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Research Papers:

1. Analytical study of Growth of Middle Class on Increasing Demand for Consumer Durables in PCMC Area
Archana Aher 2
2. India's Political Environment: A Review of the Pro-Business Shift
Deepti Kakar 9
3. The Relationship between Transformational Leadership and Employee Engagement in Service Sector: An Empirical Study
Priyanka Jain, Dr. Taranjeet Duggal 15
4. Value Building Exercise: Importance and Implications on Organizational Success
Dr. Sanjay S. Kaptan, Rajkumari Tamphasana Devi. 21
5. Demographic Analysis of Use of Internet Banking Among Teachers
Nanaso K. Awatade, Dr. Anil K. Wavare 25
6. Relationship between Work Life Balance, Quality of Work Life and Quality of Life of Women Working in Service Industry
Dr. Jyoti J Nigade, Dr. Sarang S. Bhola 30
7. Microfinance and Women Empowerment in India
Dr. Liaqat Ali, Shilpa 46
8. Children's Influence on Buying Decision Making
Radha Shankar Shelar, Dr. Anil K. Wavare 55

Relationship between Work Life Balance, Quality of Work Life and Quality of Life of Women Working in Service Industry

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ABSTRACT:

Work-life balance has always been a concern of those interested in quality of working life and its relation to quality of life.

Present research paper is intended to evaluate the role of Quality of Work Life (QWL) in maintaining Work Life Balance (WLB) and to study impact of Quality of Work Life (QWL) on Quality of Life (QOL) of women working in service industry. Research is diagnostic inferential in nature set to test two null hypotheses one is there is no significant difference between Work Life Balance (WLB) and Quality of Work Life (QWL) of women working in service industry and another is there is no significant difference between Quality of Work Life (QWL) and Quality of life (QOL) of women working in service industry.

Two structured close ended schedules are used to collect primary data from 379 samples i.e. working women from service industry are selected using quota sampling method. Analysis is done using simple percentage, mean and standard deviation and hypotheses were tested using Paired Sample 't' test.

It has found that, a high degree of QWL in organization is positively associated with WLB of women working in service industry which leads to better QOL and vice-versa.

Keywords: Work Life Balance (WLB), Quality of Work Life (QWL), Quality of Life (QOL), Working Women, Service Industry.

Introduction:

Times have changed, from the time husband earned, and wife stayed at home, to the time now when husband earns and wife earns too. But the wife still cooks and washes and runs the house. Today's career women are continually challenged by the demands of full-time work and when the day is done at the office, they carry more of the responsibilities and commitments to home. This issue becomes even more pertinent in a country like India where most of the household roles are gendered. The majority of women are working 40-45 hours per week and 53% are struggling to achieve Work-Life Balance (WLB). WLB can be achieved when an individual's right to a fulfilled life inside and outside paid work is accepted and respected as the norm, to the mutual benefit of individual, business and society. Thus WLB accumulate decisive importance during assessment of Quality of Work life (QWL) of employees which describe the quality of relationship between employees and working environment. Again working environment aspects are the major determinants of overall Quality of Life (QOL) of employees.

Thus, present research highlight various values, attitudes and beliefs of women regarding job anxiety while working in service industry and particularly balancing their work and personal life and its impact on their QOL.

Review of Literature:

Interface and relationship between WLB and QWL:

Balanced role of work in total life span with its all variables is an important indicator of model of quantification of QWL (Bhola S. S., 2006). That organizational structure and processes is a significant predictive factor in determining work-life balance. The consequential factors like Organizational Citizenship Behavior, Quality of Working Life and Organizational Success provide the organization a feedback on the attitude and behavior exhibited by employees as a result of its various policies. (Das & Akhilesh, 2012). The workplace culture has been created by men and is naturally "masculine" with a language competency and ethos typically favouring men. Most women, because of familial or societal pressures, may find it difficult to continue in the same strain (Kaul, 2009). Accordingly workplace characteristics e.g., hours worked in the paid-labor force; job satisfaction, work flexibility, perception of partner's workfamily spillover etc have deep impact on family cohesion. And women's perceptions of family cohesion are more strongly influenced by work and job characteristics (Stevens, Kiger, & Riley, 2006). There have been some professions like the medical professions and the police that have traditionally been faced with the hazards of work life imbalance. Large proportion of nurses complained that they spend increasingly less time with their family, friends and to

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pursue recreational activities (Meera Vijay, 2012). Working women in call centers also face problems in maintaining balanced relation with family because job insecurity, poor work culture etc. affect their family life (Sujata & Singh, 2011). In case of IT sector, for women working in the age group 20 to 35, two factors namely psychological and cognitive factor and organizational climatic factor are the causes of work-life imbalances (Divya, Suganthi, & Samuel, 2010). While considering the teaching fraternity in India (Miryala & Chiluka, 2012) state that, this fraternity is not much exposed to work-life balance practices and even their employees have not done much in terms of designing and implementing work-life balance policies and practices. (Jacobs & Winslow, 2004) found that, dissatisfaction increases among those professors who working the longest hours and it greatly contribute to their research productivity. The very long hours demanded by faculty jobs thus pose a dilemma for parents who want to spend time with their children and their families. Supporting to this (Miryala & Chiluka, 2012) found that, teachers having children exhibit the feeling of missing their life and those having dependent feels tired sometimes. Women's experiences of work-family tradeoffs and how they think their employment, affected their children. Women identified multiple co-occurring costs and benefits of work for themselves and their children. Benefits included: increased income; increased self-esteem, feelings of independence, and social integration; and the ability to model work and self-sufficiency values for children. Costs included: working without increased income; overload, exhaustion, and stress; and less time and energy to be with, supervise, and support children (London, Scott, Edin, & Hunter, 2004).

Long hours associated with managerial role of working women is a major problem. A voluntary approach to work-life balance may only deliver positive benefits to women when the labour market is tight, and, even then, the benefits for women in management are far from demonstrated (Doherty, 2004). The representation of women in all regions, moreover, diminishes markedly at each higher management level. Some female executives, of course, leak out of the talent pipeline because they are headed for other or better jobs; others voluntarily draw back from promotions as part of conscious work-life decisions (Barsh, Devillard, & Wang, 2012). (Drew & Murtagh, 2005) also observed that, the "long hours" culture is the greatest obstacle to achieving WLB in which availing oneself of flexible options (e.g. working from home/reduced hours/flexi time) is incompatible with holding a senior management post. Many of the senior men have followed the "breadwinner" model by being able to delegate family and caring activities to their wives. This option has not been possible for the majority of women in senior posts. Hence, men seek WLB to resolve commuting/working time issues. Women want to avail themselves of more flexible arrangements for family/quality of life reasons. Both men and women in senior management recognize that their own careers would be seriously jeopardised by taking up WLB arrangements. One of the reasons behind fewer women in senior leadership positions are women face difficult situations because of competing demands between job and family life and are unable to compete on level playing field.

Some of the responsibilities of women at the home front get multiplied with lack of support for child care and elderly care, clean water and sanitation facilities. This stress of home responsibilities may get aggravated if there is gender discrimination, sexual harassment or gender violence at the workplace (Mavalankar, 2009). While (Venkataramani & Maran, 2009) opined that, the women employee herself sometimes has an unrealistic estimation of her capabilities, forgetting that her time and effort are limited. This leads to further imbalance in work life balance and stress for woman employee.

(Tomlinson & Durbin, 2010) stated that the part-time women managers held varied careers while working full-time but careers stalled once a transition to part-time work was made. The majority were career focused, worked intensively and felt frustrated with their lack of mobility and career progression while working part-time. The majority worked in excess of their contracted hours and did not experience an appropriate reallocation of work when they reduced hours. Progressive companies are sensitive to women's issues and have started establishing policies and support systems to help women balance life and work priorities (Shivshankar, 2009). IBM Daksh has taken initiatives on recognizing and facilitating the special needs of women through effective policies and practices to enable work-life integration. Substantial number of former women employees chose to rejoin IBM Daksh and the key factors stated by these 'home-coming' employees were work-life balance and flexible work options which enabled them to perform more effectively (Gupta, 2009). While 'Tata' considering one-year maternity leave and inviting women who left their jobs due to family pressures to rejoin the company if they so desired. Infosys, Wipro and many others have also introduced flexi-timings (Bhatia, 2009). The another option of part-time jobs can enhance the work-family balance not only for those explicitly choosing part-time employment as a means to reduce work-family imbalance but also for other employees (van Rijswijk, Bekker, Rutte, & Croon, 2004). Indian women are also probably becoming better planners, more career-oriented and proactive in creating a support system before starting a family. It is important to create 'Working Women Support Index (WWSI)' which will track the level of support systems that the government, corporate and communities provide women and enable them to balance their career and family. The index could include parameters such as society being educated on the need for women to pursue a career, the government introducing gender sensitivity courses at the senior school level itself and also policies for childcare and day care centers, institutions providing career and life related counseling services, corporate initiating work-life balance programs, besides the safety and health initiatives both by corporate and governments (Shivshankar, 2009). Employee expectations today are more in terms of supportive work places that help manage time. Thus organizations need to be supportive and empathetic towards their employees multiple roles and responsibilities. However, the futuristic organizations might need to provide roles definitions that permit more control over work schedules and tasks (Chawla & Sondhi, 2011).

Impact of QWL on QOL of employees:

QWL has steadily growing importance over a period in which the industrialized nations have increasingly come to question about role and status of human beings in the modern technological environment. In recent years concern with the nature of work, its impact upon people, and their attitudes towards it, seems to have sharpened (Newton, Leckie, & Pettman, 1979). Increased competition from globalization is damaging employee's quality of life (Sarkar & Jeswani, 2008). While in our society, women are concentrated in the low end of spectrum, in low paying and insecure jobs. 96% of the women workers are in the informal sector. Their work is insecure, irregular and often unorganized. They balance children, home and work and more often than not, their income is not commensurate with their work (Nanavaty, 2009). A captive Indian worker who despite the conflict and unfair compensations manages her Work Life Balance because of her own need and temperament of self-justification. She reconciles with all tasks and responsibilities at her workplace and moves on effectively (Chawla & Sondhi, 2011). According to (Gröpel & Kuhl, 2009), a positive relation between self and place is essential for well being. Work-life balance which is one of the parameter of QWL, predicts the level of well-being only if the individual's needs are fulfilled within the time available for work and social life.

Worklife balance has recently emerged as part of a wider focus on quality of life issues. The use of flexible working conditions may be beneficial for attaining WLB and so as to QOL (Moore, 2006). In every working woman's life, there are four key stakeholders her own personality, job, family and society. If the balance is not maintained in any of these, then there is conflict in various relationships. When a woman faces such a conflict, she gets no peace of mind, loses her harmony with life and becomes increasingly less efficient in every sphere of life (Sigroha, Gidhar, & Sangwan, 2011). Successful work-life balance has far reaching implications for individuals and organizations. It boosts productivity and makes for better quality of life (Sigroha, Gidhar, & Sangwan, 2011). But the success of initiatives like Part-time and flexible working relies upon full and frank conversations between employers and employees to lead to greater satisfaction from both parties to the employment relationship (Gallhofer & Paisey, 2011). Thus building a supportive work environment is yet another important initiative to be addressed (Doble & M.V., 2010).

The psychological well-being of office workers is depends on the physical office environment. Worker assessments of the physical environment are distinct from their assessments of general working conditions, such as work load, decision-making latitude and relationships with other people at work. There are many organizational factors like job insecurity, shift work, long work hours, role conflict, physical hazard exposures, interpersonal conflicts with co-workers or supervisors etc. contributing to increased stress levels. These stressors are related to depression, anxiety, general mental distress symptoms, heart disease, ulcer and chronic pain (Sabadra, 2009). Women in particular occupations such as nursing, domestic work and manual labour may have to undergo more difficulties because of the nature of

the job, poor socio-economic levels and the exploitative environment in which they work. It does not mean that everybody in these categories of work would be experiencing problems but there is some evidence that women suffer more in such occupations. It is estimated that almost 40 percent of the Indian nurses are not working due to non-conducive environment at home or work front. Women's workplace difficulties may reflect on their status in the workplace, remuneration and family circumstances (Mavalankar, 2009). Poor interpersonal relations, low pay scale, poor quality of infrastructure, workload, number of working hours, irregular shifts are the major stressors for nurses which had significant impact on their QOL. It resulted in large proportion of nurses frequently neglecting their health (Meera Vijay, 2012).

For working poor employees, job insecurity was the single significant correlate of depressive symptoms after controlling for other demographic and work environment variables. For working non-poor employees, high psychological demands and low supervisor and coworker support were associated with depressive symptoms. All jobs do not equally affect employees' depressive symptoms (Simmons & Swanberg, 2009). While talking about women working in hospital setting they reported more WFC, whereas FWC was found to be more among those women working in industrial setting. WFC and FWC are more likely to exert negative influences in the family domain, resulting in lower life satisfaction and greater internal conflict within the family. FWC is related to attitudes about the job or workplace (Reddy N. Krishna, 2010).

Finally it can be said that organizations can improve and enhance employee well-being is by embracing them as whole individuals (Bourne, Wilson, Lester, & Kickul, 2009). The more conducive an employee's work place, the more is her commitment to her work role and higher her feeling of well being and Work- Life Balance (Chawla & Sondhi, 2011). The organizations should acknowledge the changing gender profile of the employees, and modify their basic assumptions about work and non-work aspirations and commitments, and their needs, not only to balance, but also to enjoy multiple life roles (Saxena & Bhatnagar, 2009).

Review concludes the reciprocal relationship between work-home interference and QOL. Low supervisor and co-worker support, inadequate advancement opportunities and incompatible work schedule, poor work culture etc. lowers the degree of QWL which causes stress and affect health of working women which significantly lowers their QOL. Thus it can be said that physical environment and psychological conditions of employment plays important role in predicting QOL of individual but still researcher feels that more work needs to be done in order to humanize the workplace for working women who wish to lead rounded lives.

Research Methodology:

Present research is diagnostic inferential in nature set to test two null hypotheses:

H₀: There is no significant difference between Work Life

Balance (WLB) and Quality of Work Life (QWL) of women working in service industry.

H0₂: There is no significant difference between Quality of Work Life (QWL) and Quality of life (QOL) of women working in service industry. Prime objectives of the study are to evaluate the role of QWL in maintaining WLB and to study the impact of QWL on QOL of women working in service industry.

Researchers have constructed structured close ended schedules to collect primary data. First schedule aimed to find out availability and satisfaction levels of samples towards six broad parameters of WLB on five point scale. In case of non availability of parameter opinion of sample on its want is sought.

Second schedule had two structures A and B. Structure 'A', contents parameters of QOL were enlisted in order to assess whether they get affected due to QWL of samples, if they are getting affected then affect level was measured by using five point scale. And if not then a column heading 'NO' is provided to mention it. In addition to this another column heading 'NA' i.e. Not Applicable is also provided for some parameters of QOL which are not applied to all samples. In structure B of schedule II availability of 15 QWL parameters at workplace and the extent to which it affect QOL of samples was measured by using five point scale. In case these parameters do not affect QOL of samples then a column heading 'NO' is provided to mention it.

All the parameters and sub-parameters with their variables which constitute schedule I and II were extracted from review as well as websites while primary data has collected from the field.

Total 379 working women in Satara district of state of Maharashtra, India, from different sectors of service industry like banking sector 35, insurance sector 40, Education sector 200,

Communication and post 45, Nurse 38 and Police 21 were selected by using Quota sampling method are samples approached conveniently. Sample size of each sector was based on weighted average of population. For calculation of sample size following formula has bring in use with 5% assumed error of response and 0.66 assumed standard deviation:

$$n = \left(\frac{Z_{\alpha/2} \sigma}{E} \right)^2$$

The data was validated with the help of MS-Excel and SPSS and subjected to reliability test with the help of Cronbach's Alpha and Split-half method which shows reasonably good reliability. Structure flexible working arrangements carries 15 variables with reliability 0.493, leaves and holidays carries 15 variables with reliability 0.818, child and elder care 14 variables and reliability is 0.758, health and wellness initiatives structure have 20 variables with 0.864 reliability, work life balance culture with 15 variables and 0.942 reliability.

Analysis is done by using simple percentage, mean and standard deviation and hypotheses were tested using Paired Sample't' test.

Data Analysis:

Satisfaction of Samples Working in Service Industry towards WLB Parameters

Table 1: Satisfaction of Samples towards Flexible Working Arrangements

Fifteen variables were processed. Samples were asked whether the work life balance variable is available, for yes reply satisfaction were sought for no reply requirement of the same is assessed.

Sr.	Parameters	Availability				Total of 1+3	If yes			If no, want it				Total of 9+11
		Yes		No			Mean	SD	Rank	Yes		No		
		Fr	%	Fr	%					Fr	%	Fr	%	
		1	2	3	4	5	6	7	8	9	10	11	12	13
1.	Flexible hours	33	8.71	346	91.29	379	4.21	0.60	4	222	64.16	124	35.84	346
2.	Consolidated hours/ Compressed work week	7	1.85	372	98.15	379	4.00	0.00	9	169	45.43	203	54.57	372
3.	Nine-day fortnight	33	8.71	346	91.29	379	4.76	0.50	1	265	76.59	81	23.41	346
4.	Shift working	78	20.58	301	79.42	379	3.60	1.02	13	68	22.59	233	77.41	301
5.	Frequent rotation in shifts	58	15.30	321	84.70	379	3.52	1.20	14	60	18.69	261	81.31	321
6.	Work reduced hours for a specified period of time	37	9.76	342	90.24	379	3.81	0.74	12	195	57.02	147	42.98	342
7.	Part-time working	26	6.86	353	93.14	379	4.04	0.68	8	136	38.53	217	61.47	353
8.	Annual hours scheme	20	5.28	359	94.72	379	4.10	0.31	7	26	7.24	333	92.76	359
9.	Term-time work	177	46.70	202	53.30	379	4.47	0.67	2	141	69.80	61	30.20	202
10.	Time banking	47	12.40	332	87.60	379	4.13	0.54	6	242	72.89	90	27.11	332
11.	Self-roster	65	17.15	314	82.85	379	3.89	0.50	11	228	72.61	86	27.39	314
12.	Collective options	137	36.15	242	63.85	379	4.19	0.54	5	188	77.69	54	22.31	242
13.	Job share	17	4.49	362	95.51	379	3.94	0.24	10	125	34.53	237	65.47	362
14.	Gradual retirement	111	29.29	268	70.71	379	4.23	0.48	3	206	76.87	62	23.13	268
15.	Work away from the office	68	17.94	311	82.06	379	2.66	1.29	15	113	36.33	198	63.67	311

Source: (Field Data)

Table 1 show that samples working in service industry are facilitating with one or more flexible working arrangements at a time. The mean satisfaction score of these fifteen variables ranges from 2.66 to 4.76 with a standard deviation ranges from 0.00 to 1.29. Samples are found to be highly satisfied with nine-day fortnight, term-time work, gradual retirement and flexible hours respectively. While dissatisfied with work away from the office, frequent rotation in shifts, shift working, job share etc. And those sample who do not have facilities like collective options, gradual retirement and nine-day fortnight at their workplace most of them wish to avail.

Table 2: Satisfaction of Samples towards Leaves / Holidays

Satisfaction of samples on leaves and holidays were sought on 15 different types of leaves and holidays.

(n = 379)

Sr.	Parameters	Availability				Total of 1+3	If yes			If no, want it				Total of 9+11
		Yes		No			Mean	SD	Rank	Yes		No		
		Fr	%	Fr	%					Fr	%	Fr	%	
		1	2	3	4	5	6	7	8	9	10	11	12	13
1.	Government declared holidays	316	83.38	63	16.62	379	4.46	0.76	1	60	95.24	3	4.76	63
2.	Weekly off	363	95.78	16	4.22	379	4.37	0.84	3	15	93.75	1	6.25	16
3.	Paid leaves / Holidays	338	89.18	41	10.82	379	4.20	0.80	4	33	80.49	8	19.51	41
4.	Unpaid leaves	332	87.60	47	12.40	379	3.51	1.03	15	11	23.40	36	76.60	47
5.	Employment breaks	79	20.84	300	79.16	379	4.10	0.76	9	227	75.67	73	24.33	300
6.	Maternity leave	323	85.22	56	14.78	379	4.14	0.65	7	45	80.36	11	19.64	56
7.	Enhanced/ improved maternity leave	43	11.35	336	88.65	379	4.07	0.51	10	303	90.18	33	9.82	336
8.	Parental leave	62	16.36	317	83.64	379	4.00	0.57	11	293	92.43	24	7.57	317
9.	Breaking leave entitlements into hourly blocks	246	64.91	133	35.09	379	4.18	0.70	6	115	86.47	18	13.53	133
10.	Bereavement and tangihanga leave	301	79.42	78	20.58	379	4.10	0.56	8	75	96.15	3	3.85	78
11.	Community leave	135	35.62	244	64.38	379	3.95	0.54	12	218	89.34	26	10.66	244
12.	Leave of absence, e.g. Sabbatical	160	42.22	219	57.78	379	3.91	0.73	13	198	90.41	21	9.59	219
13.	Buyable leave	60	15.83	319	84.17	379	3.88	0.58	14	261	81.82	58	18.18	319
14.	Leave banking	23	6.07	356	93.93	379	4.43	0.51	2	262	73.60	94	26.40	356
15.	Transition-to-retirement leave	237	62.53	142	37.47	379	4.20	0.47	5	111	78.17	31	21.83	142

Source: (Field Data)

Table 2 shows mean satisfaction score of variables ranges from 3.51 to 4.46 with a standard deviation ranges from 0.47 to 1.03 reveals satisfaction towards entire variables executed. Difference of opinions on satisfaction towards unpaid leaves found since mean satisfaction score is 3.51 with reasonably high standard deviation of 1.03. Women working in service industry are facilitate with one or more types of leaves and they are highly satisfied with government declared holidays, leave banking, weekly off and paid leaves. And those samples that have not facilities like bereavement and tangihanga leave, government declared holidays and weekly off at their workplace, most of them want it.

Table 3: Satisfaction of respondents towards Child and Elder Care

(n = 379)

Sr	Parameters	Availability				If Yes			Gr. wise Rank	Overall Rank	If No, want it			
		Yes		No		Total	Mean	SD			Yes		No	
		Fr	%	Fr	%						Fr	%	Fr	%
I) Assistance With care														
1.	On-site childcare facilities	53	13.98	326	86.02	379	4.15	0.36	1	3	290	88.96	36	11.04
2.	Emergency career leave or Back-up childcare	242	63.85	137	36.15	379	4.02	0.42	2	5	125	91.24	12	8.76
3.	Childcare subsidy	48	12.66	331	87.34	379	3.94	0.67	4	6	268	80.97	63	19.03
4.	Dependant leave	55	14.51	324	85.49	379	3.94	0.41	3	6	293	90.43	31	9.57
5.	Childcare expenses in relation to work travel	14	3.69	365	96.31	379	3.21	1.05	6	12	232	63.56	133	36.44
6.	School holiday programme	24	6.33	355	93.67	379	3.63	1.01	5	11	266	74.93	89	25.07
7.	After-school care programme	4	1.06	375	98.94	379	1.75	1.50	7	14	282	75.20	93	24.80
II) Information services														
1.	Resource material for new parents	31	8.18	348	91.82	379	3.87	0.88	1	9	254	72.99	94	27.01
2.	Advice seminars on elder care options	63	16.62	316	83.38	379	3.81	0.72	2	10	276	87.34	40	12.66
3.	Information on local care providers.	9	2.37	370	97.63	379	3.00	1.22	3	13	278	75.14	92	24.86
III) Sensitive practices														
1.	Tele-working / telecommuting	219	57.78	160	42.22	379	4.17	0.62	2	2	118	73.75	43	26.88
2.	Provision of car parks on an as needed basis	77	20.32	302	79.68	379	4.04	0.50	3	4	275	91.06	27	8.94
3.	Work-based support groups	285	75.20	94	24.80	379	3.89	0.61	4	8	81	86.17	13	13.83
1.	Childcare vouchers	5	1.32	374	98.68	379	4.20	0.45	1	1	202	54.01	172	45.99

Source: (Field Data)

Table 3 shows that very few samples from service industry are provided with child and elder care facilities at their workplace. The samples are found to be satisfied about childcare vouchers though it has very low frequency, tele-working, on-site childcare facilities, provision of car parks on an 'as needed basis'. The mean score ranges from 1.75 to 4.20. The samples who do not have emergency career leave or back-up childcare, provision of car parks on an 'as needed basis' at workplace and dependent leave facility at their workplace most of them want it.

Table 4: Satisfaction of respondents towards Health and Wellness Initiatives

(n = 379)

Sr.	Parameters	Availability				Total	If yes				If no, want it				Total
		Yes		No			Mean	SD	Gr.wise Rank	Overall Rank	Yes		No		
		Fr	%	Fr	%						Fr	%	Fr	%	
I) Health Initiatives															
1.	Good health and safety practices	297	78.36	82	21.64	379	3.98	0.82	4	9	82	100	0	0.00	82
2.	Gym membership/ subsidy / Company fitness centre	24	6.33	355	93.67	379	3.63	0.82	8	17	249	70.14	106	29.86	355
3.	Smoking cessation initiatives	28	7.39	351	92.61	379	4.00	0.47	4	7	103	29.34	248	70.66	351
4.	Medical check-ups	116	30.61	263	69.39	379	3.85	0.73	5	11	263	100	0	0.00	263
5.	Medical insurance	105	27.70	274	72.30	379	4.29	0.51	1	3	264	96.35	10	3.65	274
6.	Eye tests	46	12.14	333	87.86	379	3.72	0.72	7	16	326	97.90	7	2.10	333
7.	Showers and changing facilities	227	59.89	152	40.11	379	3.33	1.28	10	19	140	92.11	12	7.89	152
8.	In-house occupational health provisions	105	27.70	274	72.30	379	2.70	0.94	11	20	248	90.51	26	9.49	274
9.	Private healthcare benefits	149	39.31	230	60.69	379	4.06	0.71	2	5	221	96.09	9	3.91	230
10.	Subsidised healthcare or complementary therapies	5	1.32	374	98.68	379	3.60	0.89	9	18	341	91.18	33	8.82	374
11.	Bicycle parking	340	89.71	39	10.29	379	3.75	1.11	6	15	34	87.18	5	12.82	39
II) Wellness Initiatives															
1.	Study assistance	143	37.73	236	62.27	379	4.31	0.70	2	2	150	63.56	86	36.44	236
2.	Budgeting advice	57	15.04	322	84.96	379	4.33	0.61	1	1	183	56.83	139	43.17	322
3.	Time management and planning skills	131	34.56	248	65.44	379	4.03	0.68	4	6	223	89.92	25	10.08	248
4.	Stress management training.	147	38.79	232	61.21	379	3.99	0.77	5	8	209	90.09	23	9.91	232
5.	Employee assistance program	87	22.96	292	77.04	379	3.95	0.65	6	10	240	82.19	52	17.81	292
6.	Concierge services / Lifestyle management services	23	6.07	356	93.93	379	3.83	0.58	8	13	231	64.89	125	35.11	356
7.	Business and/or life coaching	39	10.29	340	89.71	379	4.10	0.64	3	4	226	66.47	114	33.53	340
8.	Family-friendly policy	327	86.28	52	13.72	379	3.83	1.16	9	13	46	88.46	6	11.54	52
9.	Flexible benefits	277	73.09	102	26.91	379	3.84	0.67	7	12	83	81.37	19	18.63	102

Source: (Field Data)

Table 4 reveals frequency of availability of health initiatives at service industry is more and satisfaction is higher in case of wellness initiatives though their frequency of availability is less. The mean score of satisfaction is ranges from 2.70 to 4.33 with standard deviation ranges from 0.58 to 1.28. The samples are highly satisfied with budgeting advice, study assistance, medical insurance as well as business and/or lives coaching. Samples who do not have good health and safety practices, medical check-ups and eye tests at their workplace most of samples want it.

Table 5: Satisfaction of respondents towards Work-Life Balance Culture/Environment

Sr.	Sub-parameters	Availability				Total	If yes				If no, want it				Total
		Yes		No			Mean	SD	Gr.wise Rank	Overall Rank	Yes		No		
		Fr	%	Fr	%						Fr	%	Fr	%	
I) Organising the work															
1.	Meetings in core hours	318	83.91	61	16.09	379	3.38	1.26	5	14	47	77.05	14	22.95	61
2.	avoid overnight meetings if possible	267	70.45	112	29.55	379	3.98	0.82	1	3	77	68.75	35	31.25	112
3.	Ensure fair and transparent workloads	357	94.20	22	5.80	379	3.39	1.14	4	13	14	63.64	8	36.36	22
4.	Offer different work arrangements under the same conditions	206	54.35	173	45.65	379	3.88	0.67	2	6	33	19.08	140	80.92	173
5.	Ensure adequate staffing levels	349	92.08	30	7.92	379	3.50	1.25	3	12	30	100	0	0.00	30
II) Checking The Management Style															
1.	Examine the messages that staff receive	335	88.39	44	11.61	379	3.94	0.69	3	4	44	100	0	0.00	44
2.	Look at what behaviours are rewarded	269	70.98	110	29.02	379	3.87	0.83	6	7	110	100	0	0.00	110
3.	Recognise the work-life balance needs of staff	279	73.61	100	26.39	379	3.71	0.85	7	9	90	90.00	10	10.00	100
4.	Reduce the amount of overtime worked	205	54.09	174	45.91	379	3.53	1.16	8	10	96	55.17	78	44.83	174
5.	Improve workload management	315	83.11	64	16.89	379	3.16	1.28	10	15	52	81.25	12	18.75	64
6.	Encourage the taking of annual leave	36	9.50	343	90.50	379	3.53	0.84	9	10	215	62.68	128	37.32	343
7.	Take an open-door approach to problems	291	76.78	88	23.22	379	3.90	0.81	4	5	80	90.91	8	9.09	88
8.	Making improvements to the quality of the management training and support in the work-life balance area	143	37.73	236	62.27	379	4.06	0.64	2	2	225	95.34	11	4.66	236
9.	Rewarding managers who encourage and achieve good work-life balance for their employees and who have a good work-life balance themselves.	137	36.15	242	63.85	379	4.14	0.56	1	1	236	97.52	6	2.48	242
10.	Ensuring leadership and role modelling from the leaders of the organization	271	71.50	108	28.50	379	3.87	0.88	5	7	99	91.67	9	8.33	108

Source: (Field Data)

table 5 shows most of sample opines that their workplace ensures fair and transparent workloads, ensure adequate staffing levels, examine the messages that staff receive, improve workload management. While least number of samples marks that they are encouraging to take of annual leave. Maximum number of samples are facilitates with all WLB culture parameters. Out of that they are highly satisfied with avoid overnight meetings if possible, examine the messages that staff receive, take an open-door approach to problems etc. parameters which are having higher mean and high frequency.

Table 6: Satisfaction of respondents towards Organizational Policies

(n = 379)

Sr.	Parameters	Availability				Total	If Yes			If No, want it				Total
		Yes		No			Mean	SD	Rank	Yes		No		
		Fr	%	Fr	%					Fr	%	Fr	%	
1.	Fixed-term contract	182	48.02	197	51.97	379	3.11	1.30	2	29	14.72	168	85.28	197
2.	Career Break	34	8.97	345	91.03	379	3.79	0.73	1	217	62.90	128	37.10	345

(Source: Field Data)

Table 6 shows that, only 48.02% of respondents are having fixed-term contract policy and 4.92% samples having career break policy at their workplace. The respondents are highly satisfied with career break facility since it has higher mean i.e. 3.79 than fixed term contract and secure 1st rank though its frequency is very less.

Impact of QWL on QOL of Samples Working in Service Industry

Table 7: Impact of QWL on Being Domain of QOL of samples

(n = 379)

Being Domain focused on basic aspects of 'who one is', having 3 sub-parameters viz. physical being, Psychological being and spiritual being. In which physical being consist of 7 variables viz. physical health, personal hygiene, nutrition, exercise, grooming, clothing, physical appearance etc. while Psychological being has 5 variables viz. psychological health and adjustment, cognitions, feelings, evaluations concerning the self and self-control. And spiritual being consist of personal values, personal standards of conduct, spiritual beliefs.

Sr	Parameters	Yes		No		NA		Total	Mean	SD	Gr.wise Rank	Overall Rank
		F	%	F	%	F	%					
I) Physical Being												
1.	Physical health	240	63.32	139	36.68	-	-	379	2.18	1.11	6	14
2.	Personal hygiene	156	41.16	223	58.84	-	-	379	2.42	1.08	4	12
3.	Nutrition	173	45.65	206	54.35	-	-	379	2.13	0.91	7	15
4.	Exercise	214	56.46	165	43.54	-	-	379	2.21	1.12	5	13
5.	Grooming	224	59.10	155	40.90	-	-	379	3.18	1.15	3	8
6.	Clothing	163	43.01	216	56.99	-	-	379	3.62	0.96	2	3
7.	Physical appearance	153	40.37	226	59.63	-	-	379	3.90	1.08	1	1
II) Psychological Being												
1.	Psychological health and adjustment	244	64.38	135	35.62	-	-	379	2.83	1.24	5	10
2.	Cognitions	240	63.32	139	36.68	-	-	379	3.54	1.19	3	5
3.	Feelings	235	62.01	144	37.99	-	-	379	3.28	1.29	4	6
4.	Evaluations concerning the self	245	64.64	134	35.36	-	-	379	3.83	0.96	1	2
5.	Self-control	280	73.88	99	26.12	-	-	379	3.61	1.21	2	4
III) Spiritual Being												
1.	Personal values	189	49.87	190	50.13	-	-	379	3.06	1.27	2	9
2.	Personal standards of conduct	164	43.27	215	56.73	-	-	379	3.24	1.29	1	7
3.	Spiritual beliefs	135	35.62	244	64.38	-	-	379	2.70	1.41	3	11

Source: (Field Data)

Table 7 reveals, in case of being domain of QOL of samples in service industry, QWL positively affected to physical appearance, evaluations concerning the self, clothing, self-control and cognitions etc. of samples while negatively affected to nutrition, physical health, exercise and personal hygiene. The mean score of affect level ranges from 2.13 to 3.90 while standard deviation ranges from 0.91 to 1.41.

Table 8: Impact of QWL on Belonging Domain of QOL of samples

Belonging Domain considers person's fit with his/her environments, having 3 sub parameters

viz. physical belonging (connections with physical environment), Social belonging (sense of acceptance) and community belonging (access to resources available to community members). Out of which physical belonging consist of following variables i.e. home, school, workplace, community and neighbourhood. Social belonging composed of other intimates, family, friends, coworkers, neighbourhood, community. While community belonging relates with adequate income, health and social services, employment, educational programs, recreational programs, community activities etc. (N= 379)

S r.	Parameters	Yes		No		NA		N	Mean	SD	Gr.wise Rank	Overall Rank
		F	%	F	%	F	%					
I) Physical Belonging												
1.	Home	228	60.16	151	39.84	-	-	379	1.89	0.86	5	16
2.	School	66	17.41	313	82.59	-	-	379	2.45	1.07	1	11
3.	Workplace	147	38.79	232	61.21	-	-	379	2.33	1.11	4	14
4.	Neighbourhood	128	33.77	251	66.23	-	-	379	2.40	0.92	3	13
5.	Community	115	30.34	264	69.66	-	-	379	2.43	1.02	2	12
II) Social Belonging												
1.	Other intimates	151	39.84	228	60.16	-	-	379	1.85	1.09	6	17
2.	Family	279	73.61	100	26.39	-	-	379	2.25	1.26	5	15
3.	Friends	296	78.10	83	21.90	-	-	379	2.46	1.23	4	10
4.	Co-workers	256	67.55	123	32.45	-	-	379	3.03	1.16	1	3
5.	Neighbourhood	152	40.11	227	59.89	-	-	379	2.68	1.08	3	8
6.	Community	125	32.98	254	67.02	-	-	379	2.74	1.02	2	7
III) Community Belonging												
1.	Adequate income	190	50.13	189	49.87	-	-	379	3.05	1.44	2	2
2.	Health and social services	240	63.32	139	36.68	-	-	379	2.87	1.42	4	5
3.	Employment	151	39.84	228	60.16	-	-	379	3.79	1.06	1	1
4.	Educational programs	184	48.55	195	51.45	-	-	379	3.02	1.33	3	4
5.	Recreational programs	276	72.82	103	27.18	-	-	379	2.51	1.37	6	9
6.	Community activities	255	67.28	124	32.72	-	-	379	2.76	1.50	5	6

Source: (Field Data)

Table 8 reveals, in case of belonging domain of QOL of samples working in service industry, QWL positively affect to their community belonging in case of employment, adequate income, social belongingness with co-workers, educational programs etc. and negatively affect to their social belongingness with other intimates and family as well as physical belongingness with home, workplace, neighborhood, community and school. Physical belongingness is getting definitely negatively affected as compared to social and community belongingness of belonging domain of QOL. The mean score of affect level ranges from 1.85 to 3.79 with a standard deviation reasonably high ranging from 0.86 to 1.50.

Table 9: Impact of QWL on Becoming Domain of QOL of samples.

Becoming Domain relates with purposeful activities carried out to achieve personal goals and hopes, which consist of again 3 sub-parameters viz. practical becoming, Leisure Becoming Growth Becoming. practical becoming composed of 5 variables viz. domestic activities, paid work, school or volunteer activities, seeing to health needs, seeing to social needs. While Leisure Becoming considers card/ computer games, neighborhood walks, family visits, longer duration vacations etc. The growth becoming includes maintenance as well as improvement of knowledge and skills. (N = 379)

Sr	Parameters	Yes		No		NA		n	Mean	SD	Gr.wise Rank	Overall Rank
		F	%	F	%	F	%					
I) Practical Becoming												
1.	Domestic activities	251	66.23	128	33.77	-	-	379	2.02	1.04	5	8
2.	Paid work	116	30.61	263	69.39	-	-	379	2.16	1.01	4	7
3.	School or volunteer activities	136	35.88	243	64.12	-	-	379	2.38	1.12	2	4
4.	Seeing to health needs	279	73.61	100	26.39	-	-	379	2.18	1.24	3	6
5.	Seeing to social needs	211	55.67	168	44.33	-	-	379	2.49	1.29	1	3
II) Leisure Becoming												
1.	Card/ Computer games	129	34.04	250	65.96	-	-	379	2.34	1.20	1	5
2.	Neighbourhood walks	271	71.50	108	28.50	-	-	379	1.90	0.91	2	9
3.	Family visits,	322	84.96	57	15.04	-	-	379	1.60	0.96	4	11
4.	Longer duration vacations	292	77.04	87	22.96	-	-	379	1.88	1.06	3	10
III) Growth Becoming												
1.	Maintenance of knowledge and skills.	372	98.15	7	1.85	-	-	379	4.29	0.76	2	2
2.	Improvement of knowledge and skills.	375	98.94	4	1.06	-	-	379	4.42	0.80	1	1

Table 9 reveals, in case of becoming domain of QOL of samples working in service industry, QWL is positively affected to growth becoming in the form of maintenance and improvement of knowledge and skill as well as seeing to social needs and negatively affect to their leisure becoming in the sense family visits, neighbourhood walks and longer duration vacations. The mean score of affect level ranges from 1.60 to 4.42 with 0.76 to 1.29 range of standard deviation.

Owing to growth becoming variables samples are found to be affected since mean score is more than 4 inclined to affect. Non affect found for practical becoming and leisure becoming.

Table 10: Impact of QWL on Other Factors of QOL of samples

(n = 379)

Sr.	Parameters	Yes		No		Na		-	Mean	SD	Rank
		F	%	F	%	F	%				
1.	Ability to perform daily living activities	340	89.71	39	10.29	-	-	379	3.39	1.24	7
2.	Sufficient sleep	223	58.84	156	41.16	-	-	379	2.41	1.36	13
3.	Mood/ positive feelings	227	59.89	152	40.11	-	-	379	2.68	1.21	11
4.	Status in society	329	86.81	50	13.19	-	-	379	4.26	0.63	3
5.	Self esteem	333	87.86	46	12.14	-	-	379	4.33	0.61	2
6.	Enjoyment in life	343	90.50	36	9.50	-	-	379	3.50	1.37	6
7.	Living conditions/ Standard of living	349	92.08	30	7.92	-	-	379	4.38	0.55	1
8.	Satisfaction of married life	137	36.15	138	36.41	104	15.05	379	2.99	1.39	9
9.	Possibilities of divorce	9	2.37	266	70.18	104	15.05	379	3.78	1.09	5
10.	Desire of becoming parent	26	6.86	249	65.70	104	15.05	379	2.54	1.33	12
11.	Parenthood responsibilities	197	51.98	85	22.43	97	14.04	379	2.87	1.16	10
12.	Fulfillment of expectations from life	282	74.41	97	25.59	-	-	379	3.16	1.18	8
13.	Overall life satisfaction	300	79.16	79	20.84	-	-	379	3.83	0.91	4

Table 10 reveals, in case of other factors QOL of respondents working in service industry, their QWL positively affected to their living conditions/standard of living, self esteem, status in society and overall life satisfaction and negatively affect to their sufficient sleep, desire of becoming parent and mood/ positive feelings.

Table 11: Impact of QWL Parameters on QOL of Sample

(n = 379)

Sr.	Parameters	Yes		No		Total	Mean	SD	Rank
		F	%	F	%				
1.	Safe and healthy working conditions	355	93.67	24	6.33	379	3.92	0.74	5
2.	Opportunity for continued career growth and security	317	83.64	62	16.36	379	3.92	0.88	4
3.	Social integration in work place	345	91.03	34	8.97	379	4.19	0.65	3
4.	Constitution at workplace	340	89.71	39	10.29	379	3.87	0.79	6
5.	Work-life balance	240	63.32	139	36.68	379	3.02	1.27	10
6.	Social relevance of work	338	89.18	41	10.82	379	4.20	0.65	2
7.	Performance at work	192	50.66	187	49.34	379	3.57	1.11	8
8.	Creation of individual identity due to work	356	93.93	23	6.07	379	4.29	0.57	1
9.	Workplace infrastructure	338	89.18	41	10.82	379	3.69	1.16	7
10.	Sanitation at workplace	342	90.24	37	9.76	379	3.50	1.21	9
11.	Politics at workplace	183	48.28	196	51.72	379	1.95	1.13	13
12.	Stress at workplace	222	58.58	157	41.42	379	1.79	0.93	15
13.	Sexual harassment at workplace	3	0.79	376	99.21	379	2.33	1.15	12
14.	Gender bias at workplace	42	11.08	337	88.92	379	1.81	0.86	14
15.	Work in isolation	43	11.35	336	88.65	379	2.65	1.13	11

Source: (Field Data)

Table 11 shows that maximum number of respondents in service industry experienced almost all positive parameters of QWL in their organization. QWL parameters like scope for creation of individual identity due to work, social relevance of work, social integration in work place, opportunity for continued career growth and security as well as safe and healthy working conditions etc positively affect the QOL of respondents while stress at workplace, gender bias at workplace, politics at workplace and sexual harassment at workplace negatively affect QOL of samples. The mean score of affect level is ranging from 1.79 to 4.29.

Hypothesis Testing:

The hypotheses set to test are,

H01: There is no significant difference between Work Life Balance (WLB) and Quality of Work Life (QWL) of women working in service industry.

H02: There is no significant difference between Quality of Work Life (QWL) and Quality of life (QOL) of women working in service industry.

Hypotheses are tested using Paired sample 't' test at 95 % confidence interval:

Sr.	Particulars	Paired sample t test		Null Hypothesis accepted/rejected
		t	Sig. (2-tailed)	
1.	WLB - QWL	-5.989	.000	rejected
2.	QWL - QOL	16.772	.000	rejected

Source: Compiled by Researcher)

The paired 't' statistics value for WLB and QWL is -5.989 at 690 degrees of freedom at 95% level of confidence. The 'P' value is 0.000 signifies the test is significant hence, null hypothesis is rejected. So, alternative hypothesis i.e. there is significant difference between WLB and QWL of women working in service industry is accepted.

The value of paired sample 't' test for QWL and QOL is 16.772 at 690 degrees of freedom at 95% of level of confidence. The 'P' value is 0.000 signifies the test is significant hence null hypothesis is rejected. So, alternative hypothesis i.e. there is significant difference between QWL and QOL of women working in service industry is accepted.

Findings:

1. Samples working in service industry in Satara are facilitated with one or more flexible working arrangements at their workplace at a time and they are highly satisfied with nine-day fortnight, term-time work, gradual retirement and flexible hours. While dissatisfied with work away from the office, frequent rotation in shifts, shift working, job share etc. And those sample who do not have facilities like collective options, gradual retirement and nine-day fortnight at their workplace most of them want it.
2. Entire samples are facilitating with one or more types of leaves/holidays and they are highly satisfied with government declared holidays, leave banking, weekly off and paid leaves. And those samples who can't enjoy facilities like bereavement and tangihanga leave, government declared holidays and weekly off at their workplace, most of them don't want it.
3. Very few samples from service industry of Satara are provided with child and elder care facilities at their workplace. The samples are highly satisfied about childcare vouchers though it has very low frequency, **tele-working**, on-site childcare facilities, provision of car parks on an 'as needed basis'. The samples who do not have emergency career leave or back-up childcare, provision of car parks on an 'as needed basis' at workplace and dependent leave facility at their workplace most of them want it.
4. The frequency of availability of health initiatives at service industry is more and satisfaction is higher in case of wellness initiatives though their frequency of availability is less. The samples are highly satisfied with budgeting advice, study assistance, medical insurance as well as business and/or lives coaching. Samples who do not have good health and safety practices, medical check-ups and eye tests at their workplace most of samples want it.
5. Maximum number of samples are facilitates with all WLB culture parameters. Out of that they are highly satisfied with avoid overnight meetings if possible, examine the messages that staff receive, take an open-door approach to problems etc.
6. The respondents are highly satisfied with career break facility than fixed term contract though its frequency is very

less.

7. In case of being domain of QOL of samples, their QWL positively affect to their QOL in form of physical appearance, evaluations concerning the self, clothing, self-control, cognitions etc. while negatively affected to nutrition, physical health, exercise and personal hygiene.
8. In case of belonging domain of QOL of samples, physical belongingness is get definitely negatively affected as compared to social and community belongingness of belonging domain of QOL.
9. In case of becoming domain of QOL of samples, QWL positively affect growth becoming of samples by maintaining and improving their knowledge and skill as well as seeing to social needs and negatively affected to their leisure becoming in the sense of family visits, neighborhood walks and longer duration vacations.
10. In case of other factors of QOL of samples, QWL positively affected to their living conditions/standard of living, self esteem, status in society and overall life satisfaction and negatively affect to their sufficient sleep, desire of becoming parent and mood/ positive feelings.
11. Maximum number of respondents in service industry experienced almost all positive parameters of QWL in their organization. QWL parameters like scope for creation of individual identity due to work, social relevance of work, social integration in work place, opportunity for continued career growth and security as well as safe and healthy working conditions etc positively affect the QOL of respondents while stress at workplace, gender bias at workplace, politics at workplace and sexual harassment at workplace negatively affect QOL of samples.

Conclusion:

QWL of an organization speaks about QOL of their employees since good QWL plays vital role in maintaining WLB of employees so that they can justify their work life as well as family life and enhance their QOL. Around 50% samples are away from work life balance variables in service industry and most of deprived wish to avail WLB variables. Maternity leave considered to be most important for women are not available to 8% samples.

Child care facilities provided are very less. Those who do not avail wish to avail. Child care facilities found to be very sensitive issue in case of samples under study. Medical check ups and medical insurance is at high priority to samples especially eye tests and stress management training. Satisfaction of respondents towards work life balance culture is available and samples have average satisfaction with reasonably high standard deviation. Variables in being, belonging and becoming domain of quality of life get affected due to level of quality of work life.

This paper concludes that high degree of QWL in service industry is positively associated with WLB of working women which automatically leads to better QOL of them and vice-versa.

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