

Work Life Balance and its Impact on Women Position in the Workplace

*Aniruddha Ghosh**

Indian Families are undergoing rapid changes due to the increased pace of urbanization and modernization and Indian women belonging to all classes have entered into paid occupation. Work life balance is becoming a domain of hot discussion and prospects in the working culture now a day's. As the cost of living is too high now and reason of empowerment of women also making them working ones, where the culture and balancing of life becomes hurdles in the life of women.

However, Work-Life Balance also comes in holistic development of working culture but this factor was taken on the lighter note till now due to pressure from families, responsibility of feeding, workpressure, spouse pressure are few of them. Now women are also getting involved into the betterment of their lives and their work place where they can live stress free and enjoy. Need of work life balance arises as every person on their job should be treated well and should be given good space and environment to make them feeling alive where the productivity will give counter effect on the welfare of the organization as well.

This study examines the Work-Life Balance and its impact on women position at workplace and also determines the relationship between the various factors of Work-Life Balance as independent variable and women position as dependent variables of working women in Delhi-NCR. The study used cross sectional descriptive research design. To know the relationship and its impact between work life balance and women position factors a survey has been conducted among 150 (30 each) women working in different organization through questionnaire in Delhi-NCR. The data was analyzed using Pearson Product Moment Correlation and Multiple Regression with the help of SPSS 22 version. The study found that stress at workplace and personal rejuvenating factors are affecting the work performance in women in India.

Keywords: Work Life Balance, Women Position, Performance.

1. Introduction

THE expression "Work-Life Balance (WLB)" was first used in the late 1970s to describe the balance between an individual's work and personal life. In the United States, this phrase was first used in 1986.

Over the past thirty years, there has been a substantial

increase in work which is felt to be due, in part, by information technology and by an intense, competitive work environment. Long-term loyalty and a "sense of corporate community" have been eroded by a performance culture that expects more and more from their employees.

With revolutionary change in the national percentage of working women and overcoming many inherent disadvantages in traditional mindset women are

equally sharing the earning responsibility for the betterment of their family (J. Sudha; Dr. P. Karthikeyan, 2014). Today we find women engaged in different types of traditional and non-traditional entrepreneurial or management activities. Working 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 at home. In India, a woman

* Assistant Professor, PML SD Business School, Chandigarh.

(however, modern, educated or successful) has to perform many roles before and after marriage. These roles include being a spouse, caretaker and parent, managing daily household chores; providing service to community and society. Women also must take care of their own health and other personal activities, which are often neglected because of role overload as well as limitations. Things have changed in recent times, but not completely. A woman has to be educated, beautiful, responsible, understanding and should possess all the super powers. It's a good thing but living up to these expectations puts a lot of stress. And with the increasing ratio of female workforce, the importance of work-life balance is also increasing.

1.1 Work Life Balance and Women Position

Work-life balance is the term used to describe those practices at workplace that acknowledge and aim to support the needs of employees in achieving a balance between the demands of their family (life) and work lives (Agarwala, 2009; Pareek, 1997; Barnett, 2001; Goleman, 1995). According to Hudson (2005), 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".

Work-life balance is the act of having a positive balance between one's personal and professional life. In this challenging and demanding era it is very difficult to maintain balance between the two, as demands have increased leading to work pressure (Dr.

Saloni Pahuja, 2016). In urban India, the percentage of dual-earner couples is gradually increasing and most women today, their work environment and the family have become the two important institutions in life (Shobha Sundaresan, 2014). Demographic changes as seen in the increasing number of women in the workplace and dual career families have generated an increasingly diverse workforce and a greater need of employees to balance their work and non-work lives (Bharat, 2003). Spouse support and superior support and domestic support played important role on working women life. Many women are working hard for job advancement opportunities so that they can balance work and other obligations (Guillaume & Pochic, 2009). Employers can no longer ignore the job assignments or work demands from women working in the organization.

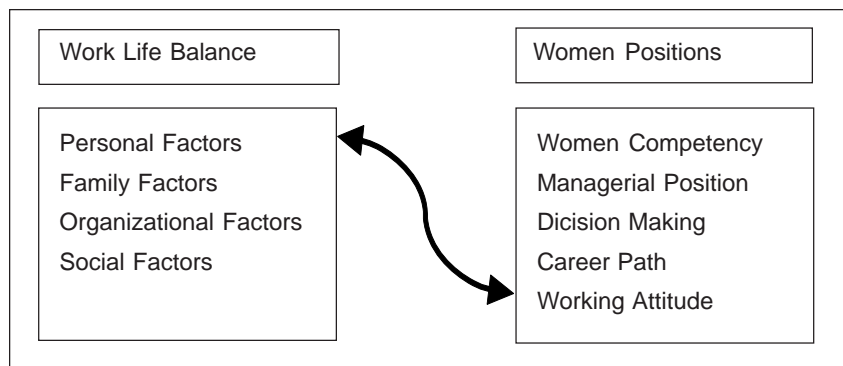
On the basis of above discussion we found that since 1986 the concept Work-Life Balance came into picture but working women are still trying to manage both work and life. Today they have to perform many responsibilities in terms of personal, family, organizational and social and also handle the pressure of dual roles which can create work life imbalance in their lives. It is more important to have a supportive organizational culture that encourages women employee for utilization of work-life benefits (Schueller-Weidekamm & Kautzky-Willer, 2012). Without strong organizational support, some women find it is easier to

simply leave the workforce (Zhao & Shang, 2011) and with supportive cultures can fulfill the women expectation and lead towards the career path in position roles.

1.2 Impact of Work Life Balance on Women Position

Both personal and professional lives are important and women employees struggle to do justice for both the roles. If they spend more time pursuing one role as opposed to the other can lead to negative outcomes (Nair, 2010). According to Peeters, Montgomery, Bakker & Schaufeli (2005), job and family demands are often irreconcilable creating an imbalance between the two. Previously, in India the female employees were mainly confined to low-profile or non-managerial positions. Now, the time has changed and their presence is seen everywhere in different positions in the workplace. These transformations in work culture have brought in more additional duties and responsibilities for women employees towards their family, work place and society as well (Mathew & Panchanatham, 2009). Therefore, it is very much required to explore the impact of Work-Life Balance on women position.

Women always try to look for more self care time in an attempt to uncover new meaning in the work place. In fact women frequently commit to achieve balance between their career and life (Kirton, 2006). Undoubtedly women participation in labour market is increasing but at the same time their identity and workload continue to be related to caring



work especially for children (Thilakshi Kodagoda, 2010). Equal opportunities are not just about women entering the work force as equals. It is also to provide the equal position in the workplace. There are many variables relating to women's career continuity including women competency, managerial position, decision making, career growth, and expectations at workplace.

2. Literature Review

Number of studies has addressed this issue in different perspectives. Some of the papers related to this subject are reviewed. Work-Life Balance (WLB) is a significant and intriguing point both in the business condition and in scholarly research. There are numerous investigations did in connection that WLB is being able to juggle family life and work life along with women position in organization.

Work-Life Balance is a subject, in which increasing interest in academic literature, public and private sector (Kadam, 2012). Work-Life Balance is a broad concept which prioritizing between work, such as career and ambition, on the other hand life, such as health, pleasure, leisure, family

and spiritual development. Work-Life Balance is a state of equilibrium in which the demands of both a person's job and personal life are equal (Pandey, 2012). Work and Family Life for women, who need to think about a family whether wedded, single, isolated, separated in a relationship and so on (Biron, Cooper & Burke, 2014). Work-Life Balance is accomplished when women feel dually satisfied about their personal life factors and their paid occupation (Sangita Deota, 2014).

Krishna Reddy *et al.*, (2010) found that the number of hours worked per week, the amount and frequency of overtime, inflexible work schedule, unsupportive supervisor and an inhospitable work culture increases the likelihood of women employees to experience conflict between their work and family roles. Rincy & Panchanatham (2011) revealed that role overload, dependent care issues, quality of health, problems in time management and lack of proper support from the family are the major factors causing imbalance in work and personal life of women entrepreneurs. Santhi & Sunder (2012) found that supporting environment in the organization, provision of welfare

measures play a primary role and alternative working time, child care and recreation play the secondary role in balancing work and personal life. Mill Operator (1978) accentuated that prior the work life used to start at age 16 and end at age 70 and now starts at 20 what's more, closes at 62 for the vast majority of the women working personals. Milkie & Peltola (1999) focused on that more joyful relationship with spouse is identified with a more prominent feeling of accomplishment in adjusting work and family. WLB of Married working Women considered that largely those women who have better work-life parity contribute more towards the achievement of the association incorporating family units, single parent families, and double procuring guardians, guardians working at various areas and expanding family unit work (Kumaraswamy, M. & Ashwini, S., 2015).

However, organization concern for employees family lives is not a recent phenomenon. Employers have been providing various welfare measures such as good working conditions, health, safety and flexi working hours, security provisions to women employees since industrializations (Andukuri Raj Shravanthi, Sagar Deshmukh & N. Deepa, 2013). Demographic changes including the increase in the number of women in the workplace and conflict between work and home life has been linked to job dissatisfaction and turnover. Organisations are using Work-Life Balance initiatives to recruit and retain key personnel (Allen, 2001).

Van Fleet & Sourage (1984) in their research findings stated that although women can assume the role of a scientist or a technocrat, they do experience difficulty in having a similar role as house maker or worker. Women in India have struggled to establish an identity and create a life space in social life as well as work organizations.

There are changes in large part of country due to a significant cultural shift in parental perspective that is, an increased acceptance of giving education to girls that allows for the possibility of women working outside the home, contributing economically to the family and even pursuing a career (Vijaya Mani, 2013). One of another result of the statistics analysis is the demonstration of the clear process of horizontal and vertical job segmentation that affects women position in the company (Witz, 1992).

Sometimes salary also plays an important role in life and balancing approach of women where they found it good and satisfactory in the life private organizations (Pinker, 2009; Ohio State University News, 2016). Scientific leadership shows unequal situation due to lack of women in high ranking positions (Linehan & Scullion, 2008; Howe-Walsh & Turnbull, 2014). It also says in the finding that many times situation is too worse to handle the situation in absence of women as they proved to be good mentors and role models (Linehan & Scullion, 2008). The adverse environment and pre biased approach and their emotional characteristics does not help them to gain good positions

in the organization (Jackson, 2000; Sfidani, 2002; Gopal, 2008).

Cohen (2013) suggests that where the numbers of women managers are more in any particular organization they have more convincing power and can drop down the organization in win-win situation. Yiamouyiannis & Osbourne (2012) argue, until and unless both have the equal power irrespective of gender biasness there is a limited scope for achieving good positions. Eagly & Carli (2007) stated whenever any women enter into the domain of male dominated segment the contract is too visible among the genders.

Working women are always less polished as of now but a shift is measured in their education level and a positive change that women are bringing in their organizations. Piha, (2006) based on the report women matter states that whenever the involvement of women is higher as compared to other genders decision is more specific and logical oriented .

As in all of the studies it has been conclude that having balanced work life approach leads you to have a tension free and stress free life and it is a key or an essence to live life. Balancing of individuals in any industry with having unbiased approach of their age and gender find a sync to their professional as well as to their personal life while companioning with the responsibilities associated with personal as well as professional (Felstead *et al.*, 2002). Work-Life Balances a crucial issue to women who are working and

want to live a sync life free from stress and responsibilities (Department of Trade and Industry, 2000; Dex and Scheibl, 2001; Fu and Shaffer, 2001; Rotondo *et al.*, 2003).

3. Objectives

1. To understand the importance of Work-Life Balance among working women in organization.
2. To study the various factors influencing the Work-Life Balance and women position at workplace.
3. To analyze the impact of Work-Life Balance on women position at workplace.

4. Research Methodology

The concerned study tries to find out queries related to what are the items which affects work life balance. The various demographic groups related to our study also express, who are the key associates affecting both Work-Life Balance and women position. Hence, descriptive research design is followed. The research based on primary survey through a structured questionnaire. The target sample consists of the female employees working under different positions of different organization such as Banking, IT, Education, Service and others as a sample frame. A total of 250 questionnaires were personally administered through personal interview and online and out of these 150 were found fit for analysis as they were complete in all respects. The entire working female sample, thus, represents Banking Sector (n=30), IT Sector

(n=30), Education Sector (n=30), Service Sector (n=30) and other Sector (n=30). The collected sample size 150 for checking the relation and impact of WLB on women position of Delhi/NCR region. The response data selected was on the basis of simple random and stratified sampling techniques. For the analysis purpose SPSS 22.Version was used. The Pearson product moment correlation and multiple regression analysis are

used to determine the relation between the constructs.

5. Hypotheses

H_{1a}. There is significant relationship between Personal Factors and Women Position at workplace.

H_{1b}. There is significant relationship between Family Factors and Women Position at workplace.

H_{1c}. There is significant relationship between Organizational Factors and Women Position at workplace.

H_{1d}. There is significant relationship between Social Factors and Women Position at workplace.

H_{2a}. There is an impact of Work-Life Balance on Women Position at workplace.

6. Findings and Discussion

6.1. Descriptive Statistics Results

H_{1a}. There is significant relationship between Personal Factors and Women Position at workplace.

TABLE 6.1

DESCRIPTIVE STATISTICS INDEPENDENT VARIABLE (PERSONAL FACTORS)

	N	Mean	Std. Deviation	Skewness	Kurtosis
	Statistic	Statistic	Statistic	Statistic	Statistic
WLBPF1	150	4.4600	1.87756	-.171	-1.416
WLBPF2	150	3.5400	1.96489	.469	-1.287
WLBPF3	149	3.6510	2.01322	.368	-1.531
WLBPF4	150	3.2733	1.80936	.680	-.852
WLBPF5	150	2.9600	1.71797	.988	-.259
WLBPF6	150	4.5467	2.00197	-.247	-1.353
WLBPF7	150	3.9333	1.63299	.043	-1.176
WLBPF8	150	2.6667	1.40787	1.050	.424
Valid N (listwise)	150				

Source: Authors own work.

TABLE 6.2
CORRELATIONS – PERSONAL FACTORS AND WOMAN POSITION

	WLBPF2	WLBPF3	WLBPF4	WLBPF5	WLBPF8	WP1	WP2	WP3	WP4	WP5	WP6	WP7
WLBPF2	1.00	.693 **	.285 **	.366 **	0.15	(0.02)	0.12	(0.15)	.298 **	.179 *	(0.09)	(0.16)
WLBPF3	.693 **	1.00	.452 **	.230 **	.188 *	-.183 *	(0.02)	-.171 *	.197 *	0.14	(0.15)	(0.14)
WLBPF4	.285 **	.452 **	1.00	.381 **	.191 *	-.203 *	-.180 *	-.183 *	.403 **	.229 **	0.04	(0.09)
WLBPF5	.366 **	.230 **	.381 **	1.00	0.11	(0.15)	0.04	(0.13)	.338 **	.193 *	0.01	0.06
WLBPF8	0.15	.188 *	.191 *	0.11	1.00	(0.01)	(0.02)	0.05	0.09	0.02	(0.02)	.229 **
WP1	(0.02)	-.183 *	-.203 *	(0.15)	(0.01)	1.00	.466 **	.309 **	(0.11)	0.02	(0.06)	0.13
WP2	0.12	(0.02)	-.180 *	0.04	.466 **	1.00	.390 **	.390 **	(0.08)	0.10	0.04	0.01
WP3	(0.15)	-.171 *	-.183 *	(0.13)	0.05	.390 **	1.00	(0.12)	.439 **	0.06	.241 **	0.06
WP4	.298 **	.197 *	.403 **	.338 **	(0.01)	(0.11)	(0.08)	1.00	(0.05)	.439 **	(0.05)	(0.09)
WP5	.179 *	0.14	.229 **	.193 *	0.02	0.02	0.10	0.06	.439 **	1.00	0.04	(0.12)
WP6	(0.09)	(0.15)	0.04	0.01	(0.06)	0.04	.241 **	(0.05)	0.04	0.04	1.00	.356 **
WP7	(0.16)	(0.14)	(0.09)	0.06	.229 **	0.13	0.01	(0.09)	(0.12)	(0.12)	.356 **	1.00

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Source: Authors own work.

H_{1b}. There is significant relationship between Family Factors and Women Position at workplace.

TABLE 6.3

DESCRIPTIVE STATISTICS INDEPENDENT VARIABLE (FAMILY FACTORS)

	N	Mean	Std. Deviation	Skewness	Kurtosis
	Statistic	Statistic	Statistic	Statistic	Statistic
WLBFF1	150	4.0267	1.96597	.113	-1.486
WLBFF2	150	2.7533	1.53674	1.356	1.386
WLBFF3	150	2.9000	1.74460	1.008	-.012
WLBFF4	150	3.1867	1.63595	.842	-.322
WLBFF5	150	3.2200	1.79436	.625	-.829
WLBFF6	150	4.0800	1.83010	.127	-1.581
Valid N (listwise)	150				

Source: Authors own work.

TABLE 6.4
CORRELATIONS FAMILY FACTORS AND WOMAN POSITION

	WLBFF2	WLBFF3	WLBFF4	WLBFF5	WP1	WP2	WP3	WP4	WP5	WP6	WP7
WLBFF2	1.00	.349 **	0.10	0.06	0.09	0.05	.186 *	(0.04)	0.06	0.07	0.09
WLBFF3	.349 **	1.00	.399 **	.376 **	0.04	-.244 **	0.01	0.07	0.02	0.01	0.03
WLBFF4	0.10	.399 **	1.00	.388 **	-.335 **	(0.15)	-.185 *	.267 **	0.06	(0.11)	(0.08)
WLBFF5	0.06	.376 **	.388 **	1.00	-.245 **	(0.05)	-.237 **	.409 **	.182 *	(0.07)	(0.09)
WP1	0.09	0.04	-.335 **	-.245 **	1.00	.466 **	.309 **	(0.11)	0.02	(0.06)	0.13
WP2	0.05	-.244 **	(0.15)	(0.05)	.466 **	1.00	.390 **	(0.08)	0.10	0.04	0.01
WP3	.186 *	0.01	-.185 *	-.237 **	.309 **	.390 **	1.00	(0.12)	0.06	.241 **	0.06
WP4	(0.04)	0.07	.267 **	.409 **	(0.11)	(0.08)	1.00	.439 **	(0.05)	(0.09)	(0.09)
WP5	0.06	0.02	0.06	.182 *	0.02	0.10	.439 **	1.00	0.04	0.04	(0.12)
WP6	0.07	0.01	(0.11)	(0.07)	(0.06)	0.04	241 **	(0.05)	0.04	1.00	.356 **
WP7	0.09	0.03	(0.08)	(0.09)	0.13	0.01	0.06	(0.09)	(0.12)	.356 **	1.00

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Source: Authors own work.

H_{1c} . There is significant relationship between Organizational Factors and Women Position at workplace.

TABLE 6.5

DESCRIPTIVE STATISTICS INDEPENDENT VARIABLE (ORAGANIZATION FACTORS)

	N	Mean	Std. Deviation	Skewness	Kurtosis
	Statistic	Statistic	Statistic	Statistic	Statistic
WLBOF1	150	3.4667	1.78610	.625	-1.005
WLBOF2	150	3.7400	1.80019	.362	-1.364
WLBOF3	150	2.8933	1.58917	.940	-.010
WLBOF4	150	2.4400	1.36829	1.012	.104
WLBOF5	150	3.9733	1.74151	.026	-1.387
WLBOF6	150	3.3267	1.66083	.723	-.290
WLBOF7	150	3.2600	1.73565	.802	-.561
WLBOF8	150	3.3000	1.63744	.799	-.591
WLBOF9	150	3.8867	1.64066	.083	-1.233
WLBOF10	150	4.8267	1.70568	-.663	-.921
Valid N (listwise)	150				

Source: Authors own work.

TABLE 6.6

CORRELATIONS ORGANIZATION FACTORS AND WOMAN POSITION

	WLBOF3	WLBOF4	WLBOF6	WLBOF7	WLBOF8	WP1	WP2	WP3	WP4	WP5	WP6	WP7
WLBOF3	1.00	.491 **	.217 **	.224 **	0.02	(0.05)	0.07	(0.04)	(0.10)	0.08	0.01	0.11
WLBOF4	.491 **	1.00	.497 **	0.05	.399 **	.210 **	.278 **	0.07	-.311 **	(0.09)	.162 *	.243 **
WLBOF6	.217 **	.497 **	1.00	(0.08)	0.10	0.14	.491 **	0.06	(0.15)	(0.03)	0.13	.314 **
WLBOF7	.224 **	0.05	(0.08)	1.00	.192 *	-.243 **	(0.06)	-.241 **	.169 *	.340 **	(0.09)	-.284 **
WLBOF8	0.02	.399 **	0.10	.192 *	1.00	.256 **	0.02	(0.05)	0.08	(0.01)	0.10	0.03
WP1	(0.05)	.210 **	0.14	-.243 **	1.00	.466 **	.466 **	.309 **	(0.11)	0.02	(0.06)	0.13
WP2	0.07	.278 **	.491 **	(0.06)	.466 **	1.00	.390 **	.390 **	(0.08)	0.10	0.04	0.01
WP3	(0.04)	0.07	(0.05)	-.241 **	.309 **	1.00	.390 **	1.00	(0.12)	0.06	.241 **	0.06
WP4	(0.10)	-.311 **	(0.15)	.169 *	1.00	(0.11)	(0.08)	(0.12)	1.00	.439 **	(0.05)	(0.09)
WP5	0.08	(0.09)	(0.03)	.340 **	(0.01)	0.02	0.10	0.06	.439 **	1.00	0.04	(0.12)
WP6	0.01	(0.09)	0.13	(0.09)	0.10	(0.06)	0.04	.241 **	1.00	0.04	1.00	.356 **
WP7	0.11	.243 **	.314 **	-.284 **	0.03	0.13	0.01	(0.09)	(0.12)	(0.12)	.356 **	1.00

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Source: Authors own work.

H_{1d} . There is significant relationship between Social Factors and Women Position at workplace.

TABLE 6.7

DESCRIPTIVE STATISTICS INDEPENDENT VARIABLE (SOCIAL FACTORS)

	N	Mean	Std. Deviation	Skewness	Kurtosis
	Statistic	Statistic	Statistic	Statistic	Statistic
WLBSF1	150	3.0733	1.71490	.516	-1.006
WLBSF2	150	4.3733	1.71275	-.305	-1.137
WLBSF3	150	3.4067	1.88991	.618	-1.018
Valid N (listwise)	150				

Source: Authors own work.

TABLE 6.8
CORRELATIONS SOCIAL FACTORS AND WOMAN POSITION

	WLBSF1	WLBSF3	WP1	WP2	WP3	WP4	WP5	WP6	WP7
WLBSF1	Pearson Correlation 1.00	.479** (0.12)	(0.12)	(0.02)	-.385** (0.04)	0.15 (0.04)	0.01 (0.04)	0.01 (0.04)	0.10 (0.09)
WLBSF3	Pearson Correlation .479** (0.12)	1.00 (0.13)	(0.13)	(0.08)	-.334** (0.08)	.194* (0.11)	0.15 (0.02)	0.08 (0.06)	0.13 (0.13)
WP1	Pearson Correlation (0.12)	(0.13)	1.00	.466** (0.08)	.309** (0.08)	(0.11)	0.02	0.04	0.01
WP2	Pearson Correlation (0.02)	(0.08)	.466** (0.06)	1.00	.390** (0.06)	(0.08)	0.10	0.04	0.01
WP3	Pearson Correlation -.385** (0.04)	-.334** (0.08)	.309** (0.06)	.390** (0.06)	1.00	(0.12)	0.06	.241** (0.05)	0.06 (0.09)
WP4	Pearson Correlation 0.15 (0.04)	.194* (0.09)	(0.11)	(0.08)	(0.12)	1.00	.439** (0.05)	(0.05)	(0.09)
WP5	Pearson Correlation (0.04)	0.15	0.02	0.10	0.06	.439** (0.05)	1.00	0.04	(0.12)
WP6	Pearson Correlation 0.01	0.08	(0.06)	0.04	.241** (0.05)	(0.05)	0.04	1.00	.356**
WP7	Pearson Correlation 0.10	(0.09)	0.13	0.01	0.06	(0.09)	(0.12)	.356**	1.00

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Source: Authors own work.

H_{2a}. There is an impact of Work-Life Balance on Women Position at workplace.

TABLE 6.9

DESCRIPTIVE STATISTICS DEPENDENT VARIABLE

	N	Mean	Std. Deviation	Skewness	Kurtosis
	Statistic	Statistic	Statistic	Statistic	Statistic
WP1	150	2.6133	1.22495	1.954	3.961
WP2	150	3.4533	1.76691	.781	-.762
WP3	150	3.0600	1.67584	.910	-.153
WP4	150	3.9067	1.84044	.028	-1.368
WP5	150	4.7467	1.69162	-.708	-.869
WP6	150	2.3267	1.01331	.953	.907
WP7	150	1.9600	1.04194	1.993	5.674
Valid N (listwise)	150				

Source: Authors own work.

TABLE 6.10

STEP-WISE REGRESSION RESULTS

	Dependent variable	Constant	X ₁	X ₂	X ₃	R ²	Adj. R ²
			WLBOF6	WLBPF5	WLBPF6		
Model-1	AWP	2.784**	0.262**			6.9%	6.2%
Model-2	AWP	2.550**	0.281**	0.169*		9.7%	8.5%
Model-3	AWP	2.245**	0.270**	0.201*	0.173*	12.6%	10.8%

Y = Average score of Women Position.

X₁ = WLBOF6 = My organization gives me sufficient opportunity to enhance my work efficiency.

X₂ = WLBPF5 = Regular stress become issues in my performance at workplace.

X₃ = WLBPF6 = I get sufficient time for exercise/yoga/meditation or spiritual work.

** significant at 1 per cent level and * significant at 5 per cent level.

Source: Author's own work.

The result of descriptive analysis of WLB (Independent) and Woman Position (Dependent) variables have shown in Tables (6.1, 6.3, 6.5, 6.7 and 6.9). It can be defined that Mean Score and Standard Deviation result of eight items in personal factors such as health, stress and empathic issues other than age and yoga meditation shown the Work-Life Imbalance result for working women. The other factors like Family indicate the significant mean result defining spouse role, spending time with kids, problem at work and irregular working hours create the Work-Life Imbalance for working women. The another two important components such as organizational and social factors given significant mean score value for working environment, opportunities, excessive workloads, no sufficient time for meeting social groups and relatives, and confirmed that a working women has to manage many things to balance her work-life. In order to identify the women position (dependent variable) in Table 6.9 shown the great impact on working women with positive mean value received in all variables except one related to discrimination in men and women position in the organization. The descriptive analysis in all tables also shows the normality in data as most of the skewness values lie in between ± 1 range.

6.2. Pearson Product Moment Correlation Results

To examine the relationship between all WLB factors (Personal, Family, Organization and Social) and women position a Pearson

Product Moment Correlation was calculated. The Correlation results of Work-Life Balance factors and women position shown different significant value for each hypothesis result.

Hypothesis H_{1a} was supported the high degree of correlation in Work-Life Balance personal factors WLBPFF3 (.298**), WLBPFF4 (.197**), WLBPFF5 (.403**) and WLBPFF6 (.338**) with Women Position (WP) as correlation value significant at 0.05 level. Hypothesis H_{1b} was supported in family factors WLBPFF2 (.186**), WLBPFF4 (.267**) and WLBPFF5 (.409**). Hypothesis H_{1c} proved the high degree of correlation in Organizational factors WLBOF4 (.278**), WLBOF6 (.491**), WLBOF7 (.284**) and WLBOF8 (.256**) and in Hypothesis H_{1d} shown positive result in WLBSF3 (.194) with WP factors to prove the relationship among all these variables.

6.3. Step-wise Regression Results

$$\text{Average women position (AWP)} = \frac{\text{WP1} + \text{WP2} + \text{WP3} + \text{WP4} + \text{WP5} + \text{WP6} + \text{WP7}}{7}$$

Model 1:

$$\text{Average women position} = f(\text{WLBOF6}) \dots (1)$$

Model 2:

$$\text{Average women position} = f(\text{WLBOF6}; \text{WLBPFF5}) \dots (2)$$

Model 3:

$$\text{Average women position} = f(\text{WLBOF6}; \text{WLBPFF5}; \text{WLBPFF6}) \dots (3)$$

From Table 6.10 we can specify that the last model i.e., model-3 is better than the other two models which is indicated by the R-square and the adjusted R-square values.

However, all models are not identified properly, because the variables in the whole model compensate for only 12.6 per cent of the variation. In order to evaluate the position of women in the workplace, the opportunity to enhance skills on the workplace is of great significance. We could see from the table that if a woman's employee has a single chance of increasing her effectiveness, it would have an effect on her job position by 27 per cent. Stress and personal space are other eminent imperatives. One unit of additional stress level among women would affect the women position in workplace by 20.10 per cent and the least impact being caused by personal space affecting the women position by 17.30 per cent.

Conclusion

From the above results it was evident that stress and lack of self-rejuvenation leads to unhealthy Work-Life Balance issues. Human resource practitioners can use the above study to formulate policies regarding handling stress. They can also design stress buster programmes like yoga sessions or meditation sessions or can also involve spiritual practices in organizations to develop a healthy environment in the life of employees and thus contributing to a positive wellbeing.

Employees are a part of society and women especially contribute more than men in a country like India. So wellbeing of working mothers is of utmost importance as it not only improves the work

performance but also as an individual also a person grows and manifests to the situation. In addition, the above, this study will also help the academicians to set the different factors responsible for work performance. However, the authors think that other factors like life style habits and personal factors like health and family environment also would impact work performance, which can be studied in near future.

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