



RESEARCH CENTRE IN BUSINESS ADMINISTRATION

05/10/2021

Ph.D. PUBLIC VIVA-VOCE NOTIFICATION

As per the regulations of Madurai Kamaraj University, Madurai, **Mrs.R.INDUMATHI, (Reg.No: F9891)**, Full Time Research Scholar, Research Department of Business Administration, V.H.N.S.N. College (Autonomous), Virudhunagar, will defend her thesis at public viva-voce examination through video conference mode using Google meet platform.

Title of the Thesis : A STUDY ON WORK LIFE BALANCE OF WOMEN EMPLOYEES IN PRIVATE SECTOR WITH RESPECT TO MADURAI AND VIRUDHUNAGAR DISTRICTS IN TAMILNADU

Date & Time : Date: 27.10. 2021, Time: 11.00 A.M – 1.00 P.M

Venue : MBA Conference Hall, V.H.N.S. N. College (Autonomous), Virudhunagar.

Video Conference Platform : Google Meet

Meeting Link : <https://meet.google.com/fuc-ehzr-ynw>

The synopsis of the thesis is available in the college website and a copy of the thesis available in the department library for reference. Faculty members, scholars and students are most welcome to attend the viva-voce.

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**A STUDY ON WORK LIFE BALANCE OF WOMEN EMPLOYEES IN PRIVATE
SECTOR WITH RESPECT TO MADURAI AND VIRUDHUNAGAR DISTRICTS IN
TAMILNADU**

*A Synopsis submitted to Madurai Kamaraj University
in Partial fulfillment of the requirements for the award of the Degree of*

**DOCTOR OF PHILOSOPHY
IN
BUSINESS ADMINISTRATION**

Submitted by

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A STUDY ON WORK LIFE BALANCE OF WOMEN EMPLOYEES IN PRIVATE SECTOR WITH RESPECT TO MADURAI AND VIRUDHUNAGAR DISTRICTS IN TAMILNADU

INTRODUCTION

In 1930, with the understanding that employees morale could increase the profit and efficient production, during nineteen thirties W.K. Kellogg's Company had invented and introduce new four shifts of six-hour work to take over the traditional three-hour shifts of eight hour work. This new shift system brought outstanding success to them and gave historical evidence that the concept of work life balance existed in the world without a specific label to it. The term Work-life Balance (WLB) was formally introduced for the first time in the 1970s in United Kingdom to explain the balance between one's work and personal life. In the 1980s many companies in the US started to offer child care programs and employee assistance programs (EAP).

In recent years, the work life balance is the most important issue faced by the working women. Work life balance refers to maintaining the balance between the personal life and work life. The improved education, employment opportunities and existing economic conditions and social demand both the men and women in the family needed to work for a pleasant life. The women had a lot of struggles to get an identity in the personal life as well as in professional life. Especially, the women working in private sector have tremendous pressure in their work that leads to imbalance in the individuals work life and personal life. The work life balance is seen as a women issue because a woman is the primary responsible for the family according to the tradition. So, women had to manage their family as well as the work in a successful way. The family and work lies in a different domain and when these two coincide with each other it leads to work - family conflict and family-work conflict.

STATEMENT OF THE PROBLEM

The role of women is becoming more challenge in the new social context. It is normally challenging for the women employees to manage work situations, family responsibilities and the intervention of these two at different conditions. In addition to that the influence of extraneous factors relevance to work life balance and imbalances are countless. The

women employees by their nature, occupation background and personal causes lose their concentration at work places and even found to be unproductive workers. The women working in private sectors faced lot of struggles in the work place due to heavy competition and also they have responsibilities in their family. The women employees have to balance the work and personal life. But it sometimes leads to imbalance because of tremendous pressure in private sector. So, the current study attempts to investigate the various issues of work life balance of women employees at Madurai and Virudhunagar districts.

NEED FOR THE STUDY

In the present scenario, there are many changes arise in the work place and the family systems. A woman as an employee faces issues and opportunities from work places, society, family and individual backgrounds. But the level of issues, opportunities vary among them based on their nature of work and place of work. The majority of women employees in private sector find it difficult to achieve the desired work life balance. The main significant and need of this research is to identify the work life balance of women employees in private sector. There are fewer studies related to work life balance but they are confined to some specific sectors. Therefore it is need to study how women employees are balancing their life in different sectors like banking sector, health care sector, educational sector, insurance sector and manufacturing sector.

OBJECTIVES OF THE STUDY

PRIMARY OBJECTIVE:

- To analyze various factors affecting work life balance of women employees in private sector.

SECONDARY OBJECTIVES:

- To analyze the satisfaction level of the women employees in private sector in work and in life.
- To know to what extent the work stress affects the personal life of women employees.
- To know to what extent the personal life affects the work of the women employees.

- To identify the perception of women employees about the benefits and challenges towards work life balance.
- To find the satisfaction level of women employees about the current policies and practices followed in the private sector towards work life balance.
- To provide suggestions to overcome work life balance related problems of women employees in private sector.
- To find the overall satisfaction of work life balance of women employees in private sector.

HYPOTHESES

1. H_0 : There is no relationship between the age and overall satisfaction towards work life balance of women employees.
2. H_0 : There is no relationship between the type of sector and overall satisfaction towards work life balance of women employees.
3. H_0 : There is no relationship between the experience and overall satisfaction towards work life balance of women employees.
4. H_0 : There is no relationship between the monthly salary and overall satisfaction towards work life balance of women employees.
5. H_0 : There is no relationship between the family type and overall satisfaction towards work life balance of women employees.
6. H_0 : There is no relationship between the marital status and overall satisfaction towards work life balance of women employees.
7. H_0 : There is no relationship between the type of sector and level of satisfaction of women employees at work.
8. H_0 : There is no relationship between the family type and level of satisfaction of women employees at family.
9. H_0 : There is no relationship between the type of sector and perception about the organisation benefit towards work life balance.
10. H_0 : There is no relationship between the monthly salary and perception about the individual benefit towards work life balance.

11. H_0 : There is no relationship between the family type and perception about the individual benefit towards work life balance.
12. H_0 : There is no relationship between the age and perception about the challenges at work & family.
13. H_0 : There is no relationship between the type of sector and perception about the challenges at work & family.
14. H_0 : There is no relationship between the years of experience and perception about the challenges at work & family.
15. H_0 : There is no relationship between the monthly salary and perception about the challenges at work & family.
16. H_0 : There is no relationship between the family type and perception about the challenges at work & family.
17. H_0 : There is no relationship between the marital status and perception about the challenges at work & family.
18. H_0 : There is no relationship between the type of sector and women employees level of satisfaction of current policies and practices in the organisation.
19. H_0 : There is no relationship between the type of sector and ranks suggested to overcome WLB problems at work place.
20. H_0 : There is no relationship between the family type and ranks suggested to overcome WLB problems at family.
21. H_0 : There is no difference among the ranks of suggestions to overcome WLB related problems at work place.
22. H_0 : There is no difference among the ranks of suggestions to overcome WLB related problems at family.

RESEARCH METHODOLOGY

RESEARCH DESIGN

“The research design is the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure.”

SELECTION OF THE PRIVATE SECTOR

It is imperative to select the sector of the study since the concept of work life imbalance is found in all the sectors – both Government and Private sectors. Also at present due to education opportunities and economic condition, women employment is increasing almost in all sectors. Job insecurity, less salary, heavy workload, high work pressure etc., are the essential factors which affect the WLB can be seen more in Private sector rather than Government sector. In addition to this increasing opportunity of women employment serves as a starting point for more problems which affect work life balance. Hence the present study focuses on this area. The selected field of the research is Private sector.

SELECTION OF THE STUDY AREA

Virudhunagar and Madurai district were purposively selected as the study area. There is no exclusive study made on work life balance among women employees in private sector in Virudhunagar and Madurai district.

PILOT TEST STUDY

Preliminary investigation was conducted to test the reliability and validity of the scales used in this study. The major reasons to conduct the pilot study were to understand the questions and the required time needed to complete the question. After the pilot study, necessary changes were done with the questionnaire and data were collected from the respondents.

PERIOD OF THE STUDY

The study has been confined between the periods of 2017 to 2020. The secondary data collection covers the period of 10 years. The primary data were collected for one year during the period of 2018 to 2020.

SAMPLE DESIGN

SAMPLING METHOD

In the absence of a sampling frame, non-random sampling was applied. As the population is finite but huge in numbers convenience sampling was adopted for the study.

SAMPLE SIZE

Convenience sampling was used for the study. There are several approaches to determine the sample size. For populations that are large, Cochran developed the equation given below to yield a representative sample for proportions:

$$\text{Equation: } n_0 = \frac{z^2 pq}{e^2}$$

Where n_0 is the sample size, Z^2 is the abscissa of the normal curve that cuts off an area at the tails (1-equals the desired confidence level, eg. 95%) e is the desired level of precision, p is the estimated proportion of an attribute that is present in the population, and q is 1-p. The value of Z is found in statistical tables which contains the area under the normal curve. In this study, the presumed population size is finite and unknown. The formula was applied to know the sample size, and found the sample size 384 meets the requirements.

The sample size considered for the study is 450 working women employees selected from five different sectors. For the purpose of data collection 450 sample women employees are divided in to 225 at Madurai and 225 at Virudhunagar District.

VIRUDHUNAGAR DISTRICT **Taluk-wise sample distribution**

S.No	Taluks	Banking Sector	Education sector	Health sector	Insurance Sector	Manufacturing Sector	Total
1	Sivakasi	6	6	5	6	6	29
2	Virudhunagar	6	5	6	5	6	28
3	Sattur	5	6	6	6	5	28
4	Rajapalayam	6	6	6	6	6	30
5	Srivilliputhur	6	6	6	5	5	28
6	Arupukottai	6	6	6	5	6	29
7	Kariapatti	5	5	5	6	5	26
8	Tiruchuli	5	5	5	6	6	27
	Total	45	45	45	45	45	225

Source: Primary data

MADURAI DISTRICT
Taluk-wise sample distribution

S.No	Taluks	Banking Sector	Education sector	Health sector	Insurance Sector	Manufacturing Sector	Total
1	Madurai South	7	6	6	6	7	32
2	Madurai North	6	7	6	7	6	32
3	Melur	6	6	7	6	6	31
4	Vadipatti	6	7	6	7	7	33
5	Thirumangalam	6	6	7	6	6	31
6	Peraiyur	7	6	6	6	7	32
7	Usilampatti	7	7	7	7	6	34
	Total	45	45	45	45	45	225

Source: Primary data

SOURCES OF DATA

Both primary and secondary data are collected for the purpose of the study. The survey method is used to gather information for the study. The primary data is collected from the women respondents from private employees with the help of questionnaire designed for the purpose and through interviews, personal discussions and filling of questionnaire. The data obtained from five different private sectors such as banking sector, health care sector, educational sector, insurance sector and manufacturing sector.

The secondary data are collected from text books, news paper, magazines, websites and research articles and used widely as a support to the primary data.

QUESTIONNAIRE DESIGN

A well structured questionnaire is used for the study which is constructive and pre-determined in nature. An equal importance has been given to all forms of questions like perception of women about work life balance, issues both at work and family, factors affecting work life balance, and overall work life balance of women employees in private sector. The required data for the study has been obtained through attitude measurement scales comprised with graphical rating, itemized and Likert backgrounds. In addition to that open, closed and multi item scales have been used.

DATA PROCESSING

The data collected are analysed with the help of statistical package SPSS 20. In order to test the research hypothesis, the mean score arrived at are put to various statistical analysis. The statistical tools used were:

- Cronbach's Alpha
- Percentage analysis
- Chi-square
- Multiple Regression
- Weighted ranking method
- Mean score analysis
- KW test
- Friedman test
- Anova
- Independent sample T test
- Factor analyses are used in this study.

TEST OF RELIABILITY

The reliability aspects of ordinal, interview and rating scales have been tested, by applying reliability analysis. The Cronbach's Alpha value is obtained as 0.968 close to 1 showing high reliability. Since the data had been reliable and further analysis was carried out.

LIMITATIONS AND FUTURE SCOPE

The research is related only to work life balance issues of women employees in selected private sectors. The research includes five sectors namely banking sector, health sector, education sector, insurance and manufacturing sector only. The research excludes male employees. The study also excludes self employed women, because they are not employees, they are entrepreneurs. The study is with reference to women employees in Virudhunagar and Madurai district only. The sample size and time is also restricted.

There is future scope to conduct research in other districts and also on wider basis for the whole state of Tamilnadu or India or International basis with further increase in sample size if necessary. The research can also conduct in both private and public sector. Both male and female employees can also be included for the research.

CHAPTER FRAME

Before precede further, a brief summarization of each chapter as follows.

Chapter 1 starts with a brief historical introduction to women in various time period, the origin and growth of private sectors, the concept of work life balance and theories. Further, this chapter covers operational definitions, statement of the problem, need for the study, objective of the study, scope of the study, hypothesis of the study, research methodology which consists of area of the study, selection of the study area, pilot test study, period of the study, research design, sample design – study population, sampling method, sample size, sources of data, questionnaire design, data processing, test of reliability and limitations and future scope of the study.

Chapter 2 mainly deals with the review of literature which includes theoretical foundations, reviews published and research related to the purpose and objectives of the thesis. A careful analysis through an extensive review of the literature, we discuss the existence of a research gap in work life balance and review conclusion.

Chapter 3 is devoted to concept overview along with selected references. It also discusses the overview of banking, healthcare, education, insurance and manufacturing sector, its operation methodologies in Madurai and Virudhunagar Districts along with study references.

Chapter 4 contains elaborated data Analysis in the form both descriptive and inferential. Further, we discuss major findings and interpretations based on the outcome of the research on work life balance.

Chapter 5 comprises findings of both descriptive and inferential analysis and some recommendations based on these findings. Finally the researcher has made some important conclusion of the study which gives some fruitful suggestion as well for further research in this topic or its variants.

KEY FINDINGS

DEMOGRAPHIC PROFILE FINDINGS

From the study we find that,

- 37.0 percent women employees are working in private sector are highly dissatisfied with the workload.
- 34.2 percent of the women employees are highly dissatisfied with the salary package.
- 37.0 percent of the women employees are highly dissatisfied with the job security.
- 32.0 percent of the women employees are dissatisfied with the colleagues' support.
- 40.6 percent of the women employees are dissatisfied with the superior's support.
- 39.7 percent of the women employees are satisfied with the rewards and recognition of the work.
- 30.4 percent of the women employees replied 'neutral' for the welfare measures.
- 27.9 percent of the women employees are satisfied with the work environment and culture.
- 44.5 percent of the women employees are highly dissatisfied with the working time.
- 37.4 percent of the women employees are satisfied with the non- monetary benefit.
- 25.8 percent of the women employees are dissatisfied with the job autonomy/job initiative.
- 29.5 percent of the women employees replied neutral for monotonous in their job.
- 31.5 percent of the women employees are highly dissatisfied with the internal politics.
- 35.8 percent of the women employees replied neutral for gender discrimination.
- 33.1 percent of the women employees are dissatisfied with the work pressure.
- 40.9 percent of the women employees are dissatisfied with the glass ceiling competition.
- 29.2 percent of the women employees are dissatisfied with the work safety.
- 37.9 percent of the women employees are dissatisfied with the spouse/Family support towards job.
- 38.1 percent of the women employees are highly dissatisfied with the family roles and responsibilities.
- 41.8 percent of the women employees are highly satisfied with the nature of family.

- 38.8 percent of the women employees are highly satisfied with more number of family members.
- 35.4 percent of the women employees replied 'neutral' for the economic status of the family.
- 28.3 percent of the women employees are highly satisfied with mutual trust of the family members.
- 32.2 percent of the women employees are dissatisfied with Child care and Elder care.
- 34.0 percent of the women employees are highly satisfied with the relative's problem.
- 39.0 percent of the women employees are satisfied with the social status of the family.
- 37.7 percent of the women employees are dissatisfied with the participation in social events of the family.
- 25.1 percent of the women employees replied yoga/meditation as a technique to control the stress.
- 31.7 percent of the respondents are dissatisfied with their time management at work.
- Majority of 74.4 percent of the women employees are not undertake medical check-up.
- 27.9 percent of the women employees agree that they miss the valuable time with their family and friends.
- Majority of 70.8 percent of the women employees are able to spend time on their self development activities.
- Majority of 56.6 percent of the women employees are not able to spend time for their personal interest/hobbies.
- Majority of 68.0 percent of the women employees replied that their work stress affects their family.
- 27.9 percent of the women employees answered work stresses affect their family to great extent.
- Majority of 68.7 percent of the women employees replied that the family stress affects their work.
- 27.6 percent of the women employees replied that family stress affects their work to great extent.
- 33.3 percent of women employees are highly dissatisfied with the overall work life balance.

INFERENCEAL STATISTICS FINDINGS

1. Factors affecting work life balance of women employees in private sector.

- From the Factor analysis it is found that, the p - value (0.000) is less than the assumed significance value 0.05; So the null hypothesis H_0 is rejected, the alternate hypothesis H_1 is accepted. Hence the factor analysis is valid. Next, the KMO coefficient has been used to cross check Bartlett's test. This coefficient is found as 0.946 which is more than 0.5, so this agrees with Bartlett's test that the factor analysis is valid and the sampling adequacy is sufficient.

Based on the rotated factor loadings for the 28 statements regarding factors affecting work life balance, they had been extracted in to four factors namely **“Family and Personal related problems”**, **“Work related problems”**, **“Children care problems”**, **“Organization problems”**. Thus, these four factors mainly affect the work life balance of women employees.

2. Satisfaction level of the women employees in private sector at work and life.

- From the Independent sample t-test it is found that, there is no significance relationship between the age and level of satisfaction of women employees at work for the above factors such as Workload, Job security, Colleagues' support, Rewards and recognition of work, Working time, Job autonomy/Job initiative, Monotonous, Internal politics, Gender discrimination, Work pressure, Glass ceiling competition, Work safety relating to satisfaction at work.
- From the Independent sample t-test it is found that, there is significance relationship between the age and level of satisfaction of women employees at work for the above mentioned five factors such as Salary packages, Superior's support, Welfare measures, Work environment and culture and Non-Monetary benefits.

- From the Independent sample t-test it is found that, there is no significance relationship between the family type and level of satisfaction of women employees at work for the above factors such as Workload, Salary packages, Job security, Colleagues' support, Superior's support, Rewards and recognition of work, Welfare measures, Work environment and culture, Non-Monetary benefits, Job autonomy/Job initiative, Monotonous, Gender discrimination, Work pressure, Glass ceiling competition, Work safety related satisfaction at work.
- From the Independent sample t-test it is found that, there is significance relationship between the family type and level of satisfaction of women employees at work for above mentioned two factors such as Working time and internal politics.
- From the Chi-square it is found that, there is no significance relationship between the experience and level of satisfaction of women employees at work, for the above factors such as Workload, Salary packages, Job security, Colleagues' support, Superior's support, Rewards and recognition of work, Welfare measures, Work environment and culture, Working time, Monotony, Internal politics, Gender discrimination, Work pressure, Glass ceiling competition relating to job satisfaction.
- From the Chi-square it is found that, there is significance relationship between the experience and level of satisfaction of women employees at work for above mentioned three factors such as Non-Monetary benefits, Job autonomy/Job initiative and Work safety.
- From the Chi-square it is found that, there is no significance relationship between the monthly salary and level of satisfaction of women employees at work for the above factors such as Salary packages, Job security, Colleagues' support, Superior's support, Rewards and recognition of work, Welfare measures, Work environment and culture, Working time, Non-Monetary benefits, Job autonomy/Job initiative, Monotony, Internal politics, Gender discrimination, Work pressure, Glass ceiling competition, Work safety relating satisfaction at work.

- From the Chi-square it is found that, there is significance relationship between the monthly salary and level of satisfaction of women employees at work for above mentioned two factors such as Workload and Job autonomy/Job initiative.
- From the Anova it is found that, there is no significance relationship between the type of sector and level of satisfaction of women employees at work for the above factors such as Workload, Salary packages, Job security, Colleagues' support, Superior's support, Rewards and recognition of work, Work environment and culture, Working time, Non-Monetary benefits, Job autonomy/Job initiative, Monotony, Internal politics, Gender discrimination, Work pressure, Work safety relating satisfaction at work.
- From the Anova it is found that, there is significance relationship between the type of sector and level of satisfaction of women employees at work for above mentioned two factors such as Welfare measures and Glass ceiling competition.
- From the Chi-square it is found that, there is no significance relationship between the marital status and level of satisfaction of women employees at work for the above factors such as Workload, Salary packages, Job security, Colleagues' support, Superior's support, Rewards and recognition of work, Welfare measures, Work environment and culture, Working time, Non-Monetary benefits, Job autonomy/Job initiative, Monotony, Internal politics, Gender discrimination, Work pressure, Glass ceiling competition and Work safety relating satisfaction at work.
- From the Independent sample t-test it is found that, there is no significance relationship type of sector and level of satisfaction at family factors such as Spouse/Family Support towards job, Family roles and responsibilities, Nature of family, More number of family members, Economic status of the family, Mutual trust of the family members, Children care/Elder care, Relatives problems, and Participate in social events.

- From the Independent sample t-test it is found that, there is significance relationship between the type of sector and level of satisfaction at family for the factor social status of the family.
- From the Weighted ranking method, it is found that women employees gave first rank to the factor Work environment & culture with the mean score of 3.34 followed by ‘Non-monetary benefits’ with the mean score of 3.09. Salary package and Job security got fifteenth and sixteenth rank with the least mean score of 2.15 and 2.06 respectively.
- From the Weighted ranking method, it is found that women employees gave first rank to the factor ‘Mutual trust of the family members’ with the mean score of 3.38 followed by ‘More number of family members’ with the mean score of 3.87. Family roles and responsibilities and Participate in social events of the family got the least score with the mean score of 2.28 and 2.27 respectively.

3. What extent the work stress affects the personal life of women employees.

- Majority of 68.0 percent of the women employees replied that work stress affecting their family.
- 27.9 percent of the women employees answered work stresses affect their family to great extent.

4. What extent the personal life affects the work of the women employees.

- Majority of 68.7 percent of the women employees replied that family stress affecting their work.
- 27.6 percent of the women employees replied that family stress affects their work to a great extent.

5. Perception of women employees about the challenges and benefits towards work life balance.

- From the Mean score analysis, it is found that women employees gave first rank to the challenges 'Less family support towards job' with the mean score of 2.84 followed by the 'High work pressure and mental pressure' got the second rank with the mean score of 2.71. Hence it is clear that Poor working condition and High work pressure and mental pressure are the major challenges faced by the women employees at work and family.
- From the Independent sample t-test it is found that, there is no significance relationship between the family type and perception about the challenges at work and family for the above factors.
- From the Independent sample t-test it is found that, there is no significance relationship between the marital status and perception about the challenges at work and family for the above factors such as Less family support towards job, Job insecurity, Less salary, Poor working condition, Policies and Procedures in the organization.
- From the Independent sample t-test it is found that, that there is significance relationship between the monthly salary and perception about the challenges for the above two factors such as work and family culture and High work pressure and mental pressure.
- From the Anova it is found that, there is no significance relationship between the type of sector and perception about the challenges at work and family for the above factors such as Work and family culture, Less family support towards job and Poor working condition relating organisation benefit.
- From the Anova it is found that, there is significance relationship between the type of sector and perception about the challenges at work and family for above mentioned six factors such as High work pressure and mental pressure, Job insecurity, Less salary and Policies and Procedures in the organization.
- From the Chi-square it is found that, there is no significance relationship between the age and perception about the challenges at work and family factors such as Work and family

culture, Less family support towards job, Job insecurity, Less salary and Policies and Procedures in the organisation.

- From the Chi-square it is found that, there is significance relationship between the age and perception about the challenges at work and family for the above mentioned two factors such as High work pressure and mental pressure, and Poor working condition.
- From the Chi-square it is found that, there is no significance relationship between the years of experience and perception about the challenges at work and family for the above factors such as less family support towards job, High work pressure and mental pressure, Job insecurity, less salary, Poor working condition, Policies and Procedures in the organization.
- From the Chi-square it is found that, there is significance relationship between the years of experience and perception about the challenges at work and family for work and family culture factors such as work and family culture.
- From the Chi-square it is found that, there is no significance relationship between the monthly salary and perception about the challenges at work and family for the above factors such as less family support towards job, High work pressure and mental pressure, Job insecurity, Poor working condition, Policies and Procedures in the organization.
- From the Chi-square it is found that, there is significance relationship between the monthly salary and perception about the challenges for the above two factors such as work and family culture and Less salary.
- From the Independent sample t-test it is found that, there is no significance relationship between the family type and perception about the individual benefit.
- From the Anova it is found that, there is no significance relationship between the type of sector and perception about the organisation benefit for the above factors such as Cost

reduction, Work involvement, Profit making and Reduced Absenteeism relating organisation benefit.

- From the Anova it is found that, there is significance relationship between the type of sector and perception about the organisation benefit for above mentioned six factors such as Increased productivity, Avoidance of waste, Work efficiency, Personal & Organizational growth, Consistency in contribution and Less employee retention.
- From the Chi-square it is found that, there is no significance relationship between the monthly salary and perception about the individual benefit for the above factors such as Affordable child care and elder care, Less stress, Increased motivation and Time to spend for personal hobbies/sports associated with individual benefit.
- From the Chi-square it is found that, there is significance relationship between the monthly salary and perception about the individual benefit for above mentioned four factors such as Good quality of life, Good health, Career progression and Time to spend with family & friends.

6. Satisfaction level of women employees about the current policies and practices followed in the private sector towards work life balance.

- From the Anova it is found that, there is no significance relationship between type of sector and level of satisfaction of current policies and practices in the organisation for the above factors such as Job sharing and Maternity leave relating to organisation benefit.
- From the Anova it is found that, there is significance relationship between the type of sector and level of satisfaction of current policies and practices in the organisation for above mentioned nine factors such as Career leaves (Medical leave, Long leave, Leave on personal affairs, Religious leave), Fringe benefits (Insurance, Retirement benefit etc.), Free medical checkup, Holiday picnics and camps, Incentive and bonus for best performance, Overtime wages, Health awareness programs/Fitness programs, Family participated programs.

7. Suggestions to overcome work life balance related problems of women employees in private sector.

- From the Kruskal wallis test it is found that, there is no relationship between the type of sector and ranks of suggestions to overcome WLB related problems at work place suggestions like Proper Time management, Schedule the work, Attend training programs for up gradation, Openness in communication and Develop Positive thinking.
- From the Kruskal wallis test it is found that, there is no relationship between the family type and ranks to overcome WLB related problems at family suggestions like sharing family responsibility, Visiting friends/ Relative house and Attending parties and family gatherings.
- From the Kruskal wallis test it is found that, there is relationship between the family type and ranks of to overcome WLB related problems at family for these two suggestions such as ‘Sparing more time with family’ and ‘Arranging family tour’.
- From the Friedman test it is found that, there is significant difference in the ranks provided by respondents to the five suggestions to overcome WLB related problems at work place. ‘Schedule the work’ and ‘Proper time management’ got the first rank and second rank. Hence, the women employees gave ‘Schedule the work’ and ‘Proper time management’ as the important suggestions to overcome WLB related problems at work place.
- From the Friedman test it is found that, there is significant difference in the ranks provided by respondents to the five suggestions to overcome WLB related problems at family. ‘Sparing more time with the family’ and ‘Arranging family tour’ got the first rank and second rank. Hence, the women employees gave ‘Sparing more time with the family’ and ‘Arranging family tour’ as the important suggestions to overcome WLB related problems at family.

8. Overall WLB satisfaction of women employees in private sector.

- From the Chi square test it is found that, there is no significance relationship between the type of sector, years of experience, monthly salary, family type and overall satisfaction of WLB of women employees.
- From the Chi square test it is found that, there is significance relationship between the age, marital status and overall satisfaction of WLB of women employees.
- From the Multiple regression analysis it is found that, all these four independent variables **“Family and Personal related problems”**, **“Work related problems”**, **“Children care problems”**, **“Organization problems”** are statistically significant in the model. Thus, it is proved that these four factors influence the overall work life balance of women employees.

SUGGESTIONS

The suggestions given in this chapter pertaining WLB issues are divided in to three parts:

1. Suggestions to women employees.
2. Suggestions to private sector.
3. Suggestions to family.

SUGGESTIONS TO WOMEN EMPLOYEES

- Time management is a skill; all women employees should develop the skill to start and to finish their works on time in both work place and home. This will be achieved by proper scheduling of their day-to-day works.
- Work life balance can't be achieved without effective prioritization. Set your priorities for each work and arrange them accordingly and do it effectively. So that women employees can get more time to spend with their family.
- Working women should develop the attitude 'know well in advance' of their capacity in doing a particular personal work and ready to seek help from the other family members

without hesitation and ego. This will prevent you from the stress that may come out of failures of such personal work.

- Periodical medical check-up is important to maintain good health. However, maintaining good diet with physical activities in their daily routine, enough sleep, set aside time for doing yoga/meditation, listening music and other activities that you enjoy, will be helpful to reduce stress.

SUGGESTIONS TO PRIVATE SECTOR

- The private sector has to give job assurance to their women employees. So that they can work effectively without the mental stress.
- Private sector has to be intense on work ethics while assigning workload and fixing salary to the women employees. This will increase the goodwill of the organisation.
- The organisations have to take care of both professional and social life of their women employees because social connectivity is also important for all human being.
- The organisations can implement Employees Assistance Programmes for their employees to effectively handle the personal issues, work stress and other work life balance related issues.

SUGGESTIONS TO THE FAMILY

- As per our tradition, a woman is the whole responsible person for caring for children and elders in the family. This issue can be sorted out easily by sharing the responsibility equally with their spouse.
- By understanding the job nature of working women as well as developing the attitude like adjustability, helping tendency, ignoring the shortcoming etc., the family members could reduce the burden of working women considerably and support them to work peacefully.

CONCLUSION

Recalling from the introduction men have more experience in facing and tackling the problem at ease than women. The concept of working women is very recent and a challenging one. Hence, working women may face hurdles in accomplishing personal work and official work successfully, which leads to work life imbalance. Achieving good work life balance is a contemporary issue for women employees, especially working in private sector. From the present research, it is concluded that work life imbalance leads to poor health and it affects the wellbeing of women employees and their family. Specifically, married women are affected by work life imbalance more than unmarried women because of child care, elder care and other family responsibilities. If this work-life imbalance continues, it leads to poor performance of working women in both work and family. Thus, the family members/society should realise the working women problems and support the women employees in all means.

Nowadays women constitute the important part in the work force almost in all fields. From the study, it is evident that job insecurity, less salary, workload, work family culture, less family support towards job, high work pressure and mental pressure are the major issues faced by the women employees working in private sector. It is the duty of the private organisations to consider and analyze these factors while framing the policies and procedures for their organisation. This in turn will be fruitful for the organisation to increase their own goodwill and also to increase the productivity of women employees.