



‘WORK-LIFE-BALANCE WITH WOMEN IN IT SECTOR: CASE STUDY WITH REFERENCE TO NAVI MUMBAI’

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Abstract

With continuing boom of IT sector in India, the industry not only depends male employees, but more on female employees. With increasing participation in IT sector, the question of Work Life Balance playing major role in not only personal life but also professional life of women. This paper is about the Work Life Balance for women working in IT sector. The researcher has concentrated her efforts for this study to the Navi Mumbai region, as the literature review clearly indicates gap in analysis. Here, the sample of 85 respondents is considered for analysis, and the hypothesis is made and divided into 3 different sub- hypothesis. All sub hypothesis were tested with correlations and dependency tests. With acceptance of alternative hypothesis of all three sub hypotheses, it was proved that, there is no significant Work-Life-Balance with women in IT sector working in Navi Mumbai region and this is leading to their personal and professional life on being toss. The data shows that many respondents having physical and mental problems arising from unbalanced work- life and the analysis shows that, personal factors, organizational factors, customized WLB policies were most important factors for women employees and the researcher recommend requirement by both – organization and individual for better work life balance.

Keywords: Customised WLB Policies, IT Sector, Navi Mumbai, Women, Work Life Balance, etc.

1. INTRODUCTION

1.1 Concept of Work Life Balance:

The phrase ‘work-life balance’ is rather more recent in origin. It was probably first used in the UK in the late 1970s, and in the US in the mid-1980s. It has, however, taken on a new meaning with the recent technological changes that have made it possible for workers to stay in touch 24 hours a day, seven days a week. Smart phones, remote working technology and the like have meant that, even on holiday, people find it hard to ‘switch off’ and genuinely rest, and the complaint is often that people are expected to be ‘on-call’ at all times, without being allowed to have a life outside work.



1.2 Importance of Work Life Balance:

Broadly, Maslow says that people have needs, which had to be met in order. Before anything else can be considered, basic physiological needs such as food, water, and shelter must be provided. After that, people need to feel safe, and then to be loved and belong to a group. They then move on to issues of self-esteem, cognitive needs, and aesthetic needs, and finally, at the top of the pyramid, there is self-actualization, or achieving your full potential as a human being.

What this means in practice is that work provides for basic needs: money earned provides food, and shelter, and a regular income means safety. Work also allows people to belong to a group, and doing well at work boosts self-esteem. The lower levels are all largely met through aspects of working. This explains partly why a work-life balance is a relatively modern concept, because you truly do need all the basic needs to be met before you have time or energy, or need, to worry about aesthetics or self-actualization.

1.3 Benefits of Work Life Balance:

There are several advantage of work life balance. Some of them are discussed below:

1. Work life balance increases the motivation of employees and helps them perform better at job
2. It helps people to relieve their stress as they can spend leisure time with their near and dear ones
3. Companies can maximise productivity from an employee who is rejuvenated and refreshed as compared to an over worked employee
4. Healthy lifestyles can be maintained by having a work life balance. This includes a good diet, regular exercises etc.
5. Employees who are highly motivated can help the business grow as they are more attached to their job and careers

1.4 Continuous Evolving Nature of Work Life Balance:

Generation like- Baby Boomers, Gen X, Millennials have greatly impacted the work life balance concept. But the overall picture shows that, women are more prone to any instability coming from such hard situations and tend to have more difficulties in managing the both stakeholders- Company and family. This is relevant in Indian context much than other countries.

It's clear that when your worries are taken care of, and your life is spent proportionately doing things that matter to you, it is obvious work will become your prime focus, thus helping organizations grow. This depicts the importance and usefulness of work life balance to women.

2. LITERATURE REVIEW

As per the study conducted by *Narendra Preeti, et al (March 2018) [1]*, the discussion revolves around the importance of WLB in all emerging sectors especially IT. Authors have collected primary data from metro cities like Chennai, Delhi, Mumbai, some major IT driven cities, it was



also found that, 3 major companies- Capgemini, Infosys, TCS have brought changes to promote Work Life Balance through initiatives such as flex times, part time work, and provision of child care facilities. The Descriptive Research paper highlights the importance of women as a visible part of workplace, also suggesting the fact that, constant requirement to work at optimum performance leads to job dis-satisfaction, employee turnover, reduced efficiency, Absenteeism, alcoholism lack of motivation or creativity. With being that said, paper focuses attention to criticality of finding win-win solutions to both diversity management and work/life professionals. Paper focuses on major factors causing stress in IT sectors like long working hours, work overload, change in work schedule, etc. Authors divide these factors from individual and organizational point of view. The paper concludes on remark of working out models by other companies driving towards engaging workforce to create a successful organisation.

Study by *Sakeerthi S, et al (November 2016) [2]* shows that, there is significant difference for IT in worldwide operations and IT in India. The research is descriptive in nature and quota sampling method was used for respondents of various levels of job hierarchy. The study was conducted at IT major, NeST Technologies, Technopark, Trivandrum. Authors suggested that the organization need to introduce such WLB policies to facilitate better productivity. Also, one finding shows that, there was negative effect job performance due to family responsibilities for women. Authors conclude on note that, beyond all the efforts from the part of organizations, it is the support of the family which matters the most and it is one of the most lacking things in India, especially for the Indian working women. If the family support and employer support is there, the problem of work life imbalance will no longer be a problem.

As per the study done by *Nidhi Tewathia (2014) [3]*, excessive pressure leads to stress. Author done primary survey with a sample size of 150 IT employees of Delhi. Many of the stressful life events are related to the workplace and the employee who start to feel the pressure to perform is likely to get caught in a downward spiral of increasing effort in order to meet rising expectations but no increase in job satisfaction. Author finds that, many organizations in Delhi are trying to promote WLB through initiatives which include flex times, part time work, provision of child care facilities etc. Yet, the respondents of this study have expressed their inability to balance professional and personal life. Gender aspect has also been considered vis-à-vis the variables of the study. The paper concludes by pointing out that WLB policies need to be implemented as much as possible in all industries, and on a wider basis in organizations that are currently using them in order to sustain the business performance.

Research paper by *Deshmukh Kalpana (May 2018) [4]*, highlights the point that, ever-increasing work pressure is taking a ring on the working women leaving them with less time for themselves. Study conducted among the married working women of Pune city with sample of 180 using Convenient Sampling. They were from Academic, IT and Healthcare sectors. 60 women from each sector were chosen for the study. The research tool used was questionnaires and guidelines for form filling was given. It was found that, married working women experience 'time- squeeze'



and hence find it really very hard to have time for themselves by means of hobbies/leisure activities or maintain friendships and extended family relationships. Also, the another finding was that, married working women find it hard to give the desired input to their families because of their tight schedules or fatigue and they feel helpless as they feel they do not have any control over their working hours and stress levels. Overall result was that, majority of the respondents were not successful in striking a balance between their personal and professional life. This shows the severity of the problems of work-life balance among the married working women. Author concludes on the note that, the problems and difficulties of women are multi-dimensional, so they require further probing to help working women in balancing their work and family life.

3. OBJECTIVES OF STUDY

3.1 Purpose of Study:

Main purpose of this project study are:

1. To find whether there is to find the work life balance in IT sector for women working in Navi Mumbai region
2. To find what are the impacting factors for such current conditions of women working in IT sector
3. To find out why do women feel they have good or bad work life balance in their life

The study was taken considering the boom of IT sector in India and specifically in fields like Software and Hardware along with BPOs, KPOs, etc. in Navi Mumbai region. Also the impact of globalization, current working life trends was seen in Indian women. So, researcher decided to do study based on finding the impact of work life balance in IT sector for women.

3.2 Significance of Study:

As an HR student, researcher genuinely feels importance of employee productivity and impact of stress coming from job affecting the productivity. This is also fuelled by changing technology and business environment. This makes this study relevant in today's challenging and competitive world to understand the employee's perspective and to give the solution based on our understanding and data analysis. This proves very relevant for the Navi Mumbai region.

4. RESEARCH METHODOLOGY

4. 1 Research Design:

The research design used in this project is Descriptive Research design as this form of research does not fit neatly into the either side of quantitative or qualitative research methodologies, but instead it can utilize elements of both. It is typically concerned with describing problem and its solution.



4.2 Sampling Technique:

Here, the convenience sampling technique was used considering time and geographic constraints of the study. Researcher made use of Non-probability sampling technique, in which subjects are usually selected on the basis of their accessibility or by the purposive personal judgment of the researcher.

For this research study, total sample of 85 respondents were taken from Navi Mumbai IT sector companies like Airoli, Vashi, Mahape, etc. based on quick thumb rule by calculating effect size based on alpha and beta values of type I and II errors respectively. So, with maximum acceptable error values of alpha, small effect size of 0.52, sample size of 85 was considered well enough for study of research project.

4.3 Research Questionnaire:

An extensive questionnaire was prepared while conducting the research and was divided into three sections focussing on different aspects to achieve the aim of the study to test the hypothesis. These three sections were as follows:

1. Personal Factors, 2. Company WLB Policies, 3. Customization Requirement in Policies

4.4 Questionnaire Formulation:

Based on various campaigning studies via online and offline media, researcher has formulated various questions for following:

1. To understand perceptions various working conditions and effect on the health of women employees in IT sector in Navi Mumbai
2. To know women employees' awareness of Work Life balance concept and its significance in their lives
3. To know is there any other factors affecting work life balance of women in IT sector

5. DATA COLLECTION AND DATA ANALYSIS

5.1 Data Collection:

Researcher has used both primary as well as secondary data collection methods for analysing the importance of work life balance and its effect on overall employee productivity. Secondary data collection involved journals and research papers pertaining to the topic related to the topic. Both primary and secondary research have been used to draw inferences. The online way of Google Form was selected as medium to record responses.

5.2 Data Analysis:

Researcher has done the analysis with the help of SPSS V 23 and same software was used for post data validation purpose. The analysis was done by following steps:

Step 1: Collection of Responses through Google Form

Step 2: Collecting these responses into Excel format

Step 3: Conversion of the data into numeric values- formation of coding book

Step 4: Creation of Variables in SPSS and assigning the values to each numeric digits

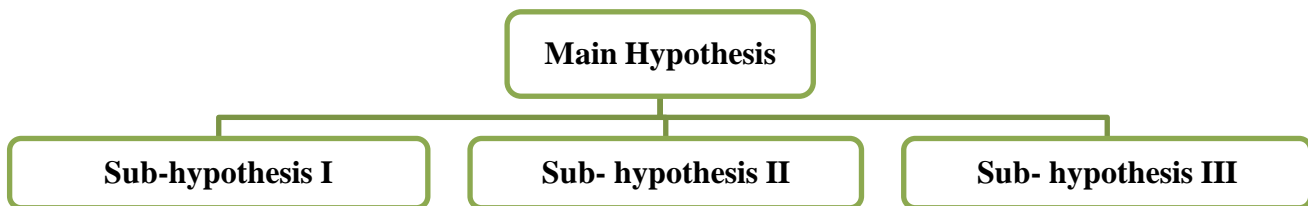
Step 5: Importing the coded data from Excel to SPSS data view

Step 6: Analysing the data in SPSS

Main Hypothesis:

H₀: There is significant Work-Life-Balance with women in IT Sector;

H₁: There is no significant Work-Life-Balance with women in IT Sector;



Sub-hypothesis I:

H₀: There is no significant effect of personal/family factors on Work-Life-Balance of women in IT Sector

H₁: There is significant effect of personal/family factors on Work-Life-Balance of women in IT Sector

Sub-hypothesis II:

H₀: There is no significant effect of organizational WLB policies on Work-Life-Balance of women in IT Sector

H₁: There is significant effect of organizational WLB policies factors on Work-Life-Balance of women in IT Sector

Sub-hypothesis III:

H₀: There is no significant importance of customized WLB policies on Work-Life-Balance of women in IT Sector

H₁: There is significant importance of customized WLB policies on Work-Life-Balance of women in IT Sector

Age group vs Satisfaction level of current Work-Life-Balance:

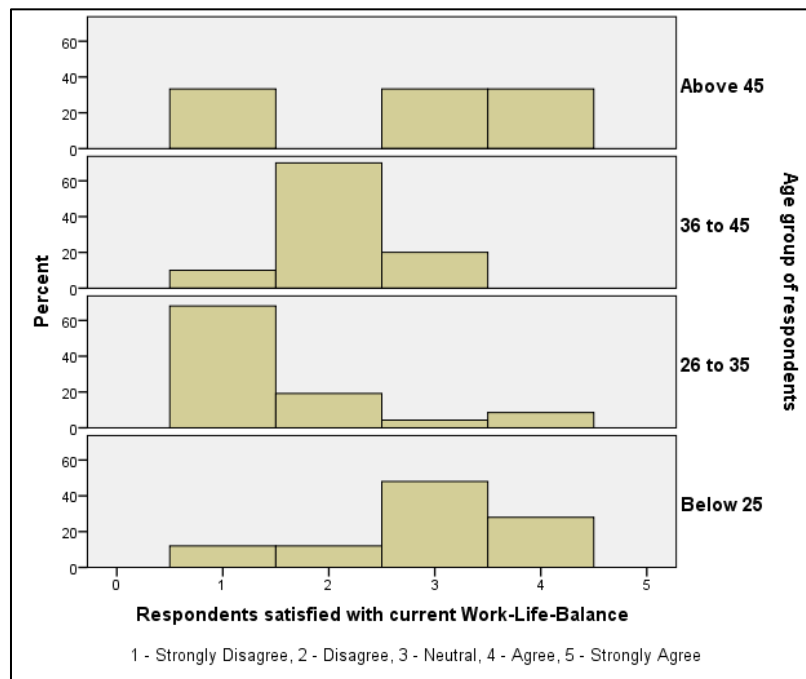


Fig 1: Age group of respondents and their current Work-Life-Balance level

The **figure 1** shows that, around 75% of age group of 36 to 45 years disagree that they are satisfied with their current Work-Life-Balance and around 70% of the age group of 26 to 35 years say they strongly disagree on same whereas respondents of age group below 25 years mostly agree or feels neutral about their Work-Life-Balance and remarkably respondents aged above 45 years have kind of mixed reaction.

Marital Status vs Satisfaction level of current Work-Life-Balance:

The **figure 2** below shows that, around 82% of Divorcee women strongly disagree with the fact that they have satisfactory Work-Life-Balance followed by the married women among whom 60% strongly disagree and 21% disagree on same whereas single women seemed to be much neutral and much agreeable about their satisfaction level of current Work-Life-Balance as 30% say they are neutral and 28% actually agree with it, this response is quite similar with the widowed women among whom 50% feels neutral and 22% agree and 22% disagree with this fact.



Fig 2: Marital status of respondents and their current Work-Life-Balance level

No. of children vs Satisfaction level of current Work-Life-Balance:

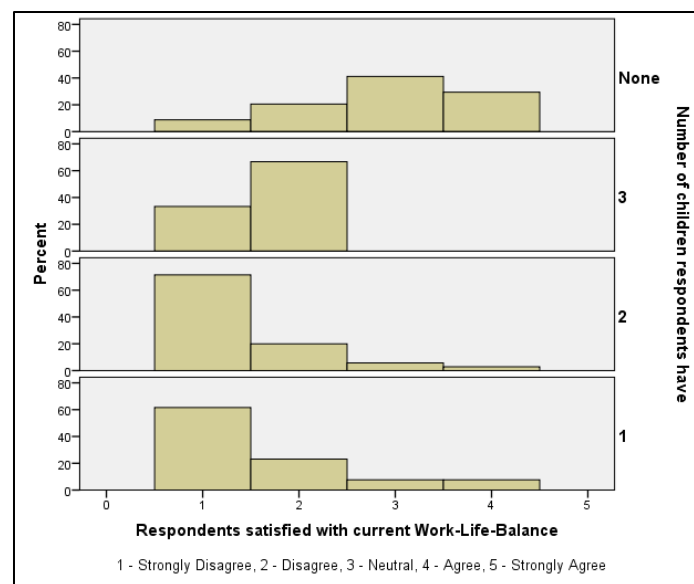


Fig 3: No. of children of respondents vs and their current Work-Life-Balance level

The **figure 3** shows that women having children mostly disagree and strongly disagree with the fact that their current Work-Life-Balance is satisfactory as the % is 70% strongly disagree, 20% disagree among women with two children and 36% strongly disagree and 70% disagree among women having three children, and 60% strongly disagree among women having only one

children whereas women having no children are likely to be neutral or agreeable that they have satisfactory Work-Life-Balance.

Having Dependent vs Satisfaction level of current Work-Life-Balance:

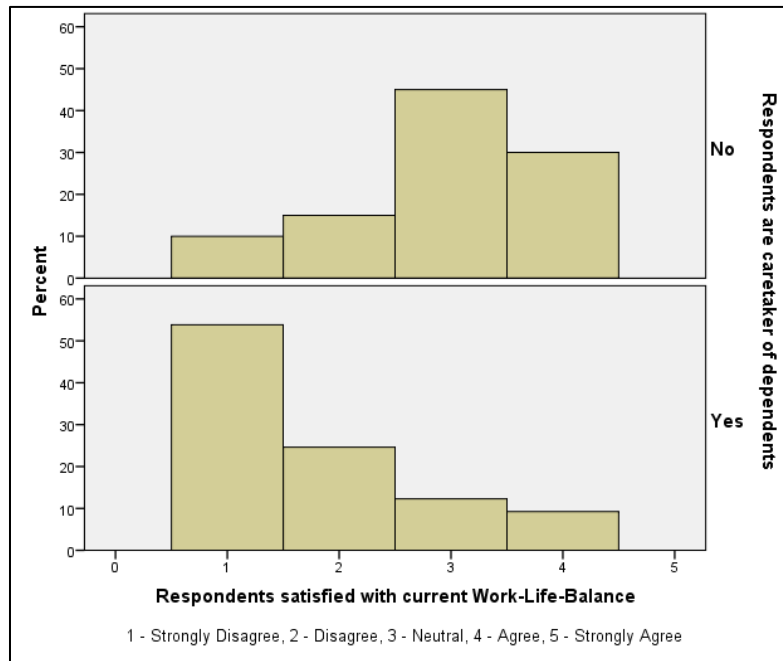


Fig 4: Dependency on respondents and their current Work-Life-Balance level

The **figure 4** shows that 48% and 30% respondents who are not caretaker of dependents are neutral and agreeing respectively about the high satisfaction quotient of their current Work-Life-Balance whereas among respondents who are caretaker of dependents 55% and 25% strongly disagree and disagree with the same respectively and 12% being neutral about it.

Overtime vs Satisfaction level of current Work-Life-Balance:

The **figure 5** below shows that, among women doing overtime of 3-4 hours, 1-2 hours, 5 and more than 5 hours, 58%, 38% and 99% respectively strongly disagree that they have satisfactory Work-Life-Balance and the percentage of women who disagree is 20% and 38% respectively doing overtime of 3-4 hours and 1-2 hours. Significantly women not doing also strongly disagreed and disagreed that they have satisfactory Work-Life-Balance, the percentage being 40% and 20% respectively and among women who don't do overtime 22% are neutral and 20% agreed on the same.

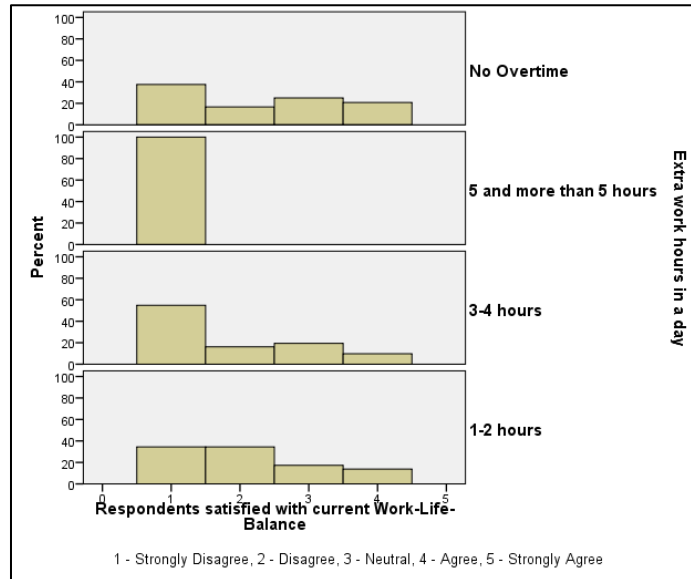


Fig 5: Overtime by respondents and their current Work-Life-Balance level

Travelling Hours vs Satisfaction level of current Work-Life-Balance:

The **figure 6** below shows that, among women travelling to reach office for more than two hours and nearly two hours, respectively 82% and 78% strongly disagree of having a satisfactory level of current Work-Life-Balance and 20% among both these category disagree with the same whereas among women having travelling hours less than 30 mins and 30mins – 1 hour are rather inclined on feeling neutral and agreeing with the same.

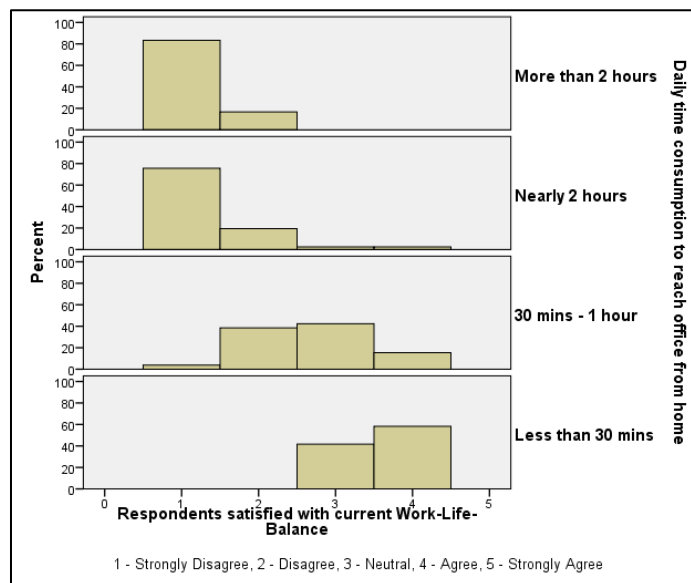


Fig 6: Travelling hours of respondents and their current Work-Life-Balance level

Working shift vs Satisfaction level of current Work-Life-Balance:

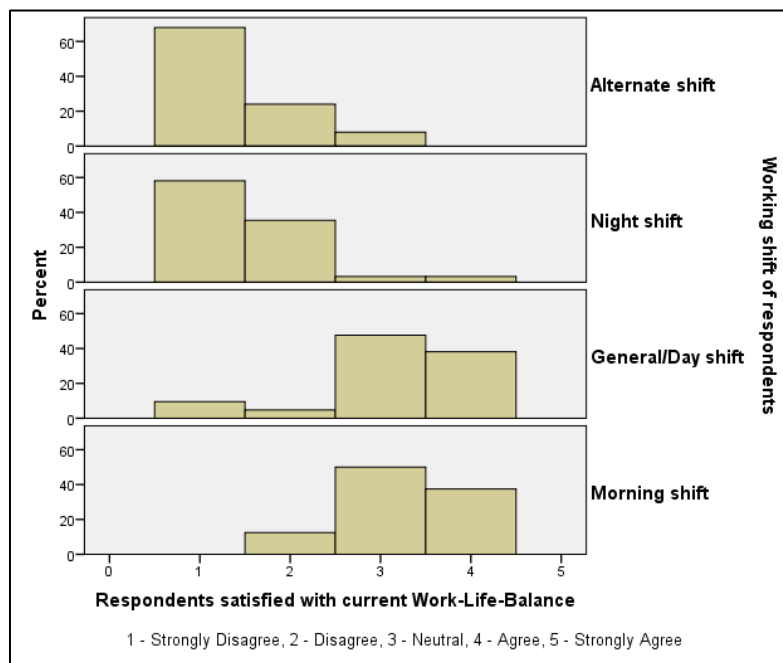


Fig 7: Working shift of respondents and their current Work-Life-Balance level

The above **figure 7** shows that, 65% of women working in alternate shift and 58% of women working in night shift strongly disagree and 20% and 38% of women working in alternate shift and night shift respectively disagree with the fact that they have satisfactory Work-Life-Balance whereas women working in general/day shift and morning shift are more likely to feel neutral and agreeable about the same fact with a figure of 48%, 38%, 50% and 40% respectively.

Effect of personal/family factors in Work-Life-Balance:

Sub-hypothesis I:

H_0 : There is no significant effect of personal/family factors on Work-Life-Balance

H_1 : There is significant effect of personal/family factors on Work-Life-Balance

Dependent sample T-test was conducted to test the hypothesis where independent and dependent variables are as follows:

Independent Variable: Feeling of tiredness or depression at work

Dependent Variables:

- Missing out quality time spending with family/friends due to workload
- Complaints from family/friends of not getting sufficient time from respondents
- Lack of time/energy to fulfil responsibilities outside work by respondents

Test is been done at $\alpha = 5\%$. The result table is as follows:

Table 1: Dependent sample T test results for Sub Hypothesis I

		Paired Differences					t	df	Sig. (2-tailed)
		Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference				
					Lower	Upper			
Pair 1	Feeling of tiredness or depression at work - Missing out quality time spending with family/friends due to workload	-.129	.737	.080	-.288	.029	-1.620	84	.019
Pair 2	Feeling of tiredness or depression at work - Complaints from family/friends of not getting sufficient time from respondents	-.106	1.035	.112	-.329	.117	-.943	84	.048
Pair 3	Feeling of tiredness or depression at work - Lack of time/energy to fullfil responsibilities outside work by respondents	1.118	1.886	.205	.711	1.524	5.463	84	.001

From **table 1**, significance is 0.019, 0.048, 0.001 respectively for Pair 1, Pair 2 and Pair 3, which is lower than 0.05 ($\alpha = 5\%$), H_0 is rejected and H_1 is accepted, i.e. There is significant effect of personal/family factors on Work-Life-Balance.

Table 2: Correlation between Feeling of Tiredness or Depression at Work and Complaints from Family/Friends of not getting Sufficient Time from respondents for Sub Hypothesis I

		Feeling of tiredness or depression at work	Complaints from family/friends of not getting sufficient time from respondents
Feeling of tiredness or depression at work	Pearson Correlation	1	.668**
	Sig. (2-tailed)		.000
	N	85	85
Complaints from family/friends of not getting sufficient time from respondents	Pearson Correlation	.668**	1
	Sig. (2-tailed)	.000	
	N	85	85

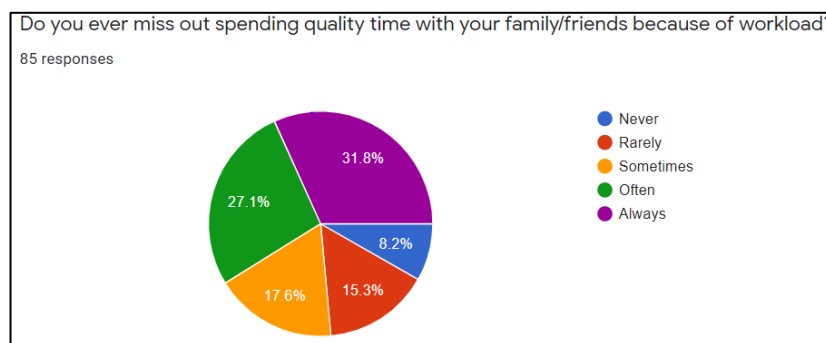
The above **table 2** shows that, feeling of tiredness or depression at work and Complaints from family/friends of not getting sufficient time from respondents have high positive correlation since it's 0.668 i.e. much closer to 0.7.

Table 3: Correlation between Respondents suffering from stress related diseases and Respondents' dissatisfaction with current Work-Life-Balance for Sub Hypothesis I

		Respondents suffering from stress related diseases	Respondents satisfied with current Work-Life-Balance
Respondents suffering from stress related diseases	Pearson Correlation	1	.844
	Sig. (2-tailed)		.022
	N	85	85
Respondents' dissatisfaction with current Work-Life-Balance	Pearson Correlation	.844	1
	Sig. (2-tailed)	.022	
	N	85	85

The **table 3** above shows that, respondents suffering from stress related diseases and respondents' dissatisfaction with current Work-Life-Balance have very high positive correlation, i.e. the more the one, the higher the other and vice-versa.

Fig 8: Missing out of quality time by respondents



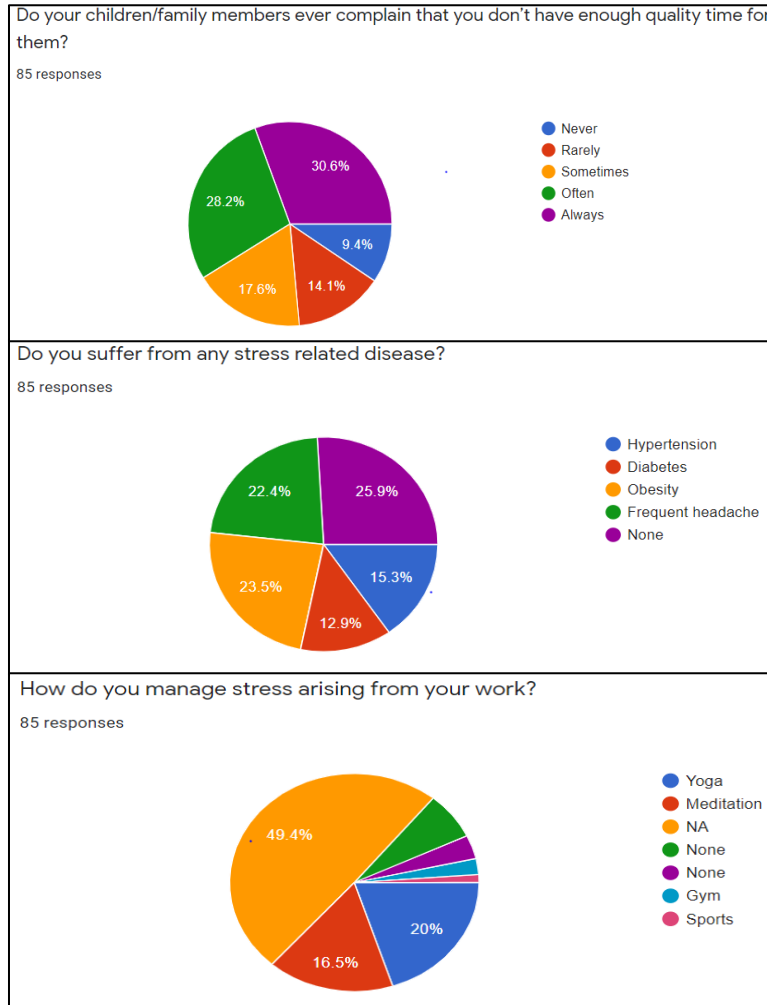


Fig9: Complaints from family/friends of missing out quality time

Fig10: Suffering of respondents from stress related disease

Fig11: Stress management by respondents

The figures above (**figures 8, 9, 10 and 11**) clearly show that 32% respondents always miss spending quality time family/friends and 27% often misses it and 17% sometimes which implies that this factor being very impactful to have a right work life balance is not being enjoyed by the respondents which leading to development of stress related diseases that is there among around 75% of respondents and around 65% of respondents do nothing to manage such stress which clearly manifests towards the work life imbalance.

Effect of organizational WLB policies on Work-Life-Balance:

Sub-hypothesis II:

H₀: There is no significant effect of organizational WLB policies on Work-Life-Balance

H₁: There is significant effect of organizational WLB policies factors on Work-Life-Balance

Dependent sample T-test was conducted to test the hypothesis where independent and dependent variables are as follows:

Independent Variable: Respondents satisfied with current Work-Life-Balance

Dependent Variables:

- Maternity and childcare benefits by organization
- Freedom to immediately attend urgent family needs during working hours
- Accessibility of flexible work schedule by respondents
- Availability of Work-From-Home facility
- Importance on employee well-being by supervisor

Test is done at $\alpha = 5\%$, the result table is as follows:

Table 4: Dependent samples T test results for Sub Hypothesis II

		Paired Differences					t	df	Sig. (2-tailed)
		Mean	Std. Deviati on	Std. Error Mean	95% Confidence Interval of the Difference				
					Lower	Upper			
Pai r 1	Respondents satisfied with current Work-Life-Balance - Maternity and childcare benefits by organization	- 1.918	1.466	.159	-2.234	-1.602	- 12.063	84	.000
Pai r 2	Respondents satisfied with current Work-Life-Balance - Freedom to immediately attend urgent family needs during working hours	-.329	1.515	.164	-.656	-.003	-2.005	84	.048
Pai r 3	Respondents satisfied with current Work-Life-Balance - Accessibility of flexible work schedule by respondents	-.294	1.454	.158	-.608	.020	-1.865	84	.066
Pai r 4	Respondents satisfied with current Work-Life-Balance - Availability of Work-From- Home facility	-.282	1.402	.152	-.585	.020	-1.856	84	.067
Pai r 5	Respondents satisfied with current Work-Life-Balance - Importance on employee well- being by supervisor	-.341	1.492	.162	-.663	-.019	-2.108	84	.038

From above **table 4**, the significances for Pair 1, Pair 2, Pair 3, Pair 4, Pair 5 are 0.001, 0.028, 0.046, 0.037 and 0.018 respectively i.e. all being lower than 0.05 ($\alpha = 5\%$), H_0 is rejected and H_1 is accepted, i.e. there is significant effect of established organizational WLB policies on Work-Life-Balance of women in IT sector in Navi Mumbai.

The **figure 12** indicates that, amongst age group of below 25 years almost 10% disagree and 9% strongly disagree that they have freedom to attend family needs immediately during workhours whereas in age group of 26 to 35 years 22% says they strongly disagree and 18% says they disagree on the same and in age group of 36 to 45 years there is around 7% who strongly disagree and disagree on the same.

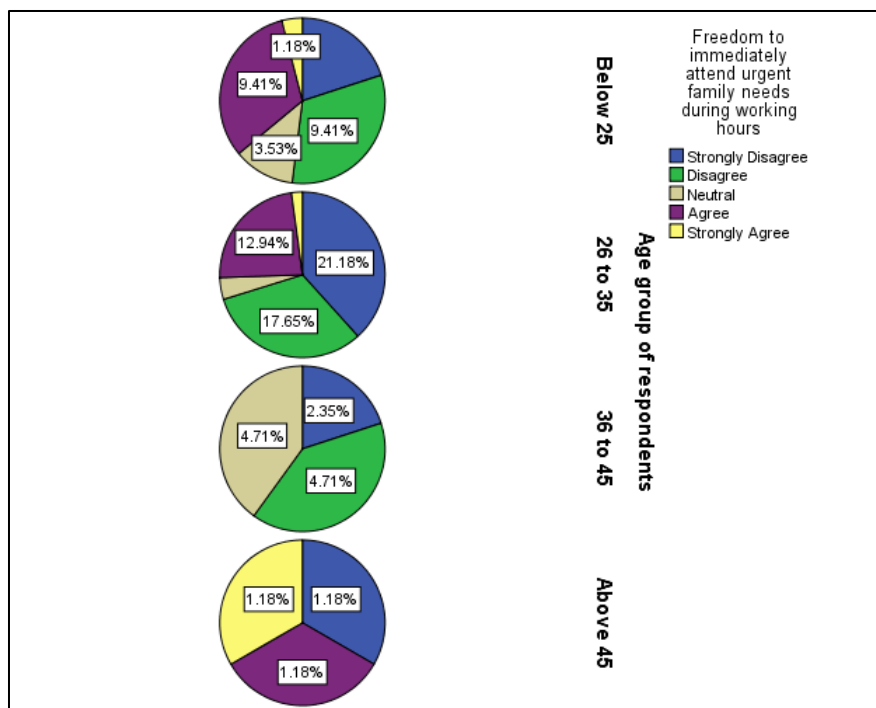


Fig12: Age group vs freedom to attend family needs during work hours

This pie chart from **figure 13** shows that, almost 33% respondents strongly disagree with their accessibility of flexible work hours and 23.5% disagree with the same.

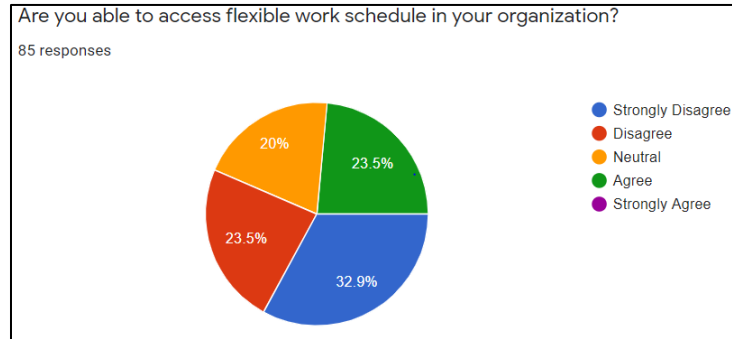


Fig13: Flexible work schedule accessibility by respondents

Importance of customized organizational WLB policies in Work-Life-Balance

Sub-hypothesis III:

H₀: There is no significant importance of customized organizational WLB policies in Work-Life-Balance

H₁: There is significant importance of customized organizational WLB policies in Work-Life-Balance

Dependent sample T-test was conducted to test the hypothesis where independent and dependent variables are as follows:

Independent Variable: Importance of Work-Life-Balance to enhance work quality

Dependent Variable: Customized organizational WLP policy preference

Test is done at $\alpha = 5\%$, the result table is as follows:

Table 5: *Dependent samples T test results for Sub Hypothesis III*

	Paired Differences					t	df	Sig. (2-tailed)
	Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference				
				Lower	Upper			
Importance of Work-Life-Balance to enhance work quality - Customized organizational WLB policy preference	-.400	1.236	.134	-.667	-.133	-2.983	84	.004

From **table 5**, the significance is 0.004 which is lower than 0.05 ($\alpha = 5\%$), H_0 is rejected and H_1 is accepted, i.e. There is significant importance of customized organizational WLB policies to enhance quality of work.

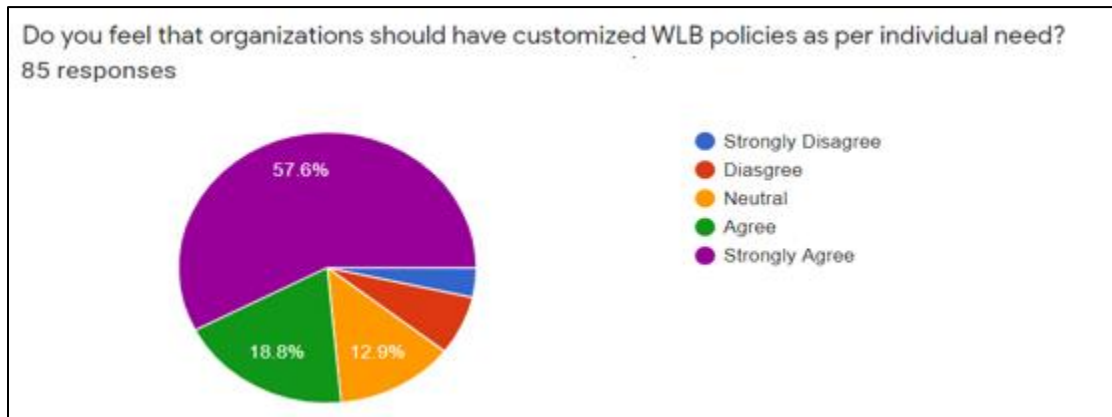


Fig14: Need for customized WLB policies

The **figure 14** above shows that, around 58% women strongly agree that organizational WLB policies should be customized as per individual need and almost 19% agree with the same with a figure of 13% women who feels neutral about the same.

After all the analysis done, all the null hypothesis' (H_0 of sub-hypothesis I, H_0 of sub-hypothesis II, H_0 of sub-hypothesis III) are rejected and all the H_1 (H_1 of sub-hypothesis I, H_1 of sub-hypothesis II and H_1 of sub-hypothesis III) are accepted, we can reject H_0 of main hypothesis and accept of H_1 of main hypothesis.

Also the correlations and the analysis shows that there is positive correlation between the Work-Life-balance and family/personal factors, between established organizational WLB policies and Work-Life-balance and Importance of customized WLB policies to improve quality of work.

The pie charts show the level of impact these WLB factors are having on lives of women working in IT sector in Navi Mumbai and the absence of which is leading to high level of imbalance in work life that in turn is affecting health also.

Hence, H_0 of main hypothesis is rejected and, H_1 of main hypothesis is accepted, i.e. there is no significant Work-Life-Balance with women in IT sector in Navi Mumbai.

6. FINDINGS AND CONCLUSIONS

From this analysis, the following findings and conclusions were made:

6.1 Findings:

It was found that, Personal factors, Organizational factors, Customized WLB Policies were most important factors for women employees for balanced work and life.



It was also found that, women in Navi Mumbai in IT sector are more prone to new age diseases like hypertension and the average age is coming down almost to 25-30 years. With the statistics showing that, 33% respondents strongly disagree with their accessibility of flexible work hours and 23.5% disagree with the same. And this goes same in line leading to development of stress related diseases that is there among around 75% of respondents and around 65% of respondents do nothing to manage such stress which clearly manifests towards the work life imbalance.

6.2 Conclusions:

Here, it has been concluded that, both – Organization and Individual need to take initiative for better work- personal life. And it is important to give more empathise on Customised WLB Policies due to multidimensional problems.

At last, it was concluded that, there is no significant Work-Life-Balance with women in IT sector of Navi Mumbai and this is leading to their personal and professional life on being toss.

7. LIMITATIONS AND FUTURE SCOPE

The survey was definitely for very specific time and limited sample size from Navi Mumbai. Also, possibility of information being generalised so, researcher would suggest that future research should include more demographics like Tier II and Non Metro cities of India.

Researcher also suggests to do indepth analysis on psychological effects and impacts of current living standards on work-life-balance for women in IT sector.

Lastly, researcher hopes that further work accompanied with audit report/ internal assessment of companies would help the study further.

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