



Work-Life Balance among Private Sector Working Women: The Impact of Family Friendly Policies

Rajesh Kumar¹, Vinita Agrawal¹, Desh Deepak Singh^{4*}, Gulshan Kumar³, Piyush⁴

¹Amity Business School, Amity University, Jaipur, (Rajasthan), India.

²Amity Business School, Amity University, Jaipur, (Rajasthan), India.

³Amity Institute of Biotechnology, Amity University, Jaipur, (Rajasthan), India.

⁴Rajshree Institute of Management and Technology, Bareilly, India.

7155

*email: Desh Deepak Singh <ddsbms@gmail.com>

Abstract:

The study aims to identify the Family friendly work practices prevailing in the private sector organizations for working women and to study the impact of Family friendly work practices on the work life balance of working women in private sector organizations. Current study was conducted on the working women in private sector organizations. Total fifty organizations comprising 25 service organizations and 25 manufacturing organizations. Exploratory factor analysis was used to identify the Family friendly work practices of the private sector organization and multiple regression analysis was used to measure the impact of Family friendly work practices over work life balance of the working women. All Family friendly work practices can be divided into six major categories namely; Work option and leaves, financial support, management attitude & concern, Infrastructure facilities, educational support, and family-oriented events. The study concluded that Family friendly work practices and work life balance go hand in hand. Better the Family friendly work practices of the company, higher will be the work life balance among employees. Highly contributing FFWP was found to be Work option and leaves, followed by financial support, and least contributing practices were family events, towards the work life balance.

Keywords: Work life balance, family friendly work practice, financial support, Educational support, family-oriented events etc.

DOI Number: 10.14704/nq.2022.20.8.NQ44738

NeuroQuantology 2022;20(8):7155-7169

Introduction:

Today's workplace has changed; the number of working women has increased along with this the number of dual income families has also gone up. This change has expanded the responsibilities of working females both inside the house and at work place. More over the work culture of 9 am to 5 pm does not exist. The introduction of mobile phone, Tab, laptop, internet, email etc. has swiped the boundary of work and family both physically

and psychologically changing societal demographics, the technological developments, increase in globalization, and international business competitiveness has contributed to creation of boundaries between job and family domains (O'Driscoll, et al., 2003).

Environmental changes are evidenced in increasing number of firms in the services sector (NASSCOM News line, 2008a), which



require employees to work longer, frequently interact with customers and work across varied time zones. As a result, the distinct boundary between work and family has diluted. (Rupashree Baral & Shivganesh Bhargava 2008)

India was liberalized during 1991 and was exposed to global competitiveness with opportunities for economic growth and entry of more female employees into workforce (Lewis, Gambles, & Rapoport 2007). Since then, India has witnessed a steep rise in burgeoning middle-class families as a result of fast economic growth, rapid expansion of its urban areas, and a flourishing software sector (Rajadhyaksha, 2012). In India, the demographic changes are seen in the forms of increasing number of women in the workforce (Census of India, 2001).

The increased number of women joining the workforce has increased the number of dual earner couples; it has created a continuous difficulty in managing between work and home in many cultures worldwide and it may also affect the attitude of and behavior of employees. This change in gender roles and dynamics has attracted the interest amongst human resource development (HRD) Research scholars and also to the practitioners (Eby, Casper, Lockwood, Bordeaux, & Brinley, 2005). It is a challenge for dual earner couples to find a balance between work and living not only nationally, but also globally (Aryee, Srinivas, & Tan, 2005). In India 46% of work forces in firm are suffering from some or other form of stress (Rica Bhattacharya, Kala Vijayaraghava, ET Bureau 2016).

Family friendly work practices provide benefits to the employees in order to manage both work and the household responsibilities (Bond, Galinsky, & Swansberg, 1998). The dynamic workforce change has made Family friendly work practices as an important part in human resource management. There is increase in number of working women and this is associated with the increase in the number of men having working spouses (Moon and Roh 2010).

Family-friendly policies adopted by the organizations can help the employees to decrease the work-family interface and yield

benefits for themselves, their families and their employers. Though there is shortage of formal friendly initiatives practiced in the organizations in India, supportive work culture and informal friendly environment can benefit the employees and organizations. Apart from this personal attitude, Indian values, beliefs, life style, time management and spiritual inclination can make a difference and help the employees to balance their work and life efficiently.

Family friendly work practices:

Family friendly work practices can be referring to formal organizational programs which aims of providing help to the employees in order to make a balance between their personal and work lives (S. Y. Lee and Hong 2011). Family-friendly employment practices are formed to help accommodate the needs of today's diverse workforce" the combination of family's pattern has become more different today. Family friendly work practices helps employees (man and women) to maintain his personal as well as his/her professional life. Family-friendly work practices provide benefits—such as health services at work place, childcare, transportation, and flexible scheduling of the job—that can help employees manage their work responsibilities and family responsibilities both together in a more successful manner. Such benefits can lower employees' stress levels, contribute to improved individual and family health, and increase job satisfaction. (Allen 2001). Family-friendly work practices can be divided into four categories: child care subsidies, leave with pay for family care, telework, and alternative work schedules (J. Kim and Wiggins and S. Y. Lee and Hong 2011). Family-friendly arrangements have become common among organizations and they know the fact that the reconciliation of both the organization and care is becoming an issue in the increasing number of the employees. Family friendly work practices has become an important part of the organization as they know they cannot escape and more and more workers are combining work and care activities together (Chantal Remery, Anneke van Doorne-Huiskes and Joop Schippers 2003). Family-friendly employment practices as



“programs or policies that are formed to help accommodate the needs of today’s complex workforce” the structure pattern of families has become more different today. Family friendly work practices helps working women to maintain his personal as well as his/her professional life. Family-friendly practices provide benefits—such as health services at work place, childcare, transportation, and flexible scheduling of the job —that can help employees manage their work responsibilities and family responsibilities both together in a more successful manner. Such benefits can lower employees’ stress levels, contribute to improved individual and family health, and increase job satisfaction (Allen 2001).

The literature has given reasons to adopt Family friendly work practices in the organization. (Drago and Hyatt 2003) has explained different viewpoint on the adoption of Family friendly work practices. The reasons for adaptation of Family friendly work practices can be divided in to two parts logically: Institutional approach and the rational choice approach. The institutional approach argue that the organization or employers provides Family friendly arrangements involuntarily due to the change in the organizational workforce example more numbers of working women, increased in dual earner families, increase in public attention more of the state regulations and legal obligations. Rational choice approach believes that employers adopt Family friendly work practices because it will improve level of performance, financial profits, labour productivity and also reduce the turnover rates (Den Dulk, 2005; Yoo and Kim, 2006). Similarly, adoption of Family friendly programmes depends on size of the firm, the percentage of female employees in the organization, the high-commitment work system and the tightness of labour market Steven A.Y. Poelmans Nuria Chinchilla Pablo Cardona (2003).

Work Life Balance

Indians, being members of a collectivist culture, gives high importance to fulfill their family and social responsibilities (Hofstede, 2001). Indians generally feel happy when they

spend quality time with their family members, neighbors, friends, and relatives. Managing the role between family and work is an important issue. Work and family both are the two most important part of an individual’s life. It requires great amount of time and energy to fulfill multiple responsibility of work and family. Balance among individuals’ increases while balancing the role across the two domains i.e. work and family, which in result increases interpersonal and intrapersonal balance among individuals, this further can result in work-family balance (N.Rathi and Barath M 2013). The conditions of balances are tested within two dimensions one as work-family balance and second as family-work balance. First work-family balance occurs when individual is able carry out the duties related to the household life. Second family work balance occurs when an individual is able to carry out the duties related work life (Voydanoff 2005, Frone & Cooper 1992). Here, the support of organizational performance and improving the productivity of employees.

The main reason of the study is to analyze the impact of Family friendly work practices on Work Life Balance and organizational performance.

Review of Literature:

Shelar (2018) had highlighted the positive relationships of the emotional intelligence and the work life balance mainly in the corporate sectors. The study revealed that the emotional stability had been the major outcome of the emotional intelligence. The emotional intelligence had been found to be inherited. The study also revealed that the emotional intelligence of the organisation was directly correlated with the emotional intelligence of the working employees. In this competitive world emotional intelligent staff and strategies enhanced the level of performance of the business entities and also helped in generating huge amounts of monetary benefits. It had also been revealed that the major process of the decision making had been completely dependent on the emotional stability of emotions of the working employees. The stable employees with a healthy mind helped the organisations to



generate more benefits by taking intelligent decisions for the entity. The emotionally employees were found to have more ability to evaluate and perceive feelings. It had also been found that the level of the emotional intelligence had been affected by the organisations working conditions, transfer policies, growth and security, timings and rights of the employees. The study suggested that the emotional intelligence should be the main criteria to recruit the employees for higher posts. More formal policies should be introduced for the welfare of the employees by the HR departments.

Report on Family Issues and Work-Life Balance (2018) has revealed the various factors that affects the work life balance. The demand for the productivity has increased with the massive change in the demographical profiles of working employees. It has also brought a change in the expectations and the perspectives of the employees. The work life balancing has been a complex experience as it involves balancing the time, involvement and satisfaction. It has also revealed that the women complained more as they were not able to spend more time with their families whereas the men were complaining that they spend more time at work only. The research has also revealed that with the increasing work pressures and the stress level, there has been an increase in the health issues of the employees. The employees suffer from ill health, fatigue, less satisfaction and mental ailments also. It has also revealed that the increase in the working hours and also affected the structure of the balancing the work life. The individuals preferred to take up the part time jobs as it helps in saving the time and better management of the family life. It has been suggested that the management needs to frame such policies that provides an ease to the employees to manage their work life and family life effectively. The management must include the training sessions for the managers and the other higher officials to implement the stable balancing programmes.

Abe and Fields (2018) had examined the influence of work life balance strategies on job and family unit. The study was conducted

using the pragmatic approach with 307 participants. It had been revealed that due the stressful working environment the employees were not able to devote a sufficient time and space towards family life. The study also revealed that the work life and stress were interconnected. It had been found that the job pressure showed a higher increase due to the non contribution of the management in framing the required strategies. The study suggested that the organizations must frame such strategies that account to reduce the stress level of working employees as well as their family problems.

Delina and Raya (2018) highlighted the numerous challenges being faced by the working ladies in balancing their work life and personal life. The study was conducted with a sample of 180 respondents who all were married females from Pondicherry. The married females found it very difficult to maintain a balance between their family life and work place. It had been revealed that they faced a lot of difficulties in managing their family life and cope up with the targets at place. The study found that a lot of women found it tough to meet the job, family and societal standards. They were unable to enjoy their concerned family life. The working females faced various issues like achieving the deadline targets and lengthy operational hours ultimately affected their health. The study revealed that the working ladies were not able to achieve the quality output of the work. It had been found that the increased amount of constant worry, job tension and burden of household tasks affected their value of life.

Kumari (2017) had analyzed the various factors affecting the work life balance. The study was done with the 60 respondents who were the working employees in the telecom companies. The study revealed that the negative impacts of the imbalance in the work life ultimately affected the growth of the organisation. The imperfect work schedule of the employees and long durations of the stay resulted in the rise of the family conflicts and many other problems. The study revealed that with the upcoming technologies there had been a constant rise in the targets given to



the employees. The private sectors had increased their involvement in taking up the big projects. The employees had to travel and explore a lot to the particular area to set up the things and judge the suitability. This consumed their lot of time and energy. They were not able to manage with their work life and the family life as well. The private sector employees faced this problem more than the employee's of the public sectors. The large number of respondents revealed that they were not taking the sufficient meals at proper time and were not able to take care of their families, elders and kids as well because of their job profile. It had been suggested that the companies must provide the employees with compensations, bonus, leaves, hike in the salaries and concierge services to their employees.

Suguna and Franco (2017) had analysed the work life balance dilemmas of the nurses working in the private hospitals located in Palayamkottai. The study revealed the major perceptions of the nursing staff towards their work and family life. It was found that the nursing staff found it very difficult to maintain a balance between their work and family life because of the long working hours and as well as the nature of their job. The study revealed that a large number of the nursing staff revealed that they were losing their personal choices and interests due to the pressure of the work. They were not able to spend a large amount of quality time with their families and friends. The study found that the nurses lost their interest in the commitments done by them with the hospital authorities. The level of dissatisfaction was found to be at a higher scale. The prevailing challenges at the work place hindered their quality of life. It had been suggested that the hospital management must frame some friendly strategies for the nursing staff to enhance their efficiency to maintain balance in the work life.

Aveline et al., (2017) had examined the effects of the balance in work life and the perceptions of the employees towards work mainly in the software industries situated in the Chennai region. The study was conducted with 417 respondents who were the employees working in the software industries

situated in Chennai. The research had been done using the easiest, quickest and economical techniques. The study revealed that the engagement of the employees in the decision making process and balancing the work life had been the major essentials of the software industries. The rapid change in the trends of the software industries had brought a massive change in the lifestyle of the people. The study found that the balance in the work life had a very important role in the engagement of the employees. It was also revealed that the young employees belonging to the age group of 26 to 40 years were more satisfied with their job. The jobs relating to shifts had a great affect on the family life of working employees. The work from home jobs had increased because it saved the time of travelling and provided an ease to handle the family life also. It had been suggested that the friendly policies should be framed to enhance the level of employee's engagement.

Dhas and Karthikeyan (2015) elucidated the numerous challenges and remedies pertaining to balance in work life. The study revealed that the competitions in today's environment had increased at a rapid pace. It had also been found that the management hunted to recruit those individuals who were able to effectively manage their work as well as life situations in an effective manner. The challenges such as age, personal interests and competition were faced by the employees to maintain balance in the personal life and work. The study also revealed that a balanced approach towards work environment and family areas lead to optimum benefits in the areas for achieving success. An encouraging and supporting work environment enhanced a qualitative life, reduction in non-attendance and improved the self-confidence of the employees. The study suggested that the management must endow with flexible strategies so that the employee could manage the work as well as the family.

Yadav and Rani (2015) had analysed the range of factors that influenced the work life balance of the wedded women. Stress was found to be the most significant factor that led towards inconsistency in the work field. Apart from stress; the other factors that



influenced the stability in work environment were ageing, competitions, priorities and universal conflicts. It was revealed that the married women were not able to give sufficient qualitative time to their families due to the long hours of working. The study suggested that the companies must frame the various strategies such as organizing workshops, appreciating the employees, enhanced sharing and framing flexible policies to generate a balanced work environment.

Stella et al., (2014) had investigated the various practices in the work life balance. The study analyzed the three sectors mainly Educational, Power Sector and the Banking. The study was done taking in account the three main sectors of Nigerian area. The study found that the main male dominating sector had been the Power sectors. The number of the male employees was more in comparison to the other sectors. It had also been found that the Education and the Banking sector had almost equal distribution of males and female employees. The study revealed that the policies related to the work life balancing policies benefitted mostly the women employees by providing them with the child care leaves, maternity leaves and parental leaves also. The various policies pertaining to the educational sector were very much flexible. It had been suggested that the work policies should be strategically planned to attain the targets of efficient employees.

Pookaiyudom (2014) had assessed the perceptions regarding the equilibrium in the work life. The study was conducted with 65 respondents who were the students from Chulalongkorn University. The comparison was drawn with the help of questionnaires. Both the groups possessed a good amount of understanding and skills. It was found that a set of students blamed the overburden of projects in university and desired to indulge themselves in leisure activities. The study also revealed that recreational activities enhanced the quality of life among the students. The study suggested that the management should include the recreational activities in the syllabus to enhance the worth of work life in students.

Purohit (2013) had analysed the various practices concerning the need of the employed people in maintaining a state of equilibrium between their desired roles in family and job. The study was conducted taking the industrial organisations into account in Pune. The study revealed that the concept of the work life balance had been primarily defined as the practices done to achieve the balance in the demands of employees concerning their family and work. The level of increased competition in the corporate area had led to a conflict in maintaining a balance in the work life as well had increased the level of opportunities for the Human Resource Managements. It had been found that the HR departments had a great pressure as well as a great opportunity for them to design or frame suitable agendas for the welfare of the employee. The study had found that the whole concept of the work life balance had been based on the needs of the employed persons mainly under the four areas such as the graph of the employees, the level of their participation, framed policies and the scale of provisions. The study suggested that in this global environment of extreme competition a good and efficient team should be recruited to enhance the growth of the organisations.

Uddin et al., (2013) identified the levels of expectations among the female employees regarding the balancing of work life. The study was conducted with 320 respondents who were the teachers in educational institutes of Bangladesh. The study revealed that with the changing scenario of the modern world and increased level of living, educated females began to do the jobs. As the joint families had been replaced by the nuclear families, the responsibilities have risen for the working females. The study found that the working teachers found a greater difficulty in taking care of their children and providing sufficient time to their families because of indulgence in the job. It had suggested that a balanced work life could be easily achieved by providing flexible working hours, conveyance allowances, residential homes and crèche for kids of working mothers.



Senthilkumar et al., (2012) highlighted the association between age, sex and the point of anxiety in maintaining equilibrium between personal and work life of professional instructors. The study was conducted with 197 respondents comprising of 101 men and 96 women. The respondents were the faculty members in an engineering college situated Namakall region. The study revealed that the marital status of the members also affected the work status. It also found that another factor responsible for the imbalance in work life was the working status of the partners. The faculty members faced a greater amount of difficulty in managing their family life and work areas. The work pressures had a direct impact on the performance of the members. The faculty members found it difficult to balance their work life and family because of the pressure of result-oriented targets. It had suggested that the working staff must be provided with all the facilities to work in a stress-free environment in order to achieve positive results.

Isamu and Toshiyuki (2012) had analyzed the effects of the practices pertaining to the work life balance on the productivity of the firms. The study was done with the Japanese firms as the main targets. Firms had been obtaining various practices such as child care, flexibility in the working environment, family supporting programs to enhance their profits in this global and competitive environment. It had been found that the work life balance practices assisted the total productivity of the enterprise. It was found that there had been a significant correlation between the total productivity and the work life balance firms that were sampled. The effects were found to be more noticeable in the firms that manufactured the products at a very large scale. The medium firms were found to be unaffected with the practices. It had been found that the firms were incurring the huge employment costs. The study had revealed that the huge employment costs had benefitted the practices in work life balance. It had been suggested that the firms must include the management practice in the firms to enhance the productivity.

Rani et al., (2011) analysed the relationship between the equilibrium in work life and the satisfaction of employees. The study was conducted with a sample size of 210 respondents who were the IT professionals from India. The study found that the work life accounted to be a significant variable. The study found a very high level of association between the employee's contentment and work roles. It had been found that a balanced structure of work enhanced the level of production and efficiency. The evidences revealed that the imbalance in the work life lead towards damaging the wellbeing of the workforce. The study suggested that the organizations should encourage the work life programs to enhance the joint responsibility among the working professionals.

Doble and Supriya (2010) analysed the perceptions of work life balance across the genders. The study was conducted with 110 respondents who belonged to IT field. The study analysed that employees experienced the imbalanced work life at the same scale irrespective of their gender. The study revealed that the main problem faced by employees regarding their family life were non-availability of the baby care facility. The women preferred for those work opportunities that provided them flexibility to take care of their kids and family while doing the job. The study revealed that both the genders were found to be interested in taking up part time jobs and to work from home. It had been found that flexible operational hours improved the quality of life. The study suggested that a congenial atmosphere at the work place must be introduced to enhance the winning situations at both ends.

Lazar et al., (2010) highlighted the responsibilities and the practices implicated to improve the performance level of the organisations. The study revealed that the various practices being followed to enhance the work life stability were only successful when they enhanced the independence of the working employee. The stable employees were able to manage their family and work areas in a better way. The positive practices also enhanced the personal relationships that ultimately resulted in the winning situations



for an entity. The increased independence and supportive environment boosted the growth rate and efficient development of an organisation.

Smith and Gardner (2007) had analysed the various factors that affected the use of the employees pertaining to the initiative of the work life stability. The study was conducted with a sample of 153 respondents who were the employees working in the organisation of New Zealand. The study examined the sixteen work life balance initiatives to judge the level of awareness about the offered initiatives. The study revealed that the women and the younger generation used the initiatives more in comparison to the higher-level posts holders. It had also revealed that no support system had been found for the support of the subordinate worker. The study revealed that the stable work place always had a deep impact on the working of the employee. It had been found that the young people had no pressure of the family life so they practice very little initiatives in comparison to the other older people. It had been identified that the large-scale organisations provided great opportunities to their employees to achieve balance in their work life.

Villiers and Kotze (2003) analyzed the incidence of balancing the work life among the employees working in the petroleum industries. The study was done with a sample size of 20 participants who all were the employees in the industry. The age of the participants was between 35-40 years. The study was done following an inductive approach. It was observed that the employees felt overburdened with the work assigned to them. The employees had to undergo a huge amount of stress and pressure to achieve the targets in the limited time. It had been revealed that with the change in the positions of managers, staff, supervisors, timings and leaders ultimately landed up in conflicts. The study suggested that the balancing skills must be encouraged in order to attain the goal of stability.

Objectives:

1. To identify the Family friendly work practices prevailing in the private sector organizations for working women.
2. To study the impact of Family friendly work practices on the work life balance of working women in private sector organizations.

Research Methodology:

Current study was conducted on the working women in private sector organizations. Total fifty organizations comprising 25 service organizations (Insurance, banks, telecom, IT, tourism) and 25 manufacturing organizations (automobile, FMCG, textile, consumer durable and pharmaceuticals). From each organization 10 working women at managerial level, or at executive level has been surveyed to collect the data.

Hence total sample size will be 500 working women. Out of 500 responses, only 385 were used for final data analysis after removal of outliers from the data set. Data was collected during January 2021 to March 2021. Exploratory factor analysis was used to identify the Family friendly work practices of the private sector organization and multiple regression analysis was used to measure the impact of Family friendly work practices over work life balance of the working women. Survey instrument was developed for the Family friendly work practices covering 25 statements, while for work life balance single variable was taken, which was measured on a scale of five point, as very high to very low.

Results and Discussions:

The study aims to identify the friendly family practices in the private sector for working women in Delhi/NCR region. For measuring the this, total 25 statements were formulated in the questionnaire. It was required to categorize these 25 statements under few factors which can actually represent the type of FF practices prevalent in the private sector organizations. For this factor analysis was used and results are given in this section in detail.

Description	Number of statements	Respondents	Alpha value	Remarks
-------------	----------------------	-------------	-------------	---------



Family friendly work practices	25	385	0.939	Reliable
--------------------------------	----	-----	-------	----------

Total number of 25 statements reflecting the friendly family practices prevalent in the private sector organizations for working

before doing any other analysis. The alpha method was used for this purpose, and the value of alpha for all 25 statements was 0.939,

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	10.421	41.685	41.685	10.421	41.685	41.685	5.752	23.007	23.007
2	3.741	14.964	56.649	3.741	14.964	56.649	4.269	17.076	40.083
3	2.782	11.128	67.777	2.782	11.128	67.777	3.488	13.953	54.035
4	1.831	7.326	75.103	1.831	7.326	75.103	2.751	11.006	65.041
5	1.713	6.852	81.955	1.713	6.852	81.955	2.743	10.971	76.012
6	1.169	4.676	86.630	1.169	4.676	86.630	2.655	10.619	86.630
7	.503	2.011	88.642						
8	.353	1.413	90.055						
9	.350	1.400	91.454						
10	.293	1.172	92.626						
11	.271	1.086	93.711						
12	.226	.903	94.614						
13	.196	.786	95.400						
14	.175	.701	96.100						
15	.165	.658	96.759						
16	.148	.594	97.352						
17	.130	.522	97.874						
18	.111	.445	98.319						
19	.085	.339	98.658						
20	.072	.290	98.948						
21	.067	.267	99.215						
22	.055	.220	99.435						
23	.050	.198	99.633						
24	.047	.189	99.821						
25	.045	.179	100.000						

Extraction Method: Principal Component Analysis.

women, got recorded on a Likert scale, and hence it was required to measure the reliability of this section of the questionnaire,

which is above 0.70 and near to 1 shows the higher level of reliability for the instrument.

KMO and Bartlett's Test	
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.875
Bartlett's Test of Sphericity	Approx. Chi-Square
	Sig.
	11993.682
	.000

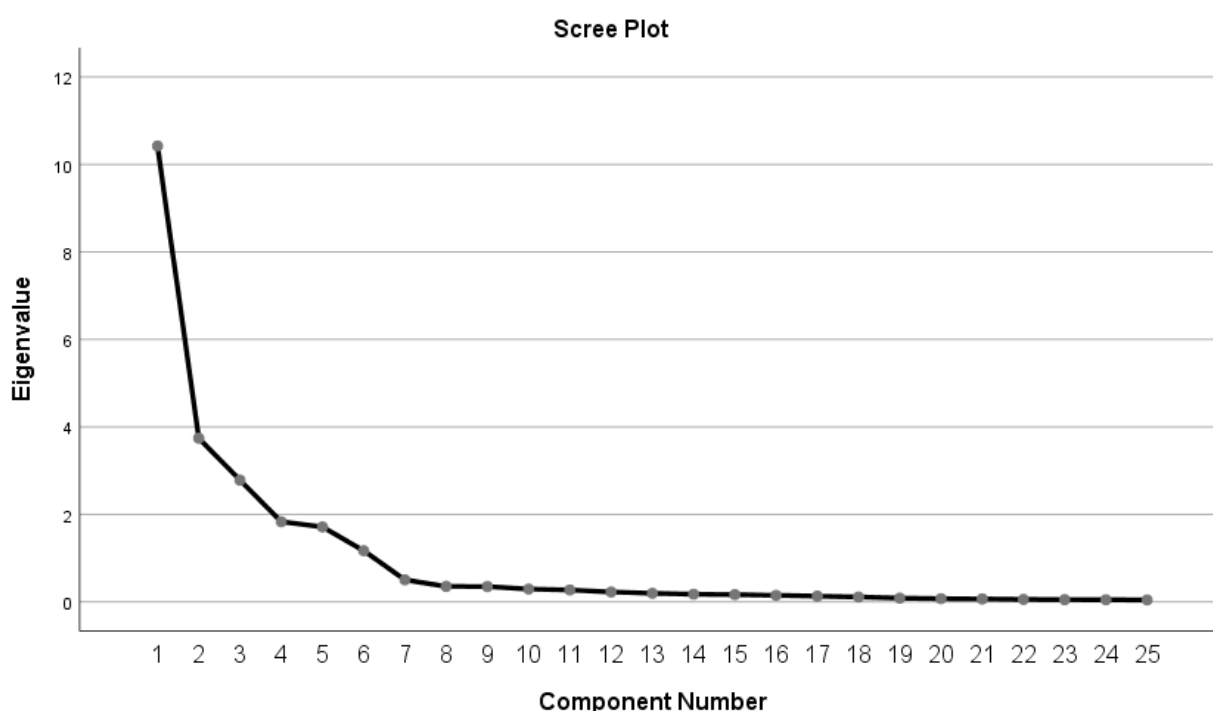
KMO test is the first step to test the adequacy of the sample used in the analysis for applying factor analysis, here both the adequacy of the sample respondents and the number of

variables is tested to prove that whether the data is suitable for the factor analysis or not. This is called preliminary testing of the data before applying the factor analysis. The value



of KMO was 0.875, which is very high and nearer to 1 which makes the data suitable for the factor analysis. Further, the Bartlett's test also found the data suitable for the factor analysis, as the chi-square came with a significant result i.e. 11993.682 ($p=0.000$). Total components were 25 in the factor analysis, where only six components have shown the eigen value above the 1, while rest all 19 components have shown eigen value less than one, hence only six factors can be derived from the 25 components. All 25 statements can be reduced to six factors,

which are heterogenous in nature, but the statements under these factors were homogenous in nature. After applying the rotation over the data, the rotated solution provides that total explained variance by these six factors was 86.630 percent, and remaining 14 percent was termed as unexplained. The highest variance was 23.007 percent explained by first factor, followed by second factor (17.076) while least variance explained by the sixth factor i.e. 10.619 percent only.



Factors to be retained in the solution can be visualize using the scree plot, which clearly indicates the eigen values and the number of components on y and x axis respectively. Number of components having eigen value above one to be retained in the solution, while rest all can be ignored. The elbow starts with the component when the eigen value

start declining even below the one, and represent that total components which can form the factors should be above the point from where elbow started in scree plot. In the above scree plot, the elbow starting from the seventh component, hence total six factors to be taken for the Family friendly work practices prevalent in the private sector organizations.

	Component					
	1	2	3	4	5	6
Maternity leaves	.890	.099	.203	.074	.153	.129
Parent care leaves	.868	.112	.106	.013	.152	.157



Off site work option	.864	.137	.220	.091	.075	.138
Work from home	.864	.197	.179	.031	.157	.129
Flexi time	.848	.111	.166	-.006	.021	.181
Emergency leaves	.809	.244	.218	.005	.180	.082
Elder care leaves	.772	.168	.365	.120	.170	-.060
Family day celebration	.167	.882	.139	.190	.117	.115
Gifts on women days	.202	.867	.163	.178	.138	.088
Family get together	.130	.856	.179	.143	.129	.132
Sponsoring tours for family	.213	.821	.173	.163	.153	.095
Family events	.170	.819	.175	.158	.190	.225
Yoga	.222	.191	.921	.050	.059	-.062
Crèche facility for women	.264	.215	.875	.082	.046	-.047
Feeding room for women	.279	.191	.864	.037	.086	-.028
Transportation facility	.402	.151	.774	.125	-.021	-.052
Transfer facility as family shifts to another place	.038	.240	.043	.918	.126	.099
Change in job related task as per personal conditions of the employee	.070	.236	.076	.914	.138	.150
Management concern towards the family responsibilities of employees	.054	.175	.119	.879	.109	.145
Educational support for kids of employees	.219	.191	.054	.098	.904	.152
Support for further education of employees	.211	.212	.053	.115	.888	.108
Scholarship to employees' kids	.157	.163	.051	.166	.874	.075
Gifts for family members on festivals	.212	.155	-.043	.165	.028	.917
Home loan or personal loan facility	.199	.162	-.006	.116	.080	.898
Medical claim for family	.123	.187	-.140	.122	.241	.828
Extraction Method: Principal Component Analysis.						
Rotation Method: Varimax with Kaiser Normalization.						
a. Rotation converged in 6 iterations.						

First type of FFWP was found to be “Work option and leaves” which includes total seven statements related to the emergency leaves, work from home facility, off-site work option, parental leaves, emergency leaves, elder care leaves, and post-delivery leaves. Second type of FFWP was termed as “Family oriented events”, which includes five statements related to the family day celebration, family get together, family tours, women day celebration, and family events where family members of the employees can participate. Third type of FFWP was “Infrastructure Facilities”, which covers mainly four facilities

such as; yoga and gym centre, feeding room, creche or play schools, and transportation facility. Fourth type of FFWP was termed as “Management attitude and concern”, which mainly includes three statements related to the management concern towards the family members of the employees, transfer facility, and the changes in work due to personal problems of employees. Fifth type of FFWP was taken as “Educational support”, which is mainly for employees and his kids both. Educational support to kids of employees, scholarships for employees’ kids, and educational funding for employees’



education. Last FFWP was termed as “financial support”, in terms of Medclaim for family members, loan facility and monetary items on festivals. Hence, all Family friendly work practices can be divided into six major categories namely; Work option and leaves, financial support, management attitude &

concern, Infrastructure facilities, educational support, and family-oriented events. All these types of Family friendly work practices are tested to have a significant impact over work life balance of the working women in the subsequent section.

Model Summary				
Reg. Model	Correlation	R Square	Adj. R Square	Std. Err
	.709	.502	.497	9.03800
Predictors: Work option and leaves, financial support, management attitude & concern, Infrastructure facilities, educational support, and family-oriented events				

7166

The value of R-Square revealed that the family friendly work practices explain 50 percent variation in the value of work life balance, while 50 percent was unexplained variance.

ANOVA						
Reg. Model		SS	Degree of freedom	MS	F-value	p-value
1	Regression	40684.353	6	8136.871	99.612	.000 ^b
	Residual	40352.597	378	81.685		
	Total	81036.950	384			
Dependent Variable: Work life balance						

Anova table represents the effect of different personality features of employees on organizational citizenship behavior. The result reveals the f-value to be 99.612, degree of freedom=5 and p-value=.000, which seems to be substantial. Thus, from the above values it

can be said that there is a substantial effect of various family friendly work practices on work life balance. Every family friendly work practice has its own values which in one or the other way effects the work life balance among employees.

Regression Coefficients						
Reg. Model		Unstd. Coefficients		Std Coefficients	t-value	p-value
		B-value	Std. Err	Beta-value		
1	(Constant)	44.288	3.659		12.103	.000
	Family-Oriented Events	.021	.150	.009	.139	.890
	Educational Support	.114	.115	.055	.994	.321
	Financial Support	.595	.125	.259	4.740	.000
	Work option and leaves	.704	.079	.323	8.946	.000
	Infrastructure facilities	.365	.080	.252	4.540	.000
	Management attitude & concern	.124	.082	.325	0.875	.425



Interpretation: Out of the six-family friendly work practice, only three were found to be positively and significantly related to the work life balance. While, three family friendly work practice namely; management attitude & concern, family-oriented events and educational support were found to be insignificantly related to the work life balance. Based on the unstandardized regression coefficients value, it can be seen that work life balance mostly get affected by the work option & leaves, followed by financial support and least affected by the family-oriented events.

Conclusion:

The study concluded that Family friendly work practices and work life balance go hand in hand. Better the Family friendly work practices of the company, higher will be the work life balance among employees. Employees are able to manage their family responsibilities, if they are provided with better Family friendly work practices by the company. Highly contributing FFWP was found to be Work option and leaves, followed by financial support, and least contributing practices were family events, towards the work life balance. Hence, company should focus more on the work options, leaves, and the financial support to the employees to increase the work life balance. As more owners in businesses of all sizes have become aware of this development, they have begun to implement a host of family-friendly work practices that will help them recruit and retain the best possible employees. These family-friendly policies are helping to increase employee morale, job satisfaction and productivity while reducing absenteeism and disengagement. If your employees perceive you as understanding, they will be more likely to be more loyal workers, making up for any time they miss for family matters. While family-friendly workplace policies can take many forms, companies need to consider looking beyond the basics if they really want to impress their workers. In the highly competitive professional job market, you need to pay to play Standard, run-of-the-mill benefits such as health, life, dental, vision and

disability insurance and all the acts are compulsory applicable.

Limitations and Future Scope:

The current study is limited to the family friendly work practices of private sector only, which can be extended to the public organizations as well, and its impact over the performance of the companies can also be measured in future studies. Further, the cross comparison of the Family friendly work practices in different sectors can also be done in the future studies, which has not be covered by current study.

References:

1. Yadav, T. and Rani, S., "Work life balance: challenges and opportunities", *International Journal of Applied Research* 1(11), 2015, 680-684
2. Pookaiyudom, G., "Assessing different perceptions towards the importance of a work-life balance: a comparable study between Thai and international programmestudents", *Procedia - Social and Behavioural Sciences* 174, 2015, 267 – 274
3. Abe, E.N. & Fields, Z., "Work-Life Balance Strategies, and Work and Family Stressors at A Municipality in the South African Public Sector", 1-28
4. Dhas, D.B. & Karthikeyan, P., "Work-Life Balance Challenges and Solutions: Overview", *International Journal of Research in Humanities and Social Studies Volume 2, Issue 12*, December 2015, 10-19
5. Doble, N. & Supriya, M.V., "Gender Differences in the Perception of Work-Life Balance", *management* 5 (4), 331–342
6. Rania, S., Kamalanabhan & Selvarania, "Work / Life Balance Reflections on Employee Satisfaction", *Serbian Journal of Management* 6 (1), 2011, 85 – 96
7. Delina, G. & Raya, R.P., "A study on Work-Life Balance in Working Women", *IRACST – International Journal of Commerce, Business and Management (IJCBM)*, ISSN: Vol. 2, No.5, October 2013, 2319–2828
8. Senthilkumar, K.G., Chandrakumaramangalam, S. & Manivannan, L., "An Empirical Study on Teaching Professionals Work-Life Balance in Higher Learning Institutions with Special Reference to Namakkal District, Tamilnadu" *Bonfring*



International Journal of Industrial Engineering and Management Science, Vol. 2, No. 3, September 2012, 2277 – 5056

9. Uddin, M.R., Mamun, A.M.A., Hoque, N. & Uddin, M.S., "Work-Life Balance: A Study on Female Teachers of Private Education Institutions of Bangladesh." *European Journal of Business and Management*, Vol.5, No.13, 2013, 2222-1905

10. Villiers, J.D. & Kotze, E., "Work-Life Balance: A Study In The Petroleum Industry", *SA Journal of Human Resource Management*, 1 (3), 2003, 15-23

11. IOAN LAZAR, I., OSOIAN, C. & RATIU, P., "The Role of Work-Life Balance Practices in Order to Improve Organizational Performance", *European Research Studies*, Volume XIII, Issue (1), 2010, 1-14

12. Isamu, V. & Toshiyuki, M., "Effect of Work-Life Balance Practices on Firm Productivity: Evidence from Japanese firm-level panel data", *RIETI Discussion Paper Series 12-E-079*, December 2012, 1-34

13. Purohit, P., "A Comparative Study Of Work Life Balance In Various industrial Sectors In Pune Region", *International Journal of Marketing, Financial Services & Management Research* Vol.2, No. 3, March (2013), 1-9

14. Shelar, S. (), "Conceptual Study of Relationship between Emotional Intelligence & Work Life Balance in Corporate World", *Chronicle Of the Neville Wadia Institute of Management Studied and Research*, 2230-9667

15. Suguna, G. and Franco, C.E., "A study on work-life balance of nursing staff working in private hospitals in palayamkottai", *International Journal of Research – Granthaalayah*, Vol.5, Issue 8, 2017, 1-4

16. Smith, J. and Gardner, D., "Factors Affecting Employee Use of Work-Life Balance Initiatives", *New Zealand Journal of Psychology* Vol. 36, No. 1, March 2007, 1-10

17. Aveline, S. and Kumar, R.M., "Employee Engagement and Effects of Work Life Balance in Software Industries in Chennai", *International Journal of Pure and Applied Mathematics*, Volume 116 No. 22, 2017, 459-466

18. Report on Family Issues and Work-Life Balance, European Agency for Safety and Health at Work, 1-8

19. Kumari, V., "An empirical study on work life balance of an employee with special reference to telecom sector", August 2017, 1-279

20. Stella, O.I.; Paul, S.O. and Olubusayo, F.H., "Work-Life Balance Practices in Nigeria: A Comparison of Three Sectors", *Journal of Competitiveness*, Vol. 6, Issue 2, June 2014, 3-14

21. Kodz, J.; Harper, H. and Dench, S. "Work-Life Balance: Beyond the Rhetoric", 1-95

22. Agha, K.; Azmi, F.T and Irfan, A., "Work-Life Balance and Job Satisfaction: An Empirical Study Focusing on Higher Education Teachers in Oman", *International Journal of Social Science and Humanity*, Vol. 7, No. 3, March 2017, 1-8

23. Mani, V., "Work Life Balance and Women Professionals", *Global Journal of Management and Business Research Interdisciplinary*, Volume 13 Issue 5, 2013, 1-8

24. Raj, A., "A study on work-life balance of employees in pharma marketing", *International Research Journal of Pharmacy* 4 (1), 2013, 1-3

25. Murthy, M.N. and Shastri, S., "A qualitative study on work life balance of employees working in private sector", *International Journal of Recent Scientific Research Research*, Vol. 6, Issue, 7, July 2015, 5160-5167

26. Kanthisree, G., "Work life balance of employees", March 2013, 1-25

27. Haddon, B. and Hede, A., "Work-Life Balance: Results of QLS Survey", May 2009, 1-19

28. Leovaridis, C. and Vatamanescu, E.M., "Aspects Regarding Work-Life Balance of High-Skilled Employees in Some Romanian Services Sectors", *Journal of Eastern Europe Research in Business & Economics*, Vol. 2015, 1-15

29. Jensirani, M. and Muthumani, A., "A study on work life balance of nurses in Kovilpatti town", *International Journal of Science and Technology*, Vol. No. 6, Issue No. 2, February 2017, 1-8

7168



30. Maiya, S. and Bagali, M.M., "An empirical investigation on work-life balance among working mothers: emerging HRM interventions", *International Journal of Business and Administration Research Review*, Vol.1, Issue.5, 2014, 1-12
31. Adikaram, S.R., "Impact of work life balance on employee jobsatisfaction in private sector commercial banks of Srilanka", *International Journal of Scientific Research and Innovative Technology*, Vol. 3 No. 11, November 2016, 1-15
32. Mathew, R.V. and Panchanatham, N., "An exploratory study on the work-life balance of women entrepreneurs in South India", *Asian Academy of Management Journal*, Vol. 16, No. 2, July 2011, 77-105
33. Thulasimani, K.K; Duraisamy, M. and Rathinasabapathi, S.S., "A study on work life balance amongst managers of garment units in Tamilnadu State, India", *International Journal Of Human Sciences*, Volume: 7 Issue: 2, 2010, 1-16
34. Selvakumar, M.; Mahesh, N.M.; Sathyalakshmi, V. and Iswarya, M., "Work-Life Balance of Women Employees of Commercial Banks in Sivakasi, Tamil Nadu", *Asian Journal of Managerial Science*, Vol. 5 No. 1, 2016, 17-29
35. Swathi, R.S.V and Mohapatra, A.K.D., "Work-life Balance: Evolution and Models –A Study in the Indian Context", *International Journal of Science and Research (IJSR)*, 2015, 1-5
36. Report on- The Fourth Work-Life Balance Employer Survey, December 2014, 1-345
37. Bloom, N.; Kretschmer, T. and Reenen, J.V., "Work- Life Balance, Management Practices, and Productivity", *International Differences in the Business Practices and Productivity of Firms*, 2009, 15-54
38. Chang, A.; McDonald, P. and Burton, P., "Running head: methodological choices in work and life balance, Methodological choices in work-life balance research 1987 to 2006: A critical review", *International Journal of Human Resource Management*, 2009, 1-75
39. Durham, M.C., "Work/Life Balance: Personal and Organisational Strategies of School Leaders", 2007, 1-195
40. Susi, S. and Jawaharrani, K., "Work-Life Balance: The key driver of employee engagement", *Asian Journal of Management Research*, Volume 2, Issue 1, 2011, 1-10
41. Smith, D.N.; Roebuck, D. and Elhaddaoui, T., "Organizational leadership and work-life integration: Insights from three generations of men", *Creighton Journal of Interdisciplinary Leadership*, Vol. 2, No. 1, May 2016, 54 – 70
42. Korpunen, P. and Napravnikova, A., "Work to live, don't live to work!", *Master Thesis Spring Semester*, 2007, 1-94
43. Das, S.S. and Mishra, S., "A Study on Work Life Balance of Women Working in IT Sector of Mumbai City.", *International Journal of Humanities and Social Science Invention*, Volume 5 Issue 9, September. 2016, 43-47
44. Singh, J., "Individual and Organizational Strategies to Balance Work-life with Indian Way", *Global Journal of Management and Business Studies*, Volume 3, Number 3, 2013, 203-210

