

Development of an Extended Measure of Work-Life Balance

An Empirical Study with Reference to IT Industry in South India

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Abstract

Work Life balance Culture (WLC) measures the perception of the employees about the organizations' support for Work-Life Balance (WLB). The present work proposes to develop an extended measure of WLB by adding WLC as a new dimension to the study and measurement of WLB. The existing works do not take WLC into consideration while developing measurement scales for WLB. A scale consisting of 35 statements is developed for WLB measurement and the employees of IT organizations of South India were chosen for the study. Dimensions (factors) were resolved through factor analysis and Pearson correlation analysis and Regression analysis were used to test the hypotheses. By adding WLC as new dimension, the present study revealed additional factors which affect WLB besides the factors established through earlier works.

Keywords: Work-life Balance, IT organizations, Factor analysis, Regression analysis.

1. Introduction

IT organisations have introduced flexible working schedules and work from home option to their employees to help them maintain WLB. WLB is the ability to experience a sense of control and to stay productive and competitive at work while maintaining a happy, healthy home life with sufficient leisure.

1.1. Meaning of WLB

Kirchmeyer (2000) views living a balanced life as “achieving satisfying experiences in all life domains, and to do so requires personal resources such as energy, time, and commitment to be well distributed across domains”. WLB is a multidimensional construct (Fisher, 2001) and work interferes with personal life and personal life interference with work and work enhancement with personal life/ Personal life enhancement with work.

1.2. Meaning of WLC

Thompson, Beauvais and Lyness (1999) define work-family culture as “the shared assumptions, beliefs, and values regarding the extent to which an organization supports and values the integration of employees' work and family lives”. Work-family culture is different from work-family balance as it assesses the perception of the individuals towards

organisations' support for work-family balance. As described by Bradley, McDonald and Brown (2010), it would be appropriate to substitute 'family' in work-family culture with 'life' to include all the non-work aspects of an individuals' life. This substitution will also enable studying the WLC of individuals who do not have families.

The present study envisages studying Work-life balance, by adding WLC as a new dimension, among the employees of IT sector in South India.

1.3. Literature Review

Clark (2000) introduces work/family border theory - a new theory about work/family balance according to which, people are daily border-crossers between the domains of work and family. Kofodimos (1993) suggests that imbalance arouses high levels of stress, detracts from quality of life, and ultimately reduces individuals effectiveness at work. Greenhaus et al., (2003) identified three components to measure work–family balance namely, time, involvement, and satisfaction. There is a direct relationship between satisfaction at work and social domains and work life balance and subjective well-being (Gropel & Kuhl, 2009).

Edvardsson & Gustavsson (2003) believe that enough attention has not been towards working conditions of employees of service inclined employees despite understanding the relationship between wellbeing of the employees and success of the organisation. Mark & Zedeck (1992) discusses the importance of studying work and family issues in the research, public, and organizational domains, and argues that industrial and organizational psychologists need to focus more on issues and problems within the work and family domain. Mathew & Panchanatham (2010) study examined the relationships of the various facets of work-family balance with organisational commitment and its various dimensions among employees working in the service sector in India. A forty two items four factor instrument was developed (Mathew & Panchanatham, 2010) for measuring the WLB of employees working in the service sector. Milind & Rajashree (2014) analyzed the work-life balance situation of the Indian hotel employees and its impact on employee productivity. The major objective of the study by Rincy & Panchanatham (2011) was to develop and validate an appropriate tool to illustrate the WLB issues faced by women entrepreneurs of South India. The study by Jyothi & Jyothi (2012) focused on the relationship between role efficacy and emotional intelligence as related to WLB of Career women in a southern state of India.

Thompson et al. (1999) showed that culture was an important concept that was related to work attitudes above and beyond what is accounted for by the availability of flexible work arrangements. According to Allen (2001), Greenhaus & Parasuraman (1994) and Thiede & Ganster (1995), the use of organizational work-life programs provides a number of individual and organizational benefits including the reduction of work-family conflict. Reduction in Absenteeism and turnover intention was reported (Baltes, Briggs, Huff, & Wright, 1999) due to organisational support. Improved life satisfaction and well-being (Frone, Yardley & Markel, 1997; Thiede & Ganster, 1995), and higher organizational performance and productivity were found to be products of positive organizational environment.

Bradley et al. (2010) have extended and added two more dimensions to the existing work done by Thompson et al. (1999). Behson (2002) studied the impact of the organizational context related to work-family culture compared with the impact of broader perceived organizational support. A study by Allen & Russell (1999) reported that employees were rewarded less compared to those who did not utilize family-friendly policies. Hall (1990) proposed an organization-change approach to promoting work–family balance. A study conducted by Perry-Smith & Blum (2000) suggest that organizations with more extensive work-family policies have higher perceived firm-level performance. The study conducted by Greenhaus, Parasuraman & Collins (2001) extended prior analyses by Greenhaus, Collins, Singh & Parasuraman (1997) by examining relationships between two

directions of work-family conflict (work-to-family conflict and family-to-work conflict) and withdrawal intentions from public accounting. It was found that work-to-family conflict (but not family-to-work conflict) was positively related to withdrawal intentions. Two new dimensions: Gender expectations and Co-worker support for measuring work-family balance culture were first proposed by McDonald, Brown & Bradley (2005) as explanations for why work-life balance policy usage was low.

2. Research Methodology

2.1. Research Gap & Objectives

In the literature, extensive discussion and study of WLB is available. The work/studies conducted by western scholars defined WLB (Kofodimos, 1993; Kirchmeyer, 2000; Clark, 2000), analysed its dimensions and proposed measurement scales (Fisher, 2001) and assessed its relation with various dimensions like quality of work life (Greenhaus et al., 2003). The studies conducted in Indian context developed measurement scale for WLB (Mathew & Panchanathan, 2010) and its impact on organisational commitment (Mathew & Panchanathan, 2010). Study of WLB in Indian IT sector is generally limited to organizations or a city in particular but do not try capture the general trend in implementation of WLB practices in IT sector across South India and the employee perception on the same. Moreover, the existing studies do not include WLC in the study of WLB. Hence, an extended measure of WLB taking the work life cultural aspects into consideration is being proposed. Though some work is reported (Thompson et al., 1999; Bradley et al., 2010) such study seems to be not carried out in Indian context.

The present work undertaken addresses this gap and envisages studying and measuring the Work-Life balance of employees of IT industry in South India by adding a new dimension: WLC. Specifically, the aim of the study is to (a) develop a measurement tool for WLB (b) determine the factors affecting the WLB and (c) study the relation between WLB and WLC.

Based on the extensive literature review, the following hypotheses are formulated:

First Hypothesis

Null Hypothesis H₁₀: Work-life balance has no significant relationship with Work-life balance culture.

Alternate Hypothesis H_{1a}: Work-life balance has significant relationship with Work-life balance culture.

Second Hypothesis

Null Hypothesis H₂₀: Personal life interference into work life and interference of work into personal life are not related to Work-life Balance.

Alternate Hypothesis H_{2a}: Personal life interference into work life and interference of work into personal life are related to Work-life Balance.

Third Hypothesis

Null Hypothesis H₃₀: Work improvement by personal life and personal life improvement by work have no significant influence on Work-life Balance.

Alternate Hypothesis H_{3a}: Work improvement by personal life and personal life improvement by work have significant influence on Work-life Balance.

2.2. Conceptual Model for Development of Scale

To measure the WLB, by adding WLC as a new dimension, of the employees of IT industry in South India, open ended questions and informal semi structured interviews were used. Based on the personal interactions and qualitative research, a questionnaire of 37 statements was prepared to assess WLB. Finally, the questionnaire consisted of two parts: (i) 10 statements to determine the demographic profile of the participants and (ii) 37 statements

to assess WLB. The second part of the questionnaire employed five point Likert's scale ranging from Strongly Disagree, Disagree, Neutral, Agree and Strongly Agree for obtaining the responses. As a pre-test, the questionnaire was administered to 40 employees of IT organisations before going to the actual data collection. The employees were comfortable in answering the questionnaire and the data provided in the pre-test had some agreement with the findings of Thompson et al. (1999), Bradley et al. (2010), Fisher (2001).

2.3. Data Collection

Data required for the present study was collected through Survey method from a sample population consisting of employees of various IT organisations in South India. The cities covered in this study are: Hyderabad, Chennai, Bangalore, Pune, Mumbai, Thiruvananthapuram. Most of the IT organizations have established their business centres in these cities and hence South India was chosen for the study. Random sampling technique was adopted and a total of 1220 employees were invited by e-mail to participate in the survey. The questionnaire statements were posted in a google-form at a web-link and the web-link was sent over e-mail to participants. Out of 1220 employees who were invited, 852 employees filled in the questionnaire and submitted.

2.4. Statistical Analysis

The underlying dimensions (factors) pertaining to 37 statements were determined by factor analysis using principal components analysis with varimax rotation method. The reliability of the statements was estimated using Cronbach alpha coefficient (Cronbach, 1951). Kaiser-Meyer Olkin (K.M.O) measure of sampling adequacy and Bartlett's test of sphericity was conducted to test the fitness of the data. Relationship between dimensions and WLB was determined by Pearson's correlation analysis. Regression Analysis was used for Hypothesis testing and determining the directions and magnitudes of associations between the factors & Work-Life Balance.

3. Results & Discussion

A total of 852 respondents participated in the survey. 66.7 percent of the respondents are males and 33.3 percent are females. Most of the respondents are of the age: 21 – 30 years. More than half of the respondents are married. The social demographic details are presented in the Table- 1.

Table 1. Demographic profile of the respondents

Demographic factor	Category	Percent
Sex	Male	66.7
	Female	33.3
Age	21-30	53.8
	31-40	35.9
	41-50	7.7
	>50	2.6
Marital status	Married	52.6
	Single	43.6
	Divorced	2.6
	Separated	1.3
Employment status	Full time	100
	Part time	0
	Casual	0
Salary	25000-50000	25.6
	50001-75000	17.9
	75001-100000	19.2
	>100000	37.2

The	Experience	0-5	50	mean
		6-10	41	
		11-20	5.1	
		>20	3.8	
	Place of Work	Chennai (120)	12.9	
		Bangalore (204)	22.07	
		Hyderabad (324)	35.06	
		Pune (72)	7.7	
		Mumbai (96)	10.3	
		Trivandrum (72)	7.7	
		Delhi (36)	3.8	

ratings of the statements in the questionnaire are presented in Table – 2.

Table 2. Mean ratings of the responses

Item no.	Statement	Mean	SD
1.	My manager is sensitive to my non-work needs	3.35	1.01
2.	My manager is sympathetic towards employees' childcare/elder care responsibilities.	3.54	0.90
3.	In the event of a conflict, managers are understanding when employees have to put their non-work responsibilities first	3.27	1.07
4.	Employees are allowed to work from home/shifts when required	3.59	1.07
5.	The workplace is supportive of employees who want to switch to less demanding jobs for family reasons	3.12	0.97
6.	My organization has well laid down work life balance policies	3.24	0.95
7.	The work life balance policies are applied the same way at all levels of management.	3.03	1.06
8.	In this work environment, employees can easily balance their work and non-work lives	3.23	1.08
9.	Employees who avail work-life balance policies are perceived to be less serious about their careers than those who do not participate	3.10	1.02
10.	Turning down a promotion or transfer for personal reasons will hurt career progress	3.64	0.92
11.	Employees who use work-life balance policies are less likely to advance in their careers than those who do not use	3.14	0.99
12.	Employees are expected to work overtime	3.10	1.11
13.	Employees are expected to put their jobs before their personal responsibilities to move ahead in their careers	3.35	1.02
14.	Colleagues encourage their team members' use of work-life balance policies	3.34	0.92
15.	If an employee is away from work due to a work-life balance arrangement, colleagues generally resent to help	3.19	0.99
16.	Workloads are not shared equally in this workplace because some employees are not around for part of the week	3.23	0.92
17.	Some employees in this workplace have to do more than their fair share to compensate for the people using work-life policies	3.45	0.89
18.	Flexible work arrangements and policies are available mainly for women in this organization	3.27	1.06
19.	Male employees are more reluctant than women to ask for time off to deal with their family and non-work responsibilities	3.32	1.05
20.	Men who put their non-work responsibilities before their jobs are thought of more negatively than women who do this	3.20	1.02
21.	Work pressure does not allow me to have the personal life I wish	3.10	1.11
22.	Work demands/deadlines make my personal life stressful (ex: becoming irritable at home, spouse feeling uncomfortable etc..)	3.22	1.07
23.	Work commitments would keep me pre-occupied and I am not able to fulfil my family responsibilities (ex: taking care of dependents)/not able to attend social functions	3.16	1.07
24.	Work schedule/pressure is spoiling my health (ex: depression, blood pressure etc.)	3.09	1.07
25.	Work pressure does not allow me to have proper sleep	2.10	1.20
26.	Psychological stress from personal/family life distracts me while at work (ex: worrying about dependent care)	3.12	1.04

Item no.	Statement	Mean	SD
27.	Physically tired to discharge my work due to multiple responsibilities at home	3.02	1.04
28.	Pre-occupation with family/social activities makes me postpone work	2.79	1.02
29.	Family obligations/demands interfere with work	3.01	0.96
30.	Personal/ family life support helps me improve motivation, dedication and commitment for work	3.55	1.07
31.	Interactions & relationships with family members and the experience of managing family issues provide me better soft skills which help my growth in office	3.49	1.05
32.	Family/personal life builds my self-esteem and confidence at work place	3.53	1.07
33.	Work place provides me enough opportunities to fulfil my personal/family obligations (ex: maternity leave, carers' leave, study leave etc.)	3.22	1.02
34.	Work schedule allows me to plan and execute my personal/family responsibilities	3.22	1.05
35.	Work place contributes to the development of my personality	3.62	0.90
36.	Work provides me enthusiasm and happiness to pursue my family/personal roles	3.33	1.07
37.	I have become a better parent/family member because of my work experience	2.08	0.98

Statement #35 was rated the highest with mean score: 3.62 and statement #37 was rated the lowest with mean score 2.08. KMO test and Bartlett's test of sphericity was conducted and resulted in 0.892 and 1525.01 at 0.000 significance level respectively which indicates the sampling adequacy and appropriateness of the responses received. Factor analysis resulted in determining the following nine constructs: Manager Support (MS), Organisational Support (OS), Negative Career Consequences (NCC), Co-worker Non-Support (CNS), Gender Imbalance (GI), Work Interference into Personal Life (WIPL), Personal Life Interference into Work Life (PIWL), Work Enhancement due to Personal Life (WEPL) and Personal Life Enhancement due to Work Life (PEWL). During the factor analysis, only those factors were considered whose Eigen values were greater than one (Hair, Anderson, Tatham & Black, 1998), and whose factor loadings were greater than 0.4. The factor loadings and reliability estimates of the constructs along with the Eigen values and their variances are presented in Table -3.

Table 3. Factor loading schedule along with reliability coefficient of constructs during Factor analysis

Item no.	Factor Loading	Factor name	Eigen Value	Variance (percent)	Cumulative Variance (percent)	Cronbach alpha
12	0.42	Work	9.79	27.99	27.99	0.864
13	0.42	Interference into				
21	0.44	Personal Life				
22	0.40	(WIPL)				
23	0.52					
24	0.46					
4	0.41	Organizational	4.35	12.44	40.43	0.841
5	0.55	Support (OS)				
6	0.74					
7	0.82					
8	0.75					
33	0.84	Personal life	2.99	8.57	49.00	0.846
34	0.82	enhancement				
35	0.65	due to work life				
36	0.58	(PEWL)				
1	0.80	Manager	1.71	4.89	53.90	0.813
2	0.64	Support (MS)				
3	0.51					
14	0.46					
26	0.75		1.62	4.63	58.52	0.861

Item no.	Factor Loading	Factor name	Eigen Value	Variance (percent)	Cumulative Variance (percent)	Cronbach alpha
27	0.80	Personal Life				
28	0.85	Interference into				
29	0.80	Work Life (PIWL)				
30	0.75	Work life	1.58	4.54	63.06	0.905
31	0.81	enhancement				
32	0.86	due to personal life (WEPL)				
9	0.75	Negative Career	1.25	3.59	63.65	0.862
10	0.25	Consequences				
11	0.68	(NCC)				
15	0.66	Co-worker	1.16	3.33	69.98	0.895
16	0.67	Non-Support				
17	0.60	(CNS)				
18	0.73	Gender	1.14	3.28	73.26	0.802
19	0.57	Imbalance (GI)				
20	0.45					

WIPL has the largest Eigen value 9.79 and contributes about 27.99 percent of the variance making it the most significant dimension of WLC. GI has the lowest Eigen value 1.14 and contributes about 3.28 percent. Construct validity of the questionnaire is established through the factor analysis. The factor analysis resulted in the constructs as agreed upon as in Fisher-McAuley et al. (2003) and Bradley et al. (2010).

Statement 37 was deleted to increase the reliability and statement 25 was removed as its factor loading was less than 0.4. Finally, the second part of the questionnaire consisted of 35 statements only. Statements 12, 13, 21 - 24 were loaded on to WIPL which has an Eigen value of 9.79 and reliability alpha value of 0.864. This factor was negatively scored for the measurement of WLB. Statements 4 - 8 were loaded on to the construct: OS which has Eigen value of 4.35 with a reliability alpha coefficient 0.841 and this factor was positively scored. Statements 33-36 were loaded on to Personal life enhancement into work Life (PEWL) which has an Eigen value of 2.99 and reliability alpha value of 0.846. Statements 1 – 3 & 14 were loaded on to the construct: MS which has Eigen value of 1.71 with a reliability alpha coefficient 0.813 and This factor was positively scored. Statements 26 - 29 were loaded on to PIWL which has an Eigen value of 1.62 and reliability alpha value of 0.861. and was negatively scored. Statements 30-32 were loaded on to WEPL which has an Eigen value of 1.58 and reliability alpha value of 0.905 and the factor was positively scored. Statements 9-11, 15-17, 18-20 contributed to the constructs: NCC, CNS and GI with Eigen values 1.25, 1.16, 1.14 and reliability alpha coefficients 0.862, 0.895, 0.802 respectively. All these constructs were negatively scored in the measurement scale. Based on the existing works by Thompson et al. (1999) and Bradley et al. (2010), the constructs: MS, OS, NCC, CNS, GI were proved to be the dimensions of WLC. The sum of the scores of the statements corresponding to these five constructs is taken as the score of WLC.

The sum of all the scores of the all the 35 statements for each respondent is taken as total score for WLB. WLB has a mean score of 107.20 with 17.85 as standard deviation. Among the constructs, WIPL has highest mean score 19.03 with 5.00 as standard deviation and GI has the lowest mean score 9.80 with 2.33 as standard deviation.

3.1. Hypothesis Testing

3.1.1. Correlation Analysis

Pearson Correlation analysis (using t-test) was done on WLB and its constructs to determine the relationships between them. Table-4 presents the correlation matrix. Correlation analysis revealed that MS, OS, WEPL and PEWL are positively correlated with WLB having correlation coefficients 0.712, 0.767, 0.390 and 0.647 respectively.

Table 4. Correlation Matrix (all calculations at 0.05 significant level)

	MS	OS	NCC	CNS	GI	WIPL	PIWL	WEPL	PEWL	WLB
MS	1	0.648553	-0.21146	-0.40662	-0.27831	-0.50736	-0.03832	0.189818	0.460284	0.712929
OS	0.648553	1	-0.29446	-0.45828	-0.22827	-0.58655	-0.04004	0.230425	0.462973	0.767571
NCC	-0.21146	-0.29446	1	0.237677	0.24275	0.406333	0.180755	0.10718	-0.12602	-0.43591
CNS	-0.40662	-0.45828	0.237677	1	0.168768	0.569329	0.217829	-0.31471	-0.40112	-0.68536
GI	-0.27831	-0.22827	0.24275	0.168768	1	0.263236	0.367079	0.228543	0.009242	-0.38562
WIPL	-0.50736	-0.58655	0.406333	0.569329	0.263236	1	0.481108	-0.08204	-0.33378	-0.82823
PIWL	-0.03832	-0.04004	0.180755	0.217829	0.367079	0.481108	1	0.003312	-0.04492	-0.44537
WEPL	0.189818	0.230425	0.10718	-0.31471	0.228543	-0.08204	0.003312	1	0.592236	0.39077
PEWL	0.460284	0.462973	-0.12602	-0.40112	0.009242	-0.33378	-0.04492	0.592236	1	0.647609
WLB	0.712929	0.767571	-0.43591	-0.68536	-0.38562	-0.82823	-0.44537	0.39077	0.647609	1

Rest of the constructs WIPL, PIWL, NCC, CNS and GI are negatively correlated with WLB with correlation coefficients -0.828, -0.445, -0.435, -0.685 and -0.385 respectively. The t-values and the corresponding p-values obtained for two tailed tests at 0.05 significance level are presented in Table- 5.

Table 5. Pearson correlation analysis (using t-test and all calculations at 0.05 significant level – two tailed)

	WLB & WIPL	WLB & PIWL	WLB & WEPL	WLB & PEWL	WLB & MS	WLB & OS	WLB & NCC	WLB & CNS	WLB & GI	WLB & WLC
Alpha	0.05	0.05	0.05	0.05	0.05	0.05	0.05	0.05	0.05	0.05
Tails	2	2	2	2	2	2	2	2	2	2
Corr Coeff	-0.8282	-0.4453	0.3907	0.6476	0.78842	0.8359	-0.5409	-0.6519	-0.6675	0.9146
Std err t	0.0261	0.0417	0.0429	0.0355	0.0286	0.0255	0.0392	0.0353	0.0347	0.0188
p	-31.691	-10.6685	9.1050	18.2286	27.4900	32.6735	-13.7939	-18.4416	-19.2306	48.5171
	9E-116	6.8E-24	2.6E-118	2.8E-56	4E-99	6E-122	1.8E-36	2.9E-57	6.5E-61	5E-183

From Table-5 it is clearly evident that there exists a positive relationship between WLB and WLC (last column). PEWL and WEPL are also positively correlated with WLB. A negative relationship exists between WLB and WIPL & PIWL as well.

3.1.2. Regression Analysis

WLB is taken as the dependent variable and WLC (which is the sum of its factors : MS, OS, NCC, CNS, GI), WIPL, PIWL, PEWL, WEPL are taken as independent variables for performing the linear regression analysis. The multiple regression coefficient R is 0.997794 and the coefficient of determination R² is 0.995593 indicates that 99.55 percent of the variance of the latent construct WLB is explained by its nine factors proving that this regression model is a good fit. F-value from ANOVA is found to be 865.825 with p < 0.05. The regression beta coefficients are presented in Table-6.

Table 6. Regression coefficients

	<i>Coeff</i>	<i>std err</i>	<i>t stat</i>	<i>p-value</i>
Intercept	48.57899	0.761518	63.79234	2.2E-229
WLC	1.000786	0.008573	116.7327	0
WIPL	-0.69379	0.019378	-35.8026	1.4E-134
PIWL	-1.06629	0.019451	-54.8201	8E-203
WEPL	1.043597	0.023813	43.82519	1.4E-165
PEWL	1.019443	0.023198	43.94497	5.1E-166

To test the null hypotheses H_{10} , H_{20} , H_{30} :

From Table – 5, it is evident that WLB is positively correlated with WLC (0.9146) and the p-value from the correlation analysis using t-test was less than 0.05 alpha value. WLB is negatively correlated to WIPL (-0.8282) & PIWL (-0.4453) and the p-value from the correlation analysis using t-test was less than 0.05 alpha value. WLB is positively correlated with WEPL (0.3907) & PEWL (0.6476) and the p-value from the correlation analysis using t-test was less than 0.05 alpha value. From Table -6, it is clear from regression analysis that WLC is significant positive predictor of WLB with beta coefficient 1.0007 respectively and $p < 0.05$ and hence H_{10} may comfortably be rejected and alternate hypothesis H_{1a} is accepted. WIPL and PIWL are significant negative predictors of WLB with beta coefficients -0.693 and -1.066 respectively and $p < 0.05$ and hence, H_{20} may comfortably be rejected and alternate hypothesis H_{2a} is accepted. WEPL and PEWL are significant positive predictors of WLB with beta coefficients 1.043 and 1.019 respectively and $p < 0.05$ and hence, H_{30} may comfortably be rejected and alternate hypothesis H_{3a} is accepted.

4. Conclusion

The present study developed a 35 statement instrument to evaluate the extended measure of WLB among the IT employees belonging to various organizations of South India. The measurement scale is developed for WLB taking into consideration a new dimension: *cultural aspects*, prevailing in the IT organizations, which was not the case in earlier works on WLB. The measured WLB has a mean score of only 107.20 whereas the maximum score a participant can get for the 35 statement questionnaire is 175. It was observed from the quantitative analysis that WLC is positively correlated with WLB. WIPL with a dominant mean score of 19.03 indicates that most of the respondents feel the interference of work in personal lives. Even though there seems to be good organizational support with mean score of 16.24, it is clearly evident from the study that the organizations have to focus on mitigating the interference of work into personal life. This study has also provided good insights about the employees’ perceptions about NCC, CNS and GI faced at work place. The present study augments the existing literature on WLB by adding an additional dimension and has a very good agreement with the ideas and results generated from previous studies on WLB.

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Acknowledgements

The authors would like to sincerely thank all the fellow research scholars and faculty members who have supported and stood by them. The present work is not funded by any grant.