

Work-life Balance in Indian Service Industry: A Study

R. S. V. Rama Swathi¹

Research Scholar
Department of Business Administration,
Sambalpur University, Jyoti Vihar,
Burla-768019, Odisha – India

(Prof.) Dr. A.K. Das Mohapatra²

Professor,
Department of Business Administration,
Sambalpur University, Jyoti Vihar,
Burla-768019, Odisha – India

Abstract: The present competitive global environment has brought challenges for all employees working in different sectors. The Indian service sector is one in them that is characterized with long working hours, heavy pressure and excessive use of technological tools which leads to challenges for working women. Numerous factors affect Work-life Balance of working women and demographic variables can be one of the factors among them. The present study is undertaken to determine the relationship between the demographic variable, namely, age and its effect on attitude of women towards facilitators of Work- life Balance provided by organizations.

Keywords: Work-life Balance, heavy pressure, demographic variables, facilitators.

I. INTRODUCTION

In the present era of globalization, Work-life Balance concept is at the top of agenda of every organization. Work-life Balance of employees leads to both direct and indirect gains for organizations in the form of increased productivity and retention. Hence, organizations are introducing innovative policies to maintain a better Work-life Balance of their employees.

Work-life Balance is a 'fit' between multiple roles in a person's life (McCartney 2002). Work -life Balance is equilibrium between work and life activities. An individual's life is said to be having a constructive and optimistic Work-life Balance when he has an ability to shape for change at both work and personal schedules. The meaning of Work-life Balance differs from one person to the other. For some people it means giving more importance to paid work and spending less time at home, while for others it may be spending less time on paid work and having a contended family life.

The technological advancements have brought a significant change in the international labour market. This allowed an influx of employees, especially female workers into the workforce, which inevitably has an effect on their work and family roles. Women employees at present need to occupy herself in diverse roles at different points of time, i.e., for example mother versus worker. For working women equalizing a demanding career with life outside work is a complex task. The effort of women to balance both work and life simultaneously puts them in tremendous pressure. Thus, Work-life Balance concept is of more importance to women employees in the present situations.

1.1 Demographic variables and Work-life Balance

Changes in the work environment have brought a shift in employee demographics due to entry of more number of women, dual earner couples and single parent families. Numerous studies conducted on Work-life Balance indicate that there is an influence of demographic variables such as age, income, marital status and experience on Work-life Balance of women employees. Gender and age of employees remains a major determinant while negotiating with home and work life. As the age of employees increases, they need to juggle in variety of roles that have to be played irrespective of having children (Emslie and Hunt, 2009).

Thus, the present study attempts to identify whether, the demographic variable, age influences the experience of women employees towards facilitators of Work-life Balance provided by the organizations.

II. REVIEW OF LITERATURE

Efeoglu and Ozcan (2013) in a study tried to assess the prevalence of work-family conflict (WFC) and its association with demographic features, job performance and family satisfaction among physicians. The findings of the study revealed that work-family conflict (WFC) was moderately prevalent among physicians. Women are more active in work-life and men are more active in family life. Young physicians face high stress levels due to high responsibility and less control on work.

Nwagbara and Akanji (2012) endeavored to find out the impact of Work-life Balance on the commitment and motivation of women employees in Nigeria. In Nigerian organizations, women employees face diverse forms of pressures due to postmodernist urgency. This is due to occupational stressors as well as strain from balancing the social with work-related matters. Motivation and commitment are central to Work-life Balance for organizational performance. Better incentives provided for female employees also lead's to high organizational performance.

Lathifah and Rohman (2014) have observed the effect of work-family confliction turnover intentions with job satisfaction as an intervening variable. Work interfering with family (WIF) negatively influences job satisfaction. Turn over intentions is not influenced by work interfering with family WIF and family interfering with work (FIW) and is negatively influenced by job satisfaction. Job satisfaction proves its direct or indirect influence on work interfering with family (WIF) and family interfering with work (FIW) conflict on the turnover intentions (TI).

Karlalpudi, et.al. (2012) aimed to determine the relationship between the demographic variables and Work-life Balance. The study found there is significant relationship between demographic variables and Work-life Balance of women employees. The relationship between demographic variables and Work-life Balance of employees will be an important input in designing appropriate policies for employees to address Work -life Balance issues. Work-life Balance initiatives designed to help employees balance their work and personal lives.

Chatterjee and Mahidhar (2014) endeavored to observe the organizational culture for women working in the banking sector. The study found that to some extent the organizational culture is supportive to cope with the pressures of professional and personal obligations. Work-life variables vary with the various demographic characteristics of the respondents like age, experience, number of children etc. Some pro-women policies similar to other industries should be given to female employees in the banking sector. These include flexi-time, part-time employment, job sharing, crèche facilities, and necessary leaves. Provision of hostels for women in banking sector, special leave with a lien on service for up to say 5 years to meet certain contingencies specific to women and extending this facilities to males also whenever required is important.

Bhatnagar and Jain (2014) aimed to examine the impact of the demographic variables on the Work-life Balance of software professionals and their tough choices in making work and personal life equilibrium. The study concluded that there is a strong need to achieve Work-life Balance of employees in software industry. If it is not improved it leads to poor performance, absenteeism and sick leave. The company should take care of employee's work load to balance the work life. Although the software industry and IT profession have become universal still there are culture difference and struggle to settle down in a new place and adapt to new environment in India.

Budd and Mumford (2001) in a study found that participation of parents in the labour market, the rising propensity for women to play an active role in the labour market, greater sharing of household, non-labour market work across parents and increased need for elder care lead to an increased demand from worker for family-friendly work practices. Individual characteristics that determine the probability of an employee believing family-friendly work practices are their age, gender, ethnic status, hourly wage, hours worked, tenure, being recently involved in a training programme. The probability of actual

availability of family-friendly practices at the workplace is less affected by the characteristics of individual employees and demographics of the workforce.

Bhowon (2013) investigated with the aim to find the relationship between work-family role salience, work-family conflict and satisfaction with work and family. Women have greater commitment to their family than work role, but they are also committed to their work. They view home and family as a valued and salient part of their life. Family salience is significant and positively correlated to work salience and work-family conflict. Family and work salience has a correlation with work satisfaction. A negative correlation exists between work-family conflict and work satisfaction and between family-work conflict and both work and family satisfaction.

III. OBJECTIVE OF THE STUDY

- To study the effect of demographic variable, namely, age on Work-life Balance of female employees.

IV. METHODOLOGY OF THE STUDY

- ✚ Data source and method of data collection: The study has been conducted mainly on primary data collected through questionnaire. The questionnaire consisted of 30 statements. The questionnaire was distributed among the respondents of five different service sector industries, namely, educational, hospitality, financial, business process outsourcing and police service sectors in India and collected back upon being filled up by the respondents.
- ✚ Sample size and sampling: A total of 484 questionnaires were distributed among the respondents of which 426 responses were received. Out of the 426 responses, 320 were included in the study for being complete in all respects.
- ✚ **Demographic profile of the respondents:** The sample respondents of 320 women respondents included in the study had a distribution of 126 respondents from Public sector units and 194 respondents from Private sector units; 172 respondents in the age group of 25-30, 105 respondents of the age group 30-40, 43 respondents above the age group 40. Similarly, the respondents included 2 undergraduate, 34 graduates, and 284 post graduates.

TABLE1: Details of the demographic profile of the respondents

Category	Sub Categories	No. of respondents	Percentage
Work Segment	Public Sector	126	39.37%
	Private Sector	194	60.62%
Total		320	100%
Age Group	25-30 years	169	53.75%
	30-40 years	109	32.81%
	Above 40 years	42	13.43%
Total		320	100%
Educational Qualification	Under Graduate	2	0.006%
	Graduate	40	0.107%
	Post graduate	278	88.75%
Total		320	100%

- ✚ Tools and techniques used: Tools and techniques used: The important statistical techniques used in the study are One Way Anova and Descriptive Statistics. One Way Anova has been used to test the hypothesis and Descriptive Statistics for overall responses of the samples. SPSS 16.0 has been used for statistical calculations.
- ✚ Sample units: From the five service sector industries, i.e., education, hospitality, BPO, financial, and police, 29 different public and private sector organizations, namely, Osmania University, NIT AP, Adi Kavi Nanayya University, Andhra Mahila Sabha School of Informatics, Andhra Pradesh State Tourism, Telangana State Tourism, State Bank of India, Andhra

Bank, UCO Bank, Canara Bank, A.P.Police, Telengana Police, Karpagam University, Aurora's Post Graduate & Engineering College, Sri Rama Chandra University, Sri Vasavi College, Marriot International, Swagat Group, ICICI Bank, Axis Bank, Lakshmi Vilas Bank, Vijaya Bank, Hindustan Private Limited, Tech Mahindra, Quintiles, Cap Gemini, Tata Consultancy Services, Cognizant, and Accenture were taken as sample units.

V. HYPOTHESIS

- **H₀₁:** There is no significant difference in the attitude among employees of different age groups with regard to Work-life Balance.

VI. DATA ANALYSIS AND INTERPRETATION

6.1: Descriptive statistics

Table 2: Descriptive statistics

Sl. No.	Variable name	All level mean	Standard Deviation	Mean	Standard Deviation	Mean	Standard Deviation	Mean	Standard Deviation
				Age group= 25 - 30years		Age group= 30- 40years		Age group=Above 40years	
		N= 320		N= 169		N= 109		N= 42	
1	Onsite day care	2.59	1.464	2.64	1.485	2.71	1.461	2.07	1.295
2	Dependent/elder care facilities	2.90	1.519	2.79	1.505	2.83	1.527	3.57	1.417
3	Well funded career development initiatives	3.03	1.465	2.92	1.499	2.94	1.464	3.71	1.367
4	Family medical allowance	2.29	1.451	2.34	1.484	2.40	1.473	1.79	1.159
5	Emergency paid leave	2.72	1.495	2.68	1.544	2.96	1.433	2.21	1.335
6	Pension system	2.49	1.211	2.53	1.215	2.58	1.271	2.07	0.947
7	Housing/relocation facility	2.84	1.457	2.88	1.455	2.92	1.473	2.48	1.401
8	Online financial advices	3.47	1.198	3.40	1.166	3.71	1.141	3.19	1.383
9	Shift premiums	3.38	0.965	3.37	1.027	3.51	0.857	3.07	0.838
10	Educational scholarships	2.90	1.314	2.73	1.391	3.02	1.247	3.26	1.061
11	Health care allowance	3.03	1.437	2.93	1.421	2.95	1.449	3.62	1.361
12	Nap room	3.62	1.174	3.70	1.127	3.66	1.241	3.17	1.102
13	Fitness programs	3.49	1.153	3.44	1.096	3.69	1.120	3.19	1.383
14	Crèche facility	3.44	1.034	3.44	1.095	3.57	0.886	3.10	1.078
15	Counselling facilities	3.28	1.402	3.41	1.412	3.27	1.372	2.81	1.366
	Total of 15 statements	45.47	19.73	45.2	19.92	46.72	19.41	43.31	18.49
	Aggregate average of 15 statements	3.03	1.31	3.01	1.328	3.11	1.29	2.88	1.23

As can be observed from the descriptive statistics of different age groups given in Table 2 that there exists a difference in the experience of Work-life Balance maintained from the facilitators of WLB provided by the organizations, with the average mean of all statements of 30-40 years age group employees taken together (i.e., 3.11) being higher than that of the 25-30 years age group employees (i.e., 3.01) and above 40 years age group employees (i.e., 2.88), indicating further that the employees

between 30-40 years are experiencing higher amount of Work-life Balance from the facilitators of WLB provided by organizations covered under the study.

On a statement wise count however, the employees of both 30-40 years and above 40 years are seen to be having mean value more than '3' against 5 statements compared to 25-30 years age group. This again implies that the employees of 30-40 years are having better WLB for some attributes of facilitators of WLB compared to the age group of 25-30 years.

6.2. Hypothesis testing for analysis of variance among different age groups of employees and their response to Work-life Balance.

(Table 3 to Table 17)

Table3: Onsite day care for children is provided by organization to easily commute to work with children

Source of Variation	SS	df	MS	F	Sig (P value)
Between Groups	13.282	2	6.641	3.142	0.045
Within Groups	670.089	317	2.114		
Total	683.372	319			

Table 3 displays the output of one way ANOVA for the first variable, namely, 'Onsite day care' in relation to Work-life Balance, out of the 30 variables. It is seen from the table that the Asymp. Sig. Value or 'p' value is 0.045 at 5% level of significance. A 'p' value of 0.045, i.e., less than 0.050 rejects the hypothesis. Therefore, H_0 : There is no significant difference in the attitude among employees of different age groups with regard to Work-life Balance stands rejected at 5% level of significance, leading to the conclusion that the respondents of different age groups have significant difference in their attitude with regard to 'Onsite day care' facility provided by the sample organizations. Hence, the organizations need to provide the women employees with 'Onsite day care' facility to easily commute to work with children.

Table4: Dependent/elder care facilities are provided by the organization to take care of family

Source of Variation	SS	df	MS	F	Sig (P value)
Between Groups	21.692	2	10.846	4.813	0.009
Within Groups	714.305	317	2.253		
Total	735.997	319			

Table 4 shows the output of the one way ANOVA for the second variable, namely, 'dependent/elder care' facility in relation to Work-life Balance, out of 30 variables. It is seen that the Asymp. Sig. Value or 'p' value is 0.009 at 5% level of significance. As the p value is less than 0.050, the hypothesis, i.e., H_0 : There is no significant difference in the attitude among employees of different age groups with regard to Work-life Balance stands rejected at 5% level of significance, leading to the conclusion that the respondents of different age groups have significant difference in their attitude with regard to 'dependent/elder care' facility provided by the sample organizations.

Moreover, as seen from the descriptive statistics in Table 2, the mean value of employees of age group 25-30 years and 30-40 years is less than '3' compared to that of employees of age group above 40 years, hence the organizations need to extend better dependent/elder care facility to employees under the age group 25-30 years and 30-40 years to enable the women workforce to take care of families.

Table5: Well funded career development initiatives are provided by the organization to groom the employees

Source of Variation	SS	df	MS	F	Sig (P value)
Between Groups	22.785	2	11.392	5.456	0.005
Within Groups	661.962	317	2.088		
Total	684.747	319			

Table 5 displays the output of one way ANOVA for the third variable, namely, 'well funded career development initiatives' in relation to Work-life Balance, out of the 30 variables. It is seen from the table that the Asymp. Sig. Value or 'p' value is 0.005 at 5% level of significance. A 'p' value of 0.005, i.e., less than 0.050 rejects the hypothesis. Therefore, H_0 : There is no significant difference in the attitude among employees of different age groups with regard to Work-life Balance stands rejected at 5% level of significance, leading to the conclusion that the respondents of different age groups have significant difference in their attitude with regard to 'well funded career development initiatives' provided by the sample organizations.

As is evident from the descriptive statistics in Table 2, the mean value of employees between age group 25-30 years and 30-40 years is less than '3' compared to that of employees of age group above 40 years, hence the organizations to groom the women employees under the age group 25-30 years and 30-40 years need to facilitate 'well funded career initiatives'.

Table6: To supplement medical expenditure, family medical allowance is provided by the organization

Source of Variation	SS	df	MS	F	Sig (P value)
Between Groups	12.567	2	6.284	3.021	0.050
Within Groups	659.405	317	2.080		
Total	671.972	319			

Table 6 displays the output of one way ANOVA for the fourth variable, namely, 'family medical allowance' in relation to Work-life Balance, out of the 30 variables. It is seen from the table that the Asymp. Sig. Value or 'p' value is 0.050 at 5% level of significance. A 'p' value of 0.050, i.e., equals to 0.050 rejects the hypothesis. Therefore, H_0 : There is no significant difference in the attitude among employees of different age groups with regard to Work-life Balance stands rejected at 5% level of significance, leading to the conclusion that the respondents of different age groups have significant difference in their attitude with regard to 'family medical allowance' facility provided by the sample organizations.

Further, as seen from the descriptive statistics in Table 2, the mean value of all the three age group of employees, i.e., 25-30 years, 30-40 years and above 40 years included under the study is less than a mean value of '3', hence the organizations need to provide better 'family medical allowance' to reduce the medical expenditure.

Table 7: Paid leave in the times of emergency is provided by the organization

Source of Variation	SS	df	MS	F	Sig (P value)
Between Groups	17.384	2	8.692	3.951	0.020
Within Groups	697.303	317	2.200		
Total	714.688	319			

Table 7 displays the output of one way ANOVA for the fifth variable, namely, 'Paid leave facility' in relation to Work-life Balance, out of the 30 variables. It is seen from the table that the Asymp. Sig. Value or 'p' value is 0.020 at 5% level of significance. A 'p' value of 0.020, i.e., less than 0.050 rejects the hypothesis. Therefore, H_0 : There is no significant difference in the attitude among employees of different age groups with regard to Work-life Balance stands rejected at 5% level of significance, leading to the conclusion that the respondents of different age groups have significant difference in their attitude with regard to 'Paid leave facility' provided by the sample organizations.

Further, as seen from the descriptive statistics in Table 2, the mean value of the mean value of all the three age group of employees, i.e., 25-30 years, 30-40 years and above 40 years included under the study is less than a mean value of '3', hence the organizations need to provide better 'paid leave facility'.

Table 8: Pension system is provided by the organization for safety and security of employees

Source of Variation	SS	df	MS	F	Sig (P value)
Between Groups	8.506	2	4.253	2.934	0.020
Within Groups	459.444	317	1.449		
Total	467.950	319			

Table 8 displays the output of one way ANOVA for the sixth variable, namely, 'pension system' in relation to Work-life Balance, out of the 30 variables. It is seen from the table that the Asymp. Sig. Value or 'p' value is 0.045 at 5% level of significance. A 'p' value of 0.020, i.e., less than 0.050 rejects the hypothesis. Therefore, H_01 : *There is no significant difference in the attitude among employees of different age groups with regard to Work-life Balance* stands rejected at 5% level of significance, leading to the conclusion that the respondents of different age groups have significant difference in their attitude with regard to 'pension system' provided by the sample organizations.

Moreover, from the descriptive statistics Table 2, the mean value of all the three age group of employees, i.e., 25-30 years, 30-40 years and above 40 years included under the study is less than a mean value of '3', hence the organizations need to provide better 'pension system' for the safety and security of employees.

Table 9: Assistance on housing/relocation facility is sponsored by the organization to retain the employees

Source of Variation	SS	df	MS	F	Sig (P value)
Between Groups	5.113	2	2.557	1.243	0.290
Within Groups	651.759	317	2.056		
Total	656.872	319			

Table 9 shows the output of one way ANOVA for the seventh variable, namely, 'housing/relocation assistance' in relation to Work-life Balance, out of the 30 variables. It is seen from the table that the Asymp. Sig. Value or 'p' value is 0.290 at 5% level of significance. Therefore, H_01 : *There is no significant difference in the attitude among employees of different age groups with regard to Work-life Balance* stands **accepted** at 5% level of significance, leading to the conclusion that the respondents of different age groups have no significant difference in their attitude with regard to 'housing/relocation assistance' provided by the sample organizations.

Table 10: Employees of the organization are facilitated with online financial advices for better economic sustainability in future

Source of Variation	SS	df	MS	F	Sig (P value)
Between Groups	10.606	2	5.303	3.777	0.024
Within Groups	445.082	317	1.404		
Total	455.668	319			

Table 10 shows the output of one way ANOVA for the eighth variable, namely, 'Online financial advices' in relation to Work-life Balance, out of the 30 variables. It is seen from the table that the Asymp. Sig. Value or 'p' value is 0.024 at 5% level of significance. A 'p' value of 0.024, i.e., less than 0.050 rejects the hypothesis. Therefore, H_01 : *There is no significant difference in the attitude among employees of different age groups with regard to Work-life Balance* stands rejected at 5% level of significance, leading to the conclusion that the respondents of different age groups have significant difference in their attitude with regard to 'Online financial advices' facility provided by the sample organizations.

Table 11: Shift premiums (extra pay for over duty) for financial motivation are offered by the organization

Source of Variation	SS	df	MS	F	Sig (P value)
Between Groups	6.255	2	3.127	3.525	0.031
Within Groups	281.233	317	0.887		
Total	287.487	319			

Table 11 shows the output of one way ANOVA for the ninth variable, namely, 'shift premiums' in relation to Work-life Balance, out of the 30 variables. It is seen from the table that the Asymp. Sig. Value or 'p' value is 0.031 at 5% level of significance. A 'p' value of 0.031, i.e., less than 0.050 rejects the hypothesis. Therefore, H_0 : There is no significant difference in the attitude among employees of different age groups with regard to Work-life Balance stands rejected at 5% level of significance, leading to the conclusion that the respondents of different age groups have significant difference in their attitude with regard to 'shift premiums' facility provided by the sample organizations.

Table 12: Educational scholarships for employees' assistance are given by the organization

Source of Variation	SS	df	MS	F	Sig (P value)
Between Groups	12.376	2	6.188	3.673	0.026
Within Groups	534.011	317			
Total	546.387	319			

It is evident from Table 12 that the Asymp. Sig. Value (or) 'p' value is 0.026 at 5% level of significance. A 'p' value of 0.026, i.e., less than 0.050 rejects the hypothesis. Therefore, H_0 : There is no significant difference in the attitude among employees of different age groups with regard to Work-life Balance stands rejected at 5% level of significance, leading to the conclusion that the respondents of different age groups have significant difference in their attitude with regard to 'Educational scholarships' benefit provided by the sample organizations.

Moreover, as seen from the descriptive statistics in Table 2, the mean value of employees between the age group 25-30 is less than '3', hence, organizations need to provide 'educational scholarships' benefit to assist the women employees between the age group 25-30.

Table 13: Health care allowance for physical fitness is provided by my organization

Source of Variation	SS	df	MS	F	Sig (P value)
Between Groups	16.924	2	8.462	4.179	0.016
Within Groups	641.823	317	2.025		
Total	658.847	319			

It is observed from Table 13 that the Asymp. Sig. Value (or) 'p' value is 0.016 at 5% level of significance. A 'p' value of 0.016, i.e., less than 0.050 rejects the hypothesis. Therefore, H_0 : There is no significant difference in the attitude among employees of different age groups with regard to Work-life Balance stands rejected at 5% level of significance, leading to the conclusion that the respondents of different age groups have significant difference in their attitude with regard to 'Health care allowance facility' provided by the sample organizations.

Further, as seen from the descriptive statistics in Table 2, the mean value of the employees between the age group 25-30 years and between the age group 30-40 is less than '3', hence the organizations need to provide 'Health care allowance facility' to the women employees between age group 25-30 years and between age group 30-40 years to maintain physical fitness.

Table 14: Nap room is provided in my organization to reduce fatigue of the employees

Source of Variation	SS	df	MS	F	Sig (P value)
Between Groups	9.368	2	4.684	3.413	0.034
Within Groups	435.019	317	1.372		
Total	444.388	319			

It is observed from Table 14 that the Asymp. Sig. Value (or) 'p' value is 0.034 at 5% level of significance. A 'p' value of 0.034, i.e., less than 0.050 rejects the hypothesis. Therefore, H_0 : There is no significant difference in the attitude among employees of different age groups with regard to Work-life Balance stands rejected at 5% level of significance, leading to the conclusion that the respondents of different age groups have significant difference in their attitude with regard to 'Nap room

facility' provided by the sample organizations. Hence the sample organizations need to provide 'Nap room facility' for women employees between the age group 25-30, age group 30-40 and above 40 years to reduce fatigue and to improve the concentration of women employees.

Table 7.15: Fitness programs (Yoga /health club /gym facility) are adapted in my organization for better mental health

Source of Variation	SS	df	MS	F	Sig (P value)
Between Groups	6.6067	2	3.033	1.755	0.175
Within Groups	547.905	317	1.728		
Total	553.972	319			

It is evident from Table 15 that the Asymp. Sig. Value (or) 'p' value is 0.175 at 5% level of significance. A 'p' value of 0.175, i.e., more than 0.050 rejects the hypothesis. Therefore, H_0 : There is no significant difference in the attitude among employees of different age groups with regard to Work-life Balance stands **accepted**, leading to the conclusion that the respondents of different age groups have no significant difference in their attitude with regard to 'Fitness programs' provided by the sample organizations. Hence, sample organizations are providing 'Fitness programs' for better mental health of women workforce.

Table 16: Crèche facility is provided by my organization to improve the focus of employee's on work

Source of Variation	SS	df	MS	F	Sig (P value)
Between Groups	7.068	2	3.534	3.376	0.035
Within Groups	331.804	317	1.047		
Total	338.872	319			

It is observed from Table 16 that the Asymp. Sig. Value (or) 'p' value is 0.035 at 5% level of significance. A 'p' value of 0.035, i.e., less than 0.050 rejects the hypothesis. Therefore, H_0 : There is no significant difference in the attitude among employees of different age groups with regard to Work-life Balance stands rejected at 5% level of significance, stands rejected, leading to the conclusion that the respondents of different work segments have significant difference in their attitude with regard to 'Crèche facility' provided by the sample organizations. Hence, the sample organizations need to provide women employees with 'Crèche facility' to make them focus on work.

Table 17: Counselling facilities for stress management are offered in my organization

Source of Variation	SS	df	MS	F	Sig (P value)
Between Groups	12.244	2	6.122	3.165	0.044
Within Groups	613.103	317	1.934		
Total	625.347	319			

It is evident from Table 17 that the Asymp. Sig. Value (or) 'p' value is 0.044 at 5% level of significance. A 'p' value of 0.044 is less than 0.050 rejects the hypothesis. Therefore, H_0 : There is no significant difference in the attitude among employees of different age groups with regard to Work-life Balance stands rejected, leading to the conclusion that the respondents of different age groups have significant difference in their attitude with regard to 'Counselling facilities for stress management' offered by the sample organizations.

Further, as seen from the descriptive statistics in Table 2, the mean value of women employees above the age group 40 years is less than '3', hence the organizations need to offer 'Counselling facilities for stress management' for women employees above the age group 40 years.

VII. FINDINGS

1. Age of employees have significant impact on the attitude of women employees towards facilitators of Work-life Balance provided by the organizations.
2. Most of the facilitators of Work-life Balance like onsite day care, dependent/elder care, well funded career initiatives, provision of medical expenditure, paid leave, pension system, crèche facility, shift premiums, online financial advice, educational scholarship facility, health care allowance are not being provided to women employees.
3. The facilities such as housing relocation assistance and fitness programs are being facilitated to women employees by their organizations.

VIII. SUGGESTION

1. The service industry in India, in order to increase the level of Work-life Balance of women employees, need to give an emphasis on attributes like welfare amenities, recognition and more safety measures for women .
2. The facilities such as onsite day care, dependent care/elder care facilities help the women employees to balance both spheres of work and life easily.

IX. CONCLUSION

Based on the analysis it is concluded there is significant relationship between demographic variable, namely, age and Work-life Balance of women employees. Organizations in order to design appropriate Work-life Balance policies need to consider the demographic variables as an important input. Work-life Balance policies are equally important to employers along with employees to remain in the competitive race.

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Appendix

Section I:

About Yourself

This section asks for some details on you, which will help to classify your answer.

1. Designation: _____
2. Age group [Put a tick (✓) mark according to your age]
 - (i) 25-30 Years (ii) 30-40 Years
 - (ii) More than 40 Years
4. Educational Qualification [Put a tick (✓) mark according to your educational qualification]
 - (i) Graduate (ii) Postgraduate
 - (iii) Technical/Professional Graduate or above

[Specify Degree (s) _____]
5. Sector of the organisation [Put a tick (✓) mark for the appropriate option]
 - (i) Educational Service Sector (ii) Hospitality Sector
 - (iii) Financial Service Sector (iv) BPO Service Sector
 - (v) Police Service Sector

Section II

There are 15 statements in the following table. Please mark agreed or disagreed with the same on a five point scale of,

- 1= Strongly Dissatisfied; 2 = Dissatisfied; 3 = Neither disagree nor agree;
4 = Agree; 5 = Strongly agree **(Single Coding Only).**

1. Onsite day care for children is provided by organization to easily commute to work with children.	1-----2-----3-----4-----5
2. Dependent/elder care facilities are provided by the organization to take care of family.	1-----2-----3-----4-----5
3. Well funded career development initiatives are provided by the organization to groom the employees.	1-----2-----3-----4-----5
4. To supplement medical expenditure, family medical allowance is provided by the organization.	1-----2-----3-----4-----5
5. Paid leave in the times of emergency is provided by the organization.	1-----2-----3-----4-----5
6. Pension system is provided by the organization for safety and security of employees.	1-----2-----3-----4-----5
7. Assistance on housing/relocation facility is sponsored by the organization to retain the employees.	1-----2-----3-----4-----5

8. Employees of the organization are facilitated with online financial advices for better economic sustainability in future.	1-----2-----3-----4-----5
9. Shift premiums (extra pay for over duty) for financial motivation are offered by the organization.	1-----2-----3-----4-----5
10. Educational scholarships for employees' assistance are given by the organization.	1-----2-----3-----4-----5
11. Health care allowance for physical fitness is provided by my organization.	1-----2-----3-----4-----5
12. Nap room is provided in my organization to reduce fatigue of the employees.	1-----2-----3-----4-----5
13. Fitness programs (Yoga /health club /gym facility) are adapted in my organization for better mental health.	1-----2-----3-----4-----5
14. Crèche facility is provided by my organization to improve the focus of employee's on work.	1-----2-----3-----4-----5
15. Counselling facilities for stress management are offered in my organization.	1-----2-----3-----4-----5

AUTHOR(S) PROFILE



R.S.V. Rama Swathi, is Research Scholar, Sambalpur University, Odisha. She has earned her MBA degree from Andhra Mahila Sabha School of Informatics (AMMSOI), Osmania University, Hyderabad and has qualified UGC (NET-Lectureship) in June-2011. She has been working in the area of work-life balance for her Ph.D. thesis since 2014. She is working as Assistant Professor (Human Resource Management and Marketing Management) in Sri Vasavi Engineering College. She is having seven years of teaching experience from 2010-2017. She has published thirteen papers in the area of work-life balance, stress management, corporate governance, talent management and training and development.



(Prof.) Dr. A K Das Mohapatra, Ph.D. (Finance), is currently Professor of Management in the Post-Graduate Department of Business Administration, at the Sambalpur University, Odisha. Prior to this, he has served the Assam Institute of Management, Guwahati and the Assam Central University, Silchar, having overall twenty eight years of teaching, research, and consultancy experience to his credit. He has authored four books, International Accounting, published by Prentice Hall of India, New Delhi (2007), Corporate Financial Management by Discovery, New Delhi (1999), Green Marketing in Indian Retail Sector, published by LAP LAMBERT Academic Publishing, and Effectiveness of Training in Organization Development, also by LAP LAMBERT Academic Publishing. He is the 2003 batch of FDP of IIMA who is also a gold medalist from Utkal University, Bhubaneswar. His current research interest includes corporate governance, OB, and international finance. He is also the Director, UGC Human Resource Development Centre, Sambalpur University and Director, Directorate of Distance and Continuing Education, Sambalpur University.