to women employees thought of themselves to be successful in achieving a satisfactory work – life balance in the study. This was mainly because male respondents even though they were married and had children found themselves to be significantly less involved with the household duties in comparison to their wives. They concentrated full time on their career and professional domain leaving the worries and anxieties of household responsibilities to their spouses even if they too were working professionally. This was mostly because men perceived housework to be one of the duties of the women in the family and would help their wives for doing the domestic duties rather than sharing the household chores and duties. This was in conformity with the findings by Choudhary et al (2009).

The root cause of the differentiation in the level of work – life balance experienced by male and female employees in the research is because of the traditional roles of both the genders, where the men are considered as primary bread earners for the family and women are solely responsible for managing the domestic chores and taking care of children and elder parents and in – laws at home. In the middle class Indian society in Pune this scenario has not changed to a great extent. The husbands of the female respondents’ were supportive of their spouse’s career goals and demands but the responsibility of the overall management of the household affairs is still carried out by
the wife in the family. This result is in conformity to the findings by Lyness and Judiesch (2014) whose research found out that in low egalitarian cultures men are expected to be the primary bread earners for the family and hence even if they spent long hours at work and were very involved with their work, they were able to experience high level of work – life balance. On the other hand women have the society’s expectation to take care of children and domestic duties and when they were highly involved with their work and spent long hours at work they found it increasingly difficult to achieve a good work – life balance.

The dual responsibility of the women respondents was also in conformity with the findings by Gurney (2010). She has also mentioned in her research that women employees were more responsible than their spouses’ for taking care of their domestic duties and overall needs of the children.

It was seen in the study that women respondents faced more work related stress than male respondents and it made difficult for them to carry out their domestic responsibilities. This finding was in conformity with the findings by Khemani (2013) who stated that Indian women employees often experienced higher level of organizational stress than the male employees because of their domestic and childcare responsibilities. As a result when women employees worked for long hours, it very often did not allow them to experience good work – life balance.

**Hypothesis 2 – Age and Work – Life Balance:** It was found out in the study that age of employees was significantly important in deciding the level of work – life balance. This was in conformity with the findings by Sugandha (2014) who also reported that there was a significant difference in the level of work – life balance of employees of different age groups.

The respondents in the age group of 30 – 40 years experienced the lowest work – life balance in our study. Most of the respondents in this age group were married and had
children. In addition majority of the women in the study were in this age group and were married with young children. As the women employees have dual roles to play at home and work this resulted in their increase in total number of hours worked for house work and paid work and reduction in time for leisure activities and personal care which leads to their experiencing the lowest level of work – life balance in the study. This result was in conformity with the findings of Bianchi (2011).

On the other hand men in this age group did not suffer from negative work – life balance as much as in comparison to women respondents. However fathers with young children in the age group of 30 – 40 years felt that earning enough money and supporting the children financially and giving them a comfortable life was their priority. In addition they also wanted to be hands on fathers and take care of children by giving them more time. However it was found out that regardless of this wish of the working fathers they were not able to take care of the children and devote them as much time as they wanted to and children were eventually taken care of by their mothers. Therefore it led to their experiencing lower work – life balance. This was in conformity with the findings by Harrington et al (2013).

The respondents in the age group of 20 to 30 had the second lowest work – life balance in the study. The age group comprised more of married female respondents with young children below ten years of age. On the other hand there were very few married male respondents in this age group. The women employees in the age group of 20 – 30 with young children found it difficult to maintain a satisfactory level of work – life balance. Often they were stressed out because of matters concerning their young children. Most of them had elderly relatives at home taking care of the child while they were away on work or they also took the help of professional crèches when the elderly relatives were not able to help them out with childcare. Where the companies provided crèche facilities with service providers or had in house childcare facilities the professional mothers in the 20 – 30 age groups could work for long hours without any unnecessary feeling of guilt. The young mothers enjoyed their work and also wanted to spend quality time with their children and felt they could not give adequate time to both their work and their child’s
upbringing. They often felt that they did not have enough time to manage both home and work spheres and felt torn between time demands of the two domains. This was in conformity with the findings by Perrons (2003a).

The highest number of unmarried respondents was from the 20 – 30 age group. Often we would associate marital status and childcare with serious work – life balance problems. However many unmarried respondents too faced work – life balance problems in the study. Both male and female respondents in this age group who were primarily unmarried worked for long hours with the motive of gaining success in career and climbing the corporate ladder faster. These employees were more involved with their work and were working for longer hours and did not have a satisfactory work – life balance. However they found the low level of work – life balance acceptable at the present stage of their life when they were yet to achieve a firm foothold in the company. Many of such respondents spoke of changing their jobs before settling down and getting married so that they may enjoy a good work – life balance in future. This finding was in conformity with the results of Sturges and Guest (2004).

Respondents mainly in the age groups of 40 – 50 years, 50 – 60 years enjoyed good work – life balance in the study. On the other hand respondents who were in the age group of above 60 enjoyed the highest level of work – life balance in the study. The number of employees who are in the above 60 age group in the study is very less in comparison to the other age groups. But in general the reason for their gaining the highest level of work – life balance is quiet obvious. Mostly employees in the 50 plus age groups have grown up adult children and there is a role reversal in their life from being a caregiver to receiving care and attention from their matured children. This was also the age when they lost their parents and also most people become grandparents at this age and enjoy a new emotional journey quite contrary to the ones they had when they reared their own small children. This finding is in conformity to the results of Yeandle (2005). This meant they had less and less domestic related duties and caring duties and could concentrate on their career where they had already worked for a long tenure and achieved a high position after years of work. Thus their work – life balance improves at this stage in life and they
can spend more time in attending social functions, travel with families on vacations and enjoy doing leisure activities. At work due to their senior positions they are able to schedule their work as per their personal needs most of the time which gives them the means to achieve a good work – life balance.

Therefore from the study we can see that employees from their 20s to 40s were subjected to time related stress as they have to take care of young or teenaged children, take care of older family members which is not the case for employees who are much older and are beyond 50 years or above 60 years of age. This is in conformity to the findings by Amour (2007).

It was also seen in the research that work – life balance of both male and female respondents correlated with their age. However for female respondents the correlation was very low as women employees irrespective of their age experienced work – life imbalance. Only a handful of female respondents were in the age group of 50 – 60 years and above 60 years and they were experiencing good work – life balance.

**Hypothesis 3 – Marital Status and Work – Life Balance:** The research found out that marital status was an important factor in deciding the level of work – life balance. It meant that respondents with different marital status have significantly different levels of work – life balance. This result was in conformity with the findings by Gupta and Sharma (2013) and Umer and Rehman (2013).

Our research showed that married respondents experienced the lowest level of work – life balance in comparison to the unmarried and widowed, separated or divorced respondents. It has been often said that married people have good psychological wellbeing and are happier, less depressed and are less anxious and healthier in comparison to people who are single or widowed, separated or divorced. This has been found out by researchers such as Ross et al (1990). However when it comes to work – life balance the scenario is a
bit different. The working married female respondents were the ones who have lower work–life balance in comparison to the married male respondents.

Working married female respondents have to be responsible for domestic chores, take care of the emotional, bodily and educational needs of the young, growing or teenaged children and in addition also take care of the elderly relatives residing with them. Therefore they experience more stress and less of work–life balance in their everyday life. In situations like in our research where the spouse is unsupportive in terms of sharing household work and duties regarding children the married female respondents feel acutely stressed out and experience lack of balance in their life. This is in conformity with the findings of Simard (2011). However many working married female respondents were able to achieve good work–life balance when they got the support of their husbands. But overall childcare concerns were one the major responsibilities which resulted in lack of free time for relaxation, leisure and hobbies for most of the working married female respondents. This was in conformity with the findings of Rehman and Roomi (2012). As for married fathers who have new born or very young children, they were increasingly finding themselves wanting to devote more time to their children and wanted to take care of them and share the duties of childcare with their spouse. They did not believe in the idea that fathers are only for providing economic support to the children however with no paternity leaves available in many companies the working fathers found themselves to suffer from work–life imbalance when they have very small children as they also have to take care of a very demanding professional life. This was in conformity with the findings of Fox et al (2009).

The unmarried respondents in the research experienced a work–life balance which is better than the work–life balance of married respondents. The unmarried female respondents mostly have good work–life balance in comparison to the married female respondents as they do not have to be solely responsible for domestic chores. Usually they lived with their parents and extended family members who were there to take care of them and support them emotionally in times of crises. Some unmarried male respondents were found to experience work–life imbalance as they worked for very long hours and
did not have any time to concentrate on their social and personal life and enjoy leisure activities and hobbies with their friends and give time to their personal relationships. Overall unmarried respondents felt there was no work–life policies specifically meant for them like married employees and in times of crises in the organization they were expected to stay back and work for longer hours or work during off days as they did not have any family life. This was in conformity with the findings of Harris and Pringle (2007).

The respondents who have the marital status as ‘widow, widower, separated and divorced’ experienced the best possible work–life balance in the research in comparison to the married and unmarried respondents. The female respondents in this marital status category enjoyed good work–life balance in comparison to the sole male respondent who was in this category. The female respondents felt a sense of independence when they were separated or divorced from their spouse and enjoyed a stress-free life than when they were married. Since they were professionally doing well they did not feel any financial difficulty after their divorce but were rather leading a life as per their own wish. This was in conformity with the findings of Simard (2011). Those who were widowed or widower however did experience a lot of emotional grief and sorrow but eventually found a sense of independence and good work–life balance.

In our research work–life balance is positively correlated with marital status of male respondents indicating as the male individual becomes married from being single his work–life balance actually improves. This is because of the gendered roles males play in Indian society where male members concentrate mainly on their professional life once they get married and have children. In many situations before marriage a male respondent had to live alone because of work in a different city separately from the family and was compelled to do a few household chores. This diminished their work–life balance as they also had to work for long hours at work. However post marriage these male respondents never did any household work and the responsibility of doing so shifted to the spouse. The male respondent could focus only on his career goals after being married.
and were relieved from work related stress as they did not live alone anymore and could share their problems with their life partner once back home from work. This improved their overall work – life balance.

On the other hand work – life balance of female employees is negatively correlated with work – life balance indicating that as a woman becomes married her work – life balance diminishes in comparison to the work – life balance experienced when she was unmarried and single.

**Hypothesis 4 – Female Employees and Work – Family Conflict:** The research has proved that working female respondents have high level of work – family conflict. This result is partially in conformity with the findings of Burke (1997) where he stated that married women with children experience higher levels of work – family conflict than women who are unmarried or without children. However in the present study we have seen that in Pune city both married and unmarried female respondents experienced high level of work – family conflict. However the study showed that majority of female respondents who are widowed/separated/ divorced do not suffer from very high level of work – family conflict. In the study we have also seen that married women without children also suffer from high level of work – family conflict.

Majority of the women respondents in the study have at least one child who is up to ten years of age. Therefore since majority of the women respondents have very young children they have to involve themselves minutely in chores related to children. The mothers of children who were below one year old have experienced enhanced work – family conflict. Post maternity leaves when they joined work they were not able to completely forget about the child back home. Rather they tried to adjust their work timing and schedule in order to spend longer hours with the child tending to the basic needs of the new born like feeding them. This creates stress for the working mother as they have to cope with their job demands and demands from home related to child care. Many working women feel a sense of guilt and think of themselves as bad mothers at this stage if they are unable to give adequate time to the children. Often these mothers engaged the service of nannies at home or took the help of elder family members like
mother and mother – in law to look after the baby. In extreme situations when relatives were not available to help them out then these working mothers kept their babies in crèches.

Mothers of young children aged from 1 – 5 years and 5 – 10 years also experienced acute work – family conflict. Most of them took the help of elderly relatives or utilized the services of crèches to take care of their children. However it cannot be denied that raising young children is not easy for working mothers and after spending long hours and going through many stressful situations at work the mothers have to take care of their children back home. Therefore working mothers of children below ten years of age experienced more work – family conflict as they have many household and childcare responsibilities in comparison to mothers of teenaged or grown up children. This result was in conformity with the findings of Malone (2011).

Money and financial security was seen as a necessity with growing children at home so working mothers did not think of leaving their jobs. For mothers who have children in the age group of 10 – 15 years and for mothers with teenaged children in age group of 15 – 20 years, they have to take care of the varied needs of the children even after long hours at work. Most working mothers did spend time with children and help them out with their school homework and projects. Mothers of young and teenaged children took any activities concerning their education and health very seriously and with full dedication. Often working mothers took leaves from work to be with the child during times of exams or sickness. Mothers of teenaged children were seen accompanying them for their extracurricular activities as well when the children needed their presence and emotional support. These working mothers were very particular about spending quality time with their children and kept aside weekends and other holidays specifically to spend time with them. Therefore it is not only mothers of very young children but also mothers of teenaged children who experienced considerable work – family conflict from time to time.
It was also seen in the study that women respondents who worked part time from home experienced work – family conflict in their life. All these working women respondents have children and age of the children did not matter in this respect. Women with very young children faced stressful time in managing home and work demands and hardly ever have a moment of relaxation. Even with teenaged and grown up children the women respondents faced work – family conflict while working from home. These women worked for long hours and were also responsible for domestic chores and have to take care of all activities and chores related to children. The mere presence of older children around in the house while the mother was working also felt intrusive and created substantial work – family conflict for them. This result is in conformity with the findings of Lawton and Tulkin (2010).

Working married women without children were also seen to experience work – family conflict at times in the study. These working women did get full support from their husbands and in laws for continuing with their jobs and pursuing their career goals. However nearly all of these women respondents reported that they have to take care of certain domestic chores at home irrespective of their work demands. This led them to experience work – family conflict occasionally when their work demands were at odds with their domestic demands. Work – family conflict therefore arises for married women without children when they have to behave as per the traditional gendered roles of the society where the wife has to take care of the in laws and other domestic duties after marriage. This result was in conformity with the findings of Marshall and Barnett (1993).

It has been also seen that unmarried working female respondents also experienced work – family conflict. These female respondents usually lived with their families and very often they do not have to be responsible for any domestic chores at home. These professional working women were very focused on their career goals and enjoyed their financial independence. However long working hours often interfered with their personal life and they did not have enough time to spend with friends, near and dear ones and pursue activities and hobbies which they liked. In situations where unmarried female
respondents were the oldest among all siblings or were the only child of her parents, it resulted in extreme stress and severe work – family conflict issues when either of the parents fell sick and they have to take care of their ailing parents. In these emergency situations the unmarried women respondent felt the same level of work – family conflict that a working married mother experienced. This is in conformity to the findings by Mjoli et al (2013) who stated there is no significant difference of work – family conflict between married and unmarried female employees.

Hypothesis 5 – Male Employees and Work – Family Conflict: It has been proved in the research that male employees experience low level of work – family conflict. This result is partially contrary to the findings by Galinsky et al (2011) where it was reported that working fathers in dual income families are likely to experience more work – family conflicts in comparison to women employees. The result of our research shows that male employees, both married and unmarried also experience work – family conflict like female employees, however they were experiencing low level of work – family conflict. Men and women in India are guided by traditional gendered roles where the man is viewed as the breadwinner and the woman is perceived as the caregiver and homemaker.

The male respondents under study in the research believed in the traditional role of being a breadwinner of the family irrespective of the fact whether they were married or not. Unmarried male employees spoke of elder care as one of their primary concern which made them experience work – family conflict occasionally. However they did not experience work – family conflict on a day to day basis. It was mostly experienced when either of the parents was sick and needed emergency medical attention and care.

The married male employees did not experience work – family conflict to a great extent either. However fathers with newborn child experienced high level of work – family conflict as they wanted to spend time taking care of the children just like the mothers but most companies did not give paternity leaves and it resulted in their experiencing high level of work – family conflict. Experiencing fatherhood did not reduce their working
hours unlike mothers. In fact they were treated as matured, responsible and career oriented post fatherhood. This was in conformity with the results of Harrington et al (2013).

Married male employees with or without children in the study concentrated primarily on their career and professional life. For fathers of children aged one and above, their primary focus was on providing their children and family with financial security. Many egalitarian men in dual income and single earning families helped out their wives with household duties like grocery and vegetable shopping, dropping and picking up children to and from coaching classes during weekends or holidays. They would also take care of smaller duties like contacting plumbers, electricians if and when their service was required at home. Apart from these duties the male respondents in the study were not seen to engage in any other household chores on a daily basis. However it was also seen that male employees were not taking full fledged duties of domestic chores rather they were sharing certain chores with their spouse in their free time. Men were unable to help in any way with domestic duties during times when they had to work for long hours in the office which included working on holidays and weekends. Therefore they felt no pressure of work – family conflict due to their family related chores. This was in contrast to the findings by Bhowon (2013).

**Hypothesis 6 – Gender Difference and Work – Family Conflict:** It was proved in the research that there is a significant difference between male and female employees with regards to work – family conflict. The result was contrary with the findings of Beek and Bloemberg (2011), Anafarta and Kuruuzum (2012) and Ansari (2010) where the authors found out there was no significant difference between both the genders with respect to work – family conflict.

In the research we have seen that both the male and the female employees experience work – family conflict. However the magnitude of the conflict that they experience
differs. Men experience lower work – family conflict in comparison to women employees in the study. This was in conformity with the findings of Thurairajah (2013).

Most men in the study are over 40 years of age with children above ten years of age. A large number of male employees have adult and grown up children who can take care of themselves. On the other hand majority of the female employees in the study are below 40 years of age with young children up to ten years of age who require constant care and attention. This has been regarded as one of the reasons as to why men and women experience different levels of work – family conflict in the study. In addition we must also take into account that most respondents in the study still followed the gendered roles of the society where women are primarily responsible for household duties and child care responsibilities and the men can focus on their career and concentrate on his role as a financial earner for the family and children without sharing any major responsibilities at home regarding household affairs and concerns related to child care. Whereas women in the study have to take care of the young children at home and be sincere to their professional commitments and be a good worker and a good mother at the same time. Therefore these dual roles often created conflicts for the women employees and they experienced more work – family conflict in comparison to male employees. This was in conformity to the findings of Wharton and Blair – Loy (2006). Therefore often job demands created stress and work – family conflict more frequently for female employees. This was in conformity to the findings of Grzywacz et al (2007).

**Hypothesis 7 – Gender Difference and Job Satisfaction:** The research proved that both male and female employees experience equal level of job satisfaction. This was contrary to the findings of Gumbang et al (2010).

In our study more number of women employees have children below ten years of age in comparison to male employees. It was expected that since they have the responsibility of both home and work domains and have to take care of young children therefore they will have lower job satisfaction than the male employees. It was observed that female
employees who were not satisfied with their jobs have children below ten years of age. However all working mothers were not dissatisfied with their present job. Majority of the women employees were satisfied with their current job and enjoyed their work like the male employees. Female employees did not have lower job satisfaction than male employees. This was in conformity with the findings of Sabharwal and Corley (2009).

It was seen that female employees in general in the study gave priority to their career and enjoyed their work. Working mothers with young children also were seen to enjoy their work and derive job satisfaction. It can be said that most female employees included in the study were career oriented who enjoyed being employed and believed in getting an individual identity from their professional success. Many female employees complained of long hours at work and inability to give adequate time to home activities but spoke of their work as being equally important as their domestic and personal life.

Male employees in the study on the other hand also derived good job satisfaction and enjoyed their work. Men who did not derive job satisfaction did not have young children, rather they have older grown up children showing that role conflict due to domestic duties was not the reason for their job dissatisfaction.

Male and female employees got equal job satisfaction in our study as both the male and female respondents were found to give considerable importance to their career. Female respondents were not doing services in companies to pass their time; rather the job gave them an opportunity to express their self and earn their living and be financially independent. Therefore from the study we found out that gender was not important for determining job satisfaction of the employees. This was in conformity to the findings of Yapa et al (2014).

**Hypothesis 8 – Gender Difference and WLB as a key factor for achieving a successful career:** The research proved that both male and female employees give equal importance
to work – life balance as a key factor for achieving a successful career. Earlier in 2013 Accenture has conducted a study called Defining Success which showed that both men and women across the globe consider experiencing work – life balance more important than money, autonomy and recognition in their career as a definition of a successful career. Though our study has not focused on the other aspects of meaning of successful career, however the importance of work – life balance has been clearly brought out and is in conformity with the research conducted by Accenture.

It is expected in the Indian society that women even though they are employed and working in full time jobs will consider work – life balance more important as they give more priority to family and children. However the same response was not expected from male respondents of the research. Indian men are not often seen to engage in household duties. On the other hand contrary to our expectation majority of the male respondents considered work – life balance as a key factor for achieving a successful career. Most of the male employees in the study have children who are above fifteen years of age therefore requirement of work – life balance and family time for taking care of young children is ruled out. It was seen in general that the married male employees in the study consider themselves to be family oriented even though they do not take part in sharing the responsibilities of running a household with their wives. The married Indian male considers himself to be family oriented and is content with having a loving family comprising of wife, children and elderly parents at home irrespective of the fact whether they are able to devote considerable time to the family or not. Many fathers spend very less time with their children after working hours or during weekends but do not feel guilty about it as their prime focus is on earning a living and doing well in their career for providing well for the comforts of a family. This was in conformity to the findings of Groysberg and Abrahams (2014).

Therefore for male employees their considering work – life balance as a key factor for achieving a successful career is because it gives them the feeling of achieving it all, a good career as well as a loving marriage and family. If they are able to maintain good
family relations then that completes their perception of being successful at work and in their career in the long run.

In addition since the research includes men who are mostly over 40 years of age, the relevance of work – life balance is very crucial at this stage in their lives. They wanted to have a stable family life, make concrete growth on the career front as well as take time out for their own personal hobbies and creative endeavors. Some of the male respondents loved to travel abroad during vacations; few others were interested in doing social services for the society and take time out to pursue other hobbies which interested them. Many of the older male respondents spoke of personal time required for socializing within their community and social circles and enjoying the company of good friends and good food as a means of unwinding after a hectic work schedule. Therefore lack of work – life balance in their lives will be detrimental to their fulfilling personal needs which may get in the way of their career in the long run.

For Indian female respondents, the importance of work – life balance is mostly because of their dual responsibilities at home and work domains as mothers are the primary caregivers of children in the Indian society. For an Indian mother, her world revolves around her children. When the Indian women views other mothers who have given up their job for raising their children or mothers who are unemployed then they feel guilty as they are not able to give adequate time to raising their children and have to mostly depend on the support from elder family members or crèches. Therefore for continuation of a successful career in the long run women employees require work – life balance so that they are able to give adequate time for their home and child rearing activities. For it is only if they are able to raise their children with full devotion and care they will be able to concentrate on their career and achieve career success in the long run. Therefore for this reason female employees consider work – life balance as a key factor for achieving a successful career.