

AN EMPIRICAL INVESTIGATION ON WORK-LIFE BALANCE AMONG WORKING MOTHERS: EMERGING HRM INTERVENTIONS

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Abstract

In India changing societal attitudes, inflation and rising educational levels made more women than ever before to drive into the paid workforce. The Indian women, who were confined only to the socially acceptable jobs like banks, teaching, nursing etc., are now stepping into various sectors. Managing work and family responsibility can be very difficult for the women employees in dual income families. Professional women especially working mothers has to perform multiple roles in balancing their work life and personal life. Each role has its own set of demands and when such role demand overlaps/interacts, an imbalance is created leading to stress, attrition, absenteeism etc. Thus, there is an increasing need for organizations to address these demands of working mothers by implementing innovative HR policies. Work-life balance is one such HR practice that enables the employees particularly working mothers to give proper prioritization between work and life roles. Hence, work-life balance has become a growing concern in both Public and Private sectors.

The present paper based on empirical work, provides a deep insight of work-life balance of working mothers in Public and Private sector. An experimental survey of equal number of Public and Private sector employees were carried out. Both the sectors were evaluated on 6 sub scales viz: personal factors, balancing factors, organizational support, motivational factors, career advancement and psychological factors. The results reveal the picture of difficulties faced in balancing the work demand and the life (family) responsibility. There was high correlation between the difficulties faced and the balancing act to be performed. The significant results reflected in the areas of career advancement factors, organizational support and Psychological factors. The study defines certain specific HRM interventions for better work-life balance, per se.

Key Words: *Work-Life Balance, Public Sector, Private Sector.*

Introduction

Liberalization, extending Privatization and Globalization policy has created a drastic change in an Indian economy in the past twenty years.¹⁵ Labor market has witnessed increasing employment opportunities, creating a way for young talented manpower, changes in demographic profile of employees, high pressurized jobs, opportunities to travel abroad, creation of dual career families etc., But on the other side of the coin employee is becoming much more ambitious, career oriented neglecting other aspects of life outside work.¹⁶

More women are venturing into areas that were traditionally dominated by men.¹⁷ Women have now become a visible part of the workforce. There is a paradigm shift from men treated as bread winners and women as house keeper or child bearer into women as both bread winner and the one who is capable of handling multiple roles.

Working mother is an institution in herself and aiming at successful career with financial independence, she has to also nurture her growing child to accomplish motherhood. Both these jobs are extremely demanding and doing justice to each other without neglecting the other is a formidable task. Many moms struggle finding better ways to balance these two domains and often are confronted with this guilt from outside sources like pressure from husband, family and friends.

¹⁵ During the period of 1991-2013

¹⁶ Other aspects of life , here necessarily means spending quality time with family, leisure time, time for spiritual development, time for own interest etc.

¹⁷ Jobs which were branded as men's jobs like: technicians, managers, chemists, astronauts, etc.

Work-life balance acts as a boon for working mothers which enables them to balance between work (career and ambition) and life (family, leisure, pleasure and personal development).

Private and Public sectors constitute a major part of the Indian economy both in terms of employment potential and its contribution to national income¹⁸. Public sectors include organizations that are owned and operated by government rendering services to benefit the overall development of the society. Whereas, Private sectors are the business sectors that are privately owned and not part of the government. They are intended to earn a profit for owners of the enterprise. Having different working environment, work timings, nature of work etc., both these sectors value the necessity of work life balance to the employees. In this paper an attempt has been made to study the effectiveness of work-life balance among working mothers reflecting the age factor that influence and have repercussion in work-life balance paradigm by having a look at Private and Public sectors.

Concept of Work-Life Balance

Work-life balance is not mere related to work and life; it is the positive state of mind. Work-life balance, in its broadest sense, is defined as a satisfactory level of involvement or 'fit' between the multiple roles in a person's life (Hudson, 2005). Work-life balance is about the interaction between paid work and other activities, including unpaid work in families and community, leisure and personal development.

Greenhaus, Collins & Shaw (2003) defined work-family balance as "the extent to which an individual is equally-self engaged and equally satisfied with –his or her work role and family role". Work-life balance does not mean an equal balance in units of time between work and life. It is not a tight rope walk between two poles acting as an organizational commitments and home demands at the same time, but it is about proper understanding of the priorities of the professional and personal level.

Nature of Work Place at Public and Private Sectors

Public sector organizations operate with fewer profit margins and work environment is relaxed. There are enough resources available to perform the job as one of the goals of Public sector companies is to provide more employment to public. Whereas, Private companies operate at higher profit margin and work environment is not as relaxed as Public sector companies because of cut throat competition among Private companies.

Nature of work for Public sector employees are more of routine type and not dynamic. Nature of work for Private sector employees is more of dynamic and they are expected to perform different types of jobs depending on the need of the organization. As per Francis and Lingard (2004), jobs in the Private sector are leaner, necessitating higher work load and permitting less flexibility. But jobs in Public sector are flatter, necessitating lesser work load and thus, allowing more flexibility.

Need and Significance of the Study

Irrespective of education, income and employment, professional women in India are still doing three jobs - office, housework and child care. Professional women hardly find space for themselves to accomplish basic necessity of life like adequate sleep, exercise and a healthy diet¹⁹. They do not get enough time to get updated with the latest trends in their field to have career advancement. Domestic pressure, stress at work, child mental or physical distress due to lack of attention adds on to the psychological effect among working mothers. In juggling between child care and high pressurized

¹⁸ The share of gross domestic product of Central Public Sector Enterprise stood at 5.6% in 2011-2012.
<http://pib.nic.in/newsite/erelease.aspx?relid=93262>

¹⁹ Healthy diet includes good variety of nutritious food that helps to remain healthy and active.

work women often find it difficult to cope up and discontinue their job. They also find it difficult to make up for the loss of experience and hence maternity leave can cause a major setback to their career advancement and personal growth.

Mehta (2012) in her study on work-life balance among women employees found that female employees face the problem of balancing personal and family life, out of which more imbalance is observed in married women due to more family responsibilities. Organizations always seek employees who are more flexible, productive and who can adjust to the corporate world. Work pressure, long working hours, night shifts, insufficient holidays, pressure to complete the tasks in time due to cut throat competencies etc., create an imbalance in work-life (Susi.S *et al* 2010). This results in less productivity at workplace, giving way for absenteeism, high attrition, low morale, high employee turnover etc²⁰. The present study gives a comparative analysis of work-life balance among working mothers at various age levels.

Review of Literature

Considerable research has highlighted the fact that work-life balance is an important indicator of organization development.

The research work by Susi.S and Jawaharrani.K (2010) explains how work-life balance and employee engagement becomes a visible benchmark among high performing organizations.

The study indicated, many family-friendly organizations feel the need for work-life balance which includes recruitment and retention of valuable work force, reduced absenteeism, reduced employee stress, health benefits, job satisfaction, and better life balance. The study suggested that an effectiveness of work-life balance policies and practices must incorporate the effects of workplace culture and supervisor support of employee's efforts to balance work and family responsibilities.

Chawla and Sondhi (2011) in their survey conducted among teachers and BPO women professionals revealed that job autonomy and organizational commitment are in positive relation with work-life balance. The study indicated that the more proactive schools/BPO companies which value the contribution of a committed and contributing human resource will need to provide more autonomy to sustain their employee's work-life balance. While work load and work family conflict indicated negative relation with work-life balance.

Shanti and Sundar (2012) in their study of work-life balance of women employees in IT²¹ industry analyzed that programs implemented by IT firms of Chennai satisfy different categories of employees differently. Data were collected from 350 women employees working in various IT companies. The study measured the satisfaction levels of the respondents across various work-life balancing parameter. 55% of the employees were highly satisfied with the current work-life initiatives. Ignacia Levy (2012) in his study of working mothers and their perceived work-life balance showed that the age of the children is not that significant but the child-care support remains an important factor in determining perceived work-life balance. The study also highlighted another parameter called role conflict having negative impact on work-life balance.

Pandu., *et al* (2013) analyzed work-life balance of professional women among IT and ITES²² based on demographic information, work load, work environment, feelings about work, family dependants and absence from work. The sector wise regression analysis demonstrated that feelings about work,

²⁰ Findings of Susi.S and Jawaharrani.K (2010) in their research article 'Work-life Balance: The Key Driver of Employee Engagement'.

²¹ IT companies refers to all types of software, hardware and consulting services.

²² An ITES company refers to Information Technology Enabled Services with Business Process Outsourcing units.

family dependants and absence from work are the strong contributors for a sense of balance for an employee. However, no significant relationship has been obtained between work environment and work life balance.

Madipelli. *et al* (2013) in their research on factors causing work-life imbalance among school teachers showed that most of the teachers feels stress with too many work demands, working conditions and long working hours. The multiple roles played by women at work place and home reflecting boredom, frustration and stress lead to work-life imbalance. Marital relationship, attitude, co-operation of husbands and family members are highly influencing factors which create imbalance among working women.

The study of Ajith. *et al* (2013) on work-life balance for role prioritization of IT employees showed that the employees were able to fulfill their professional and personal commitments at the same time, because of better work-life balance policies. The relationship between work-life balance policies and role prioritization was significant. The study was conducted on variables like travelling time, depression, temper, work etc., to know the relation between work-life balance and stress management.

Statement of the Problem

Women work force is increasing in various fields. The job demands have increased, the responsibility and roles are diversified and so is the imbalance of work-life at various stages of life. Nan stone (1989) found that women with children, frequently live under great pressure. Women want work-life policies based on the pre-requisite demands²³ that confer on them as ‘the gift of time’. For organizations to attract and retain women in work force, HRM interventions can play a vital role in designing innovative work-life balance policies having knowledge of influencing factors at various age levels. Thus, the study is intended to find out the contributing factors that influence work-life balance among working mothers based on age factor in Public and Private sectors.

Objectives of the Study

1. Comparative analysis of demographic profiles of Private and Public sectors in relation to work life balance.
2. To identify the influencing factors towards work-life balance of working mothers amongst various age levels.

Operational Definitions of the Sub Scales under Investigation

For the purpose of present study, six subscales are operationally defined with reference to work-life balance of working mothers. Work-life balance variable was measured by these sub scales, based on five point interval scale.

Personal factors: This includes factors which are personal in nature like getting time for self, having healthy diet, sound sleep etc.

Balancing factors: This refers to the factors that enable to balance work and life viz: time management, spending quality time with children, awareness of organization’s policies etc.

Organizational support: This includes the extent of support and the initiatives taken by the organization in implementing work-life balance among employees, which includes workshop related to work-life balance, paid holiday programs, flexible working hours etc.

Motivational factors: These are the factors which motivate the employees in balancing their work and life such as family support, child care provisions, passion about the work etc.

²³ Pre-requisite demands includes flexible timings, work from home options, flexible leaves etc.

Career Advancement: The factors affecting the career growth of an employee includes denial of deputation, maternal wall discrimination²⁴, updating with latest trends etc.

Psychological factors: The factor which are psychological in nature such as handling domestic pressure²⁵, stress at work place, feeling as less valuable etc.

Scope of the Study

This study is conducted in Public sectors and Private sectors at Bangalore, Karnataka, India. The respondents involved in the study were restricted only to working mothers from Private and Public sectors. Under Private sector responses were collected from IT, ITES, Private Banks, Private Colleges etc., whereas, responses from Public sector companies viz: BHEL, BEL, HAL, Insurance companies, Nationalized Bank etc., were included for the research. The scope of the study is limited to the objectives defined in the study. The list of companies/institutions of Private and Public sector under study is as shown below.

Table 1.1: List of Private Organizations

Table 1.2: List of Public Organizations

Private Companies	Nature	Public Companies	Nature
TCS	IT	BHEL	Manufacturing
IBM	IT	BEL	Manufacturing
Wipro	IT	HAL	Manufacturing
Mind Tree	IT	Oriental Insurance	Insurance
Yahoo	IT	State Bank of India	Banking
Target Corporation	IT		
Cisco	IT	Table 1.3: List of Private Educational Institutions	
Infosys	IT	Company Names	Nature
SIGMA Info Solutions	IT	Manipal Education and Medical Group	Education
SIGMA Info Solutions	IT	St. Joseph PU College	Education
HP	IT		
STAG Software	IT	Table 1.4: List of Private Non IT and ITES companies	
JSoft Solutions	ITES	Company Names	Nature
Digitranics	ITES	TD Power Solutions	Manufacturing
Mind Teck Pvt. Ltd	ITES	JSW Steel	Manufacturing
Crimson logic	ITES	Deutsche Bank	Banking
Pace Micro Technologies	ITES	Oracle Financial Services	Finance
QualComm	ITES		

The IT companies listed in Private sector of table 1.1 are major players and have global presence. Employee strength is high and have Human Resources department in every location. Manufacturing companies listed in table 1.2 and table 1.4 has various departments and employees with different age and qualifications can be obtained. The Public sector companies listed in above table 1.2 are the major players in the respective domain. They have various departments where employees with different age and qualifications can be obtained. Public sector companies are less when compared to Private sector because of non-availability of Human Resources department.

Limitations of the Study

1. Respondents are limited only to Bangalore city, Karnataka.
2. This study is confined only to working mothers of Public and Private sectors.
3. It is assumed that the respondents have provided genuine inputs and reflect true experience.
4. Responses were taken only from those who agreed to give their valuable inputs.

²⁴ Maternal wall discrimination refers to denied of major responsibilities after returning from maternity leave.

²⁵ Domestic pressure refers to pressure related to responsibilities /work at home.

Methodology

Data Collection: The present research is an empirical study and is based on primary data. A structured questionnaire was adopted for collecting primary data as also the literature and notes that are available from the companies. Secondary sources include information from the journals, periodicals, magazines and the related websites and the policies of the organizations related to work-life balance issues.

The Tool: A structured questionnaire was designed on six sub-scales measuring personal factors, balancing factors, organizational support, motivational factors, career advancement factors and psychological factors. The questionnaire was analyzed based on five point Likert²⁶ scale ranging from 1=no, 2=to some extent, 3=somewhat, 4=to great extent and 5=yes, against the factors, *per se*.

Sample Frame: The list of companies as mentioned in the table 1.1, table 1.2, table 1.3 and table 1.4 of Private sector and Public sector were considered for the study.

Sample Size: Samples of 110 responses were collected for this study. As many as 55 responses from each Public sector and Private sector were considered.

Sampling Method: As the focus of the study was on working mothers, Purposive sampling method was adopted. It is a non-probability sampling technique which was selected based on the knowledge of the population and the purpose of the study. Respondents holding various positions at senior, middle and at entry level at various Public sectors and Private sectors were considered.

Descriptive Statistics

Frequency distribution, Frequencies for the number of employees categorized as type of sector along with cumulative percentage is shown in table 1.4 below.

Table 1.4: Frequency and Percentage of Employees With Respect to Sectors

Type of Sector	Frequency	Percentage	Valid Percent	Cumulative Percent
Public	55	50.0	50.0	50.0
Private	55	50.0	50.0	100.0
Total	110	100.0	100.0	

Table 1.5: Age Group of Private Sector Respondents

Age Group	Frequency	Percent	Valid Percent	Cumulative Percent
25-30	14	25.5	25.5	25.5
31-35	23	41.8	41.8	67.3
36-40	13	23.6	23.6	90.9
Above 40	5	9.1	9.1	100
Total	55	100	100	

²⁶ Likert scale is a scale commonly involved in research that employs questionnaire and is the most widely used approach to scaling responses in survey research.

N	Valid	55
	Missing	0
Mean		34.31
Median		33.00
Mode		33

The Table 1.6 shows the average age of respondents at Private sector is approximately 34 years. The median value signifies that almost 50% of the respondents in the sample are below 33 years of age. The most recurring age of the respondents is 33 (mode=33).

Table 1.7: Age Group of Public Sector Respondents

Age Group	Frequency	Percent	Valid Percent	Cumulative Percent
25-30	6	10.9	10.9	10.9
31-35	15	27.3	27.3	38.2
36-40	5	9.1	9.1	47.3
Above 40	29	52.7	52.7	100.0
Total	55	100.0	100.0	

Table 1.8: Statistics of Public Sector Age Group

N	Valid	55
	Missing	0
Mean		42.70
Median		43.00
Mode		32.00

In Public sector the average age of the respondents obtained is 43 years. As per the table 1.8, 50% of the sample is under the age group of 43 years (median=43). The most recurring age of the respondents is 32 years (mode=32).

Descriptive Statistics for Different Age Groups among Private and Public Sectors

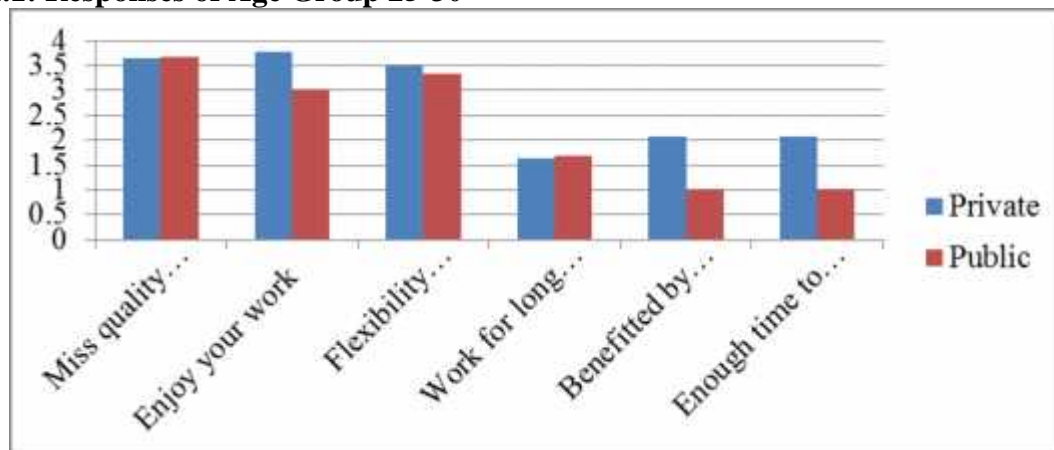
Mean and standard deviation for each item has been listed in subsequent table and graphs. Table explains the response of sample respondents with respect to each items among Private and Public sectors.

Table 1.9, Descriptive Statistics for Responses of Age Group 25-30

Sectors	Private (14)*		Public (6)*	
	Mean	SD	Mean	SD
Miss quality time with your children	3.64	1.15	3.67	1.03
Enjoy your work	3.77	1.17	3	1.1
Flexibility given by manager in fulfilling the parental responsibility	3.5	1.4	3.33	1.37
Work for long or late hours	1.64	0.93	1.67	1.03
Benefitted by any training on WLB conducted by organization	2.08	1.61	1	0
Enough time to get updated with latest trends of your job	2.07	1.07	1	0

*number in bracket denotes the number of respondents

Graph 1.1: Responses of Age Group 25-30



Interpretation: The results of table 1.9 and graph 1.1 indicate the responses of both Private sector and Public sector at age group between 25 to 30 years. Respondents of both sectors do agree that they miss the quality time with their children to great extent (mean=3.64, mean=3.67) indicating that respondents are much affected by the balancing factors. Private sector women employees do enjoy their work to great extent (mean=3.77) while, Public sector employees are neutral in this regard (mean=3). Both the sectors respondents show neutral responses to the flexibility given by the managers in fulfilling the parental responsibility. Respondents of both Private and Public sectors do agree to some extent that they work for long and late hours (mean=1.64, mean=1.67). Private sector respondents are benefitted by training or any workshop on work-life balance conducted by their organization to some extent, while Public sector responses show that they are not benefitted by any of such programs (mean=1). This clearly shows that respondents of Public sector are affected by organizational factors. Hence measures have to be taken by the Public sectors to address this issue. Respondents of Private sectors get enough time to get updated with the latest trends of their job to some extent, whereas Public sector employees do not get much time to get updated (mean=1). Such responses in Public sector may be due to lack of career advancement programs in their organization.

Table 2.0: Descriptive Statistics for Responses of Age Group 31-35 Years

Sectors	Private (22)*		Public (15)*	
	Mean	SD	Mean	SD
Miss quality time with your children	3.27	1.52	4.33	1.11
Domestic pressure influence your peace of mind	3.05	1.5	3.77	1.36
Part time job is best for career growth	4.05	1.43	3.47	1.68
Enough time to sleep and exercise	2.86	1.52	2.6	1.59
Sufficient time to take care of yourself	2.68	1.13	2.53	1.3
Facing work overload that affects work-life balance	2.27	1.12	2.27	1.39

*number in bracket denotes the number of respondents

Interpretation: The table 2.0 shows the responses of both Private and Public sectors at age group between 31 to 35 years. The mean and standard deviation for each item is calculated. At this age group, the respondents miss the quality time with their kids are neutral in Private sector (mean=3.05) and to the great extent in Public sector (mean=3.77). Hence, respondents are affected by balancing factors. Domestic pressure somewhat influence Private sector respondents (mean=3.05) and to great extent Public sector respondents (mean=3.77) indicating that respondents are much affected by psychological factors. Respondents of Private sector do agree to the great extent that doing part time job is best for career growth (mean=4.05) while, Public sector responses are neutral (mean=3.47) in

this regard. Both Private and Public sector respondents showed same response towards getting sufficient time to take care of them-selves and to sleep and exercise. The results showed the neutral or somewhat between yes or no responses. The above age group respondents of both the sectors face work overload which affects their work-life balance to some extent (mean=2.27).

Table 2.1: Descriptive Statistics for Responses of Age Group 36-40

Sectors	Private (13)*		Public (5)*	
	Mean	SD	Mean	SD
Denial of relocation affects your promotion/career growth	3.58	1.56	3.8	1.3
Enjoy your work	4.38	0.87	4	1
Satisfied with paid holiday programs of organization	3.54	1.85	3.5	1.73
Being a mother makes you less valuable as an employee	1.67	1.01	1.2	0.45
Children showing signs like distress due to lack of attention	1.62	1.19	1.6	0.89
Frequent health problems in children	1.31	0.63	1.6	0.89

*number in bracket denotes the number of respondent

Interpretation: Table 2.1 shows the responses of both Private and Public sectors. The respondents are of age group between 36 to 40 years. The respondents of both Private and Public sectors do believe that denial of relocation or transfer affects their career growth and promotion to great extent (mean=3.58, mean=3.8) indicating respondents are much affected by career advancement factors. This age group of both sectors enjoys their work to great extent (mean=4.38, mean=4). Among the many initiatives taken by the organizations towards work life balance is the paid holiday program to which, respondents showed neutral responses in both sectors (mean=3.5). Being a mother makes less valuable as an employee in an organization to some extent was the opinion of Private sector respondents (mean=1.67) while, it was no for the Public sector. Respondents of both sectors believed that to some extent children were showing the signs of distress due to lack of attention (mean=1.62, mean=1.6). Work-life imbalance among working mothers do affect their children by having frequent health problems. But this was disagreed by responses of Private sector (mean=1.31) while, it affected to some extent in Public sector respondents (mean=1.6).

Table 2.2: Descriptive Statistics for Responses of Age Group above 40 Years

Sectors	Private (6)*		Public (29)*	
	Mean	SD	Mean	SD
Your family co-operate with you in performing your work	4.83	0.41	4.07	1.39
Enjoy your work	4.33	1.21	4.34	0.97
Work for long or late hours	4.17	0.75	3.38	1.52
Motherhood is hindering your career growth	2.67	1.37	1.86	1.3
Children showing the signs of distress due to lack of attention	2	1.55	1.97	1.43
Facing maternal wall discrimination	1.67	0.82	1.32	0.86

*Number in Bracket Denotes the Number of Respondents

Interpretation: The responses from Private and Public sectors above 40 ages are shown in table 2.2 Mean and standard deviation has been calculated for every item of Private and Public sector. Respondents from Private sector totally agrees that their family supports and co-operates with their work (mean=4.83) while, Public sectors respondents are of opinion that not completely, but to great extent their family supports them (mean=4.07). Respondents of both sectors do enjoy their work to

great extent (mean=4.33). Private sector respondents of this age group work for long and late hours (mean=4.17) while, almost same response is obtained in Public sector (mean=3.38). Hence, respondents of both sectors are affected by the organizational factors. Private sector respondents expressed not to some extent or to great extent (neutral) motherhood is hindering their career growth (mean=2.67) while, to some extent for Public sector respondents (mean=1.86). Respondents of both sectors agreed that to some extent their children showed the signs of distress due to lack of attention. To some extent Private sector respondents face maternal wall discrimination (mean=1.67) while, no such issue in Public sector (mean=1.32).

Same Response irrespective of Age

The study reveals that respondents of all ages in both Private and Public sectors show similar responses for the below items.

1. Time management is important in balancing work and family life.
2. Family co-operates with you in performing your work.
3. Work-life imbalance is one of the reasons in delaying of child birth.
4. Facing maternal wall discrimination at organization.

Table 2.3: Descriptive Statistics for Responses of overall Age Group

		Item 1		Item 2		Item 3		Item 4	
		Mean	SD	Mean	SD	Mean	SD	Mean	SD
25-30	Private	4.71	0.61	4.14	1.29	1.71	1.49	1.64	1.45
	Public	5	0	3.17	1.17	1.17	0.41	2.33	1.51
31-35	Private	4.45	0.91	4.45	1.01	1.38	0.86	1.86	1.42
	Public	4.93	0.27	4	1.25	2.47	1.73	2.64	1.65
36-40	Private	4.77	0.44	4.54	0.66	1.54	1.2	1.77	1.24
	Public	4.6	0.89	4.6	0.55	1.2	0.45	1.6	1.34
Above 40	Private	4.67	0.52	4.83	0.41	1.17	0.41	1.67	0.82
	Public	4.76	0.51	4.07	1.39	1.82	1.42	1.32	0.86

Interpretation: Mean and standard deviation has been calculated for four items separately for Private and Public sectors at various age levels in table 2.3. All age group of both sectors totally agrees to the point that time management is important in balancing work and family life. Both sectors do agree that their family co-operates with their work. Delay of child birth due to imbalance in work life has been disagreed by both sectors. Both sectors are of opinion that to some extent they are facing maternal wall discrimination.

Difference in Response irrespective of Ages

The study reveals that respondents of all ages in both Private and Public sectors show different responses for the below items.

1. Aware of organization's work-life balance policies.
2. Are able to change the working hours from day to day.
3. Work bothering even after working hours.

Table 2.4: Descriptive Statistics for Responses of overall Age Group

		Item 1		Item 2		Item 3	
		Mean	SD	Mean	SD	Mean	SD
25-30	Private	3	1.66	2.5	1.87	2.71	1.49
	Public	1.5	0.55	1.33	0.82	1.17	0.41

31-35	Private	4.05	1.29	3.14	1.62`	2.1	1.14
	Public	2.87	1.77	1.47	1.25	2.53	1.46
36-40	Private	4.08	1.44	2.92	1.83	2.69	1.55
	Public	2.6	1.52	1.4	0.89	1.6	0.89
Above 40	Private	3.61	1.51	3.33	1.37	3.44	0.55
	Public	3.6	1.68	1.86	1.36	1.66	1.22

Interpretation: The table 2.4 denotes for each four item mean and standard deviation has been calculated for both Private and Public sector at various age levels. Private sector respondents are aware of organization's work-life balance policies to great extent while, such awareness is to some extent in Public sectors. Private sector responses show that somewhat they are able to change their working hours on day to day basis, where as it not possible in Public sectors. Work disturbance or bothering even after working hours somewhat exists in Private sectors while, it is not or to some extent in Public sectors.

Findings and Conclusions

Work-life balance is a subject which is concerned to almost all the executives in the organization. HR profession's concern for better workplace is to address the work-life balance issues and create a great place to work.

The study reveals that in the age group of 25 to 30, employees of both Private and Public sectors enjoy their work and are happy working with/under their managers. This means they are influenced by the motivational factors. On the other side employees are not benefitted by the workshops on work-life balance, they do not get sufficient time to get updated with latest trends in their job. This means organizational support factors affects their work-life balance. Public sector lags behind in terms of providing training or conducting workshop on work-life balance and career advancement programs when compared to Private sector. At the age group of 31 to 35, employees of both Private and Public sectors are affected by the balancing factors, psychological factors and personal factors. While taking up part time job which is part of career advancement factors does influence their work-life balance. In the age group of 36 to 40, employees of both sectors are not much affected by the psychological factors and they enjoy their work. But they are affected by career advancement factors. Women above 40 years of age in both sectors are not much affected by personal, balancing and motivational factors but are greatly affected by career advancement and organizational support factors.

Policy Implications: HRM Interventions

There is a need for organizations to develop and implement effective work-life balance policies and encourage employees to make use of available policies. In public sector companies, employees are not aware of organizational policies related to work life balance. This can be made part of induction program so that employees are aware of policies.

1. Campaigns promoting current work-life balance arrangements accompanied by a review and extension of existing options.
2. Issues of work life balance have to be addressed from the angle, like Mentoring, Counseling and coaching people to face the issues as they arise.
3. Counseling sessions for better work-life balance for employees to be organized on regular basis.
4. Awards and prizes for managing work-life balance should be instituted, so that it works as motivation for all others to benchmark.

5. Prominence should be given to create female-friendly work place viz: pay quality policy, telecommuting options, job sharing etc.

Organizations should keep track of developments in best-in-class companies and should introduce policies proactively.

Scope for Further Research

1. The study was conducted in Bangalore city only but can also be done across cities.
2. The study was based on age of the respondents, further studies can be done on educational qualification, designation etc.
3. The study was conducted only on working mothers but can be extended to working women and men.

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