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(SRI-VIPRA)**



SRI-VIPRA

Project Report of 2023: SVP-2346

**“A Comparative Study of Work-Life
Balance among Males and Females in the
Corporate Sector”**



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SRIVIPRA PROJECT 2023







Title: A Comparative Study of Work-Life Balance among Male & Female

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This is to certify that the aforementioned students from Sri Venkateswara College have participated in the summer project SVP-2346 titled “**A Comparative Study of Work-Life Balance among Males and Females in the Corporate Sector**”. The participants have carried out the research project work under my guidance and supervision from 15 June, 2023 to 15th September 2023. The work carried out is original and carried out in an online/offline/hybrid mode.

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The research work is never the contribution of one, it carries the contribution of many different people in different ways.

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A COMPARATIVE STUDY OF WORK-LIFE BALANCE AMONG MALES AND FEMALES IN THE CORPORATE SECTOR

I. INTRODUCTION

1.0. Background:

For the past three decades, India has undergone various perceptible changes rooted from the New Economic Policy, 1991, popularly known as Liberalization, Privatization & Globalization (LPG), to the introduction of Goods & Services Tax (GST), and many more. These policy reforms have brought affirmative changes in the form of an increase in India's GDP growth rate, flow of foreign capital & technology, increase in FDI and reduction in unemployment rate. But on the other hand, it has also brought certain negative consequences such as a decrease in the growth rate of agricultural sector, adverse impact on the environment, unequal distribution of wealth and a highly competitive work environment (Rudri C).

The challenge of a highly competitive business environment has created a demand for highly competent employees, multitasking, and a high level of job engagement at the lowest possible cost. Thus, employees in today's organizations frequently forward to testing their performance, achieving productivity goals, and meeting deadlines (Nikolova, Schaufeli, & Notelaers, 2019).

The increasing participation of working women, single parents, dual-earner couples, childcare and elder care has increased the burden on the employees. On the one hand, the employee has to give his utmost time and energy at work in order to achieve the desirable goals and deadlines of the organization. Whereas on the other hand, he/she has to fulfil his/her personal responsibilities towards self, friends, family and society. As a result, the relationship between demands of work, social and personal domains become more complex and hamper the functioning of work as well as the other domains of life.

Life was considered a bit easier before the pandemic, but since Covid-19 changed work routines it has become even more difficult for some to switch off from seemingly never-ending corporate duties, even when they are not at the office. These experiences have been correlated directly and indirectly to the quality of family life, psychological well-being and health.

A balance between work and life is supposed to exist when there is proper functioning at work and at home with a minimum of role conflict. Therefore, the incompatibility between the demands from the work and non-work domain gives rise to conflict and consequently, people experience a lack of work-life balance. Nowadays achieving and sustaining balanced work and life has become one of the key issues of employees in

the corporate sectors. This research work highlights the need and importance of WLB and emphasizes on the factors which are highly influencing the WLB of both males and females in the corporate sectors.

1.1. Introduction to Work-Life Balance:

Work-life balance is a subjective concept and its understanding may vary from person to person as individuals have different priorities, values, and circumstances. While some individuals may prioritize their careers and view work as a central aspect of their lives, others may see work as just one component among many others. Numerous authors and experts have offered their interpretations and definitions of work-life balance, reflecting its subjective nature. Some definitions emphasize the concept of equilibrium or harmony between work and personal life, while others focus on the ability to meet the demands and expectations of both domains without significant conflict or negative consequences.

It is influenced not only by individual factors but also by external factors such as the support and policies provided by organizations, the role of family, and the broader social and cultural context in which individuals operate. Achieving work-life balance often requires a combination of individual efforts, organizational support, and societal recognition of the importance of balancing work and personal life.

In simple language, WLB refers to the ability to effectively manage and harmonize the demands of one's professional and personal life. It acknowledges that life is not solely about work and emphasizes the importance of allocating time and energy to various areas of life, such as family, relationships, hobbies, self-care, and leisure.

The concept of WLB has emerged from the acknowledgement that an individual's work-life and personal/family life may exert conflicting demands on each other. Work-life balance is an important area of Human Resource Management (HRM) that is receiving increasing attention from government, researchers, management and employee representatives.

1.2. Evolution of Work-Life Balance

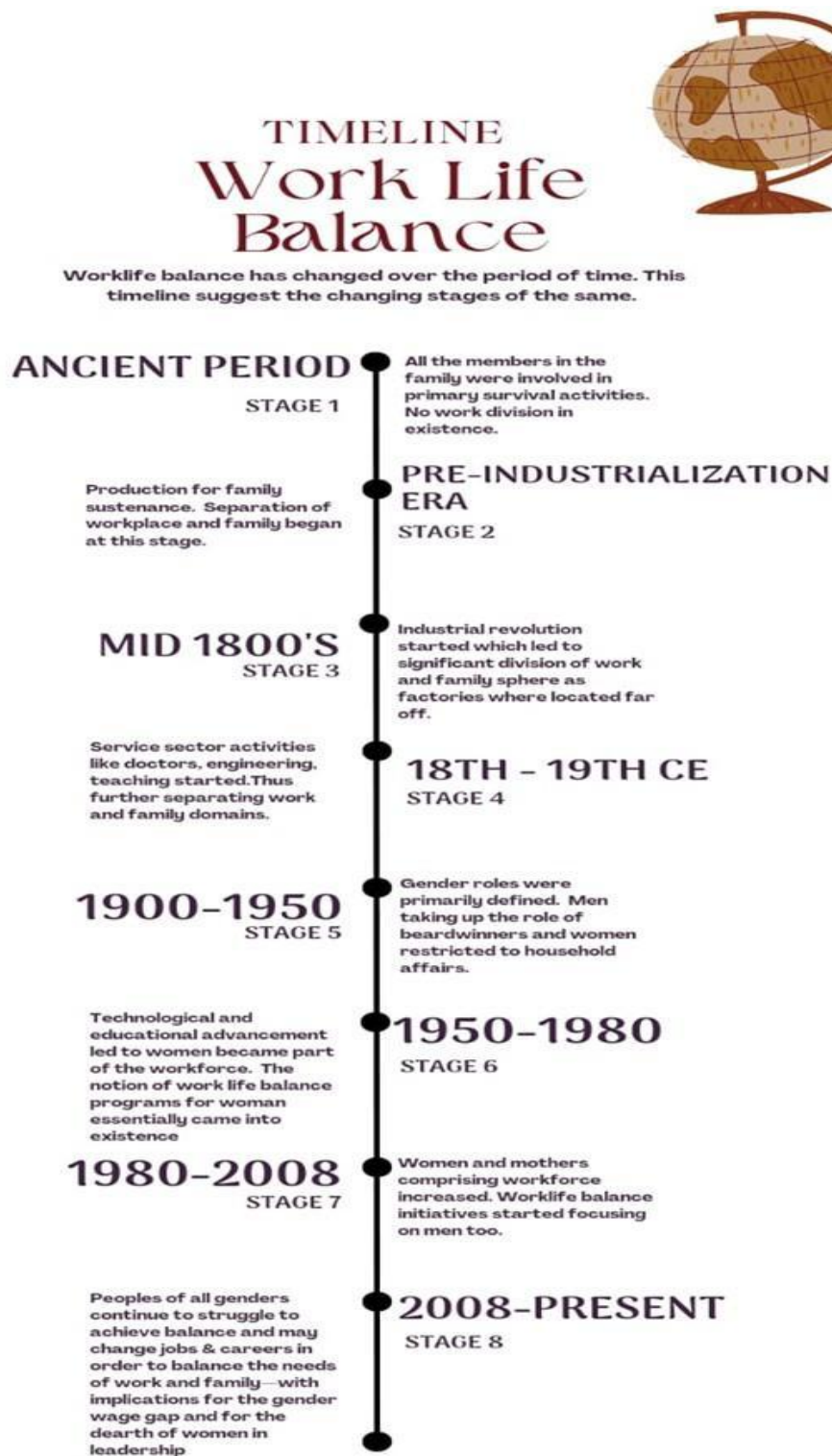
During the early 20th century it was normal for industrial workers and labourers to work for more than 60-100 hours per week. A common industrial employee used to work for a distressing 16 hours a day during the industrial revolution phase in England. Not just adults, but even children were subjected to a lot of hardships and tiring labour. WLB was nowhere in existence. Work was the only thing people were expected to do to earn a living and sustain their families. In the 1920s, Henry Ford was responsible for

popularizing the "9 to 5" workweek. There had been constant pressure from North American labour organizers for years, so change was inevitable. Ford, however, did not reach this conclusion on his own.

The expression "8 hours work, 8 hours play, 8 hours rest" was first used in 1817 by Welsh industrialist and labour campaigner Robert Owen. He proposed splitting the day into three equal portions. This notion really resulted in improved productivity and increased efficiency.

Some workers de-emphasized work-life balance as a result of the rise of the hustling culture. However, this outlook was once again altered by the pandemic, particularly with the introduction of remote and hybrid work. Along with giving workers greater freedom and the ability to physically set up wherever they pleased, this revolution also brought a previously unheard-of level of personal life intrusion into the workplace, for both good and ill reasons. And it encouraged employees to reinvest themselves in separating the two. Balance and flexibility have become such a priority for all workers.

Figure No. 1: Evolution of Work-Life Balance



1.3.Need for Work-Life Balance:

- **Mental and emotional well-being:** Maintaining a balance between work and personal life is important for our mental and emotional well-being. It helps us avoid burnout, stress, and feelings of overwhelm, improving our overall happiness and satisfaction with life.
- **Physical health:** An imbalance between work and personal life can lead to neglecting our physical health. By prioritizing time for exercise, healthy eating, and relaxation, we can improve our physical well-being and reduce the risk of health issues related to stress and sedentary lifestyles.
- **Improved relationships:** Work-life balance allows us to spend quality time with our loved ones, nurturing and strengthening our relationships. It helps us be more present and engaged, fostering healthier connections and reducing conflicts caused by neglecting personal relationships.
- **Increased productivity:** When we have a balance between work and personal life, we are more energized, focused, and motivated. Taking breaks and having time for leisure activities rejuvenates us and improves our ability to concentrate and be productive in our work.
- **Personal development:** Having time outside of work allows us to pursue personal interests, hobbies, and goals. It promotes personal growth, self-discovery, and continuous learning, making us more well-rounded individuals.
- **Better work performance:** When we have a healthy work-life balance, we are more motivated, creative, and efficient in our work. We can bring fresh perspectives, increased enthusiasm, and higher levels of productivity, ultimately benefiting our professional growth and success.
- **Stress reduction:** A well-balanced life helps us manage stress effectively. Taking breaks, engaging in activities we enjoy, and having time for self-care promote relaxation, reduces stress levels, and improves our ability to cope with work pressures.
- **Overall satisfaction:** Achieving a work-life balance leads to a greater sense of fulfilment and satisfaction in life. It allows us to enjoy the fruits of our labour, celebrate personal achievements, and find happiness and contentment in both our work and personal lives.

1.4.Determinants of Work-Life Balance:

Factors affecting work-life balance has become an important issue for both the employee as well for the organization. There are various factors which affects the WLB of an employee. As per Jennifer Smith, these factors can be broadly classified in four major heads i.e. individual factors, organizational factors, societal factors and other factors. The below mentioned table explains the classification of the various factors affecting WLB of an employee.

Table no. 1: Factors of Work-life Balance

Individual Factors	Organizational Factors	Societal Factors	Other Factors
Personality	Work Hours	Child care Arrangement	Age and Gender
Well being	Work-life balance practices & policies	Spouse support	Type of family
Emotional intelligence	Organization support	Family support	Marital status
	Superior support	Social support	Parental status
	Colleague support	Life & Family Satisfaction	Employee level
	Job stress	Dependent care issues	Experience
	Role conflict	Family quarrel	Job type
	Role ambiguity		Income

Source: Jennifer Smith Digital Mobile, Auckland Dianne Gardner Massey University

❖ Individual Factors-

a) Personality: Personality can be understood as the relative stability of a person's thoughts, feeling and behavioral tendencies across different situations (McCrae and Costa, 2010). That is to say, personality

theory suggests that there is a process of predisposition which explains persistence in human behavior in different life situations such as education, work or family (Michel, Clark and Jaramillo, 2011).

b) Well-Being: Many researchers have generally agreed that work-life balance is related to an individual's psychological well-being and overall sense of harmony in life (Clark, 2000; Marks and MacDermid, 1996). If we are going to present it as a part of a well-being idea, it is necessary first to define the category. There are a lot of definitions of work-life balance. One of the important features of it is a lack of accordance in denying it and understanding its moral aspects.

c) Emotional Intelligence: Emotional intelligence is the ability to manage, understand and use your emotions in a positive way to handle stress, communicate effectively, empathize with others and overcome challenges. Success varies heavily with emotional intelligence (EI), which accounts for 88% of an individual's contribution. Self-management, social awareness, interpersonal relationship management, and self-awareness are all analysed with emotional intelligence (EI). Although perceived stress negatively affects emotional intelligence, it positively affects communication abilities, work-life balance, and job satisfaction. Beyond information, Emotional intelligence includes distinct skills and personalities one can possess.

❖ **Organizational Factors-**

a) Work Hours: Working hours represent the time an individual spends actively engaged in their job (Sarah Holly, 2012). The relationship between working hours and work-life balance (WLB) is crucial for companies and their human resource policies due to diverse perceptions and influences of job conditions on employees (Sarah Holly, 2012). Research has shown that larger numbers of work hours are associated with lower levels of work-life balance, particularly among women (Albertsen K, 2008). However, the results for men were less conclusive. In gender-mixed groups, there was a strong association between overtime work and lower levels of work-life balance (Albertsen K, 2008).

b) Work-Life Balance Practices and Policies: Organizations that prioritize work-life balance by implementing supportive policies and practices tend to create a healthier workplace. Research has shown that organizations with flexible work schedules such as telecommuting, flexible work hours, and compressed work weeks effectively contribute to employees' work-life balance and these practices enable employees to better meet personal commitments and job responsibilities. Furthermore, work-life balance

practices were associated with increased employee retention and engagement, leading to organizational improvement (Allen, 2017).

c) Organizational Support: Organizational support in the context of work-life balance (WLB) refers to an organization's emphasis on initiatives and policies that help employees achieve a balance between work and personal life (Ayushi Vyas, 2017). Research has shown that offering flexible work hours, telecommuting options, and supportive policies can reduce work-family conflict and improve employees' overall quality of life (Haar, 2008).

d) Superior Support: Many studies have been done on work support concerning WLB. Previous studies show that supervisors can exert considerable influence and impact over employees' WLB and work-life practices (McCarthy, Darcy, & Grady, 2010; Fiksenbaum, 2013; Au & Ahmed, 2016). Research on supervisor support and WLB shows that a supportive supervisor displays a positive significant impact on employee emotional support and helps in maintaining a WLB of employees in the Australian financial sector (Talukder, Vickers & Khan, 2018).

e) Colleague Support: Colleague support refers to the assistance, encouragement and cooperation provided by co-workers in a work environment promoting teamwork and productivity. Research by Kossek, E. E., & Ozeki, C. (2018) [2] highlighted that colleague support plays a critical role in reducing work-family conflicts and increasing job satisfaction. Employees who receive support from their colleagues are more likely to experience less stress and have a better ability to cope with challenging situations.

f) Job stress: Aspects of personality including the need for achievement and propensity for work involvement belong among important individual factors. Therefore it can be realized the The personality of an individual can have effects on an individual's balance between work and life. Workplace stress causes high worker turnover, poor job quality, high absenteeism, and low productivity (Chang et al., 2017). Job stress is defined as a negative reaction that people have as a result of excessive demands or pressure placed on them at work. As a result, the elements that most affect job stress are work demand and time (Ayudhya et al., 2017).

g) Role Conflict: Balancing work and non-work roles together is a necessity nowadays and the inability to do so results in role conflict. Role conflict happens when workers are given incompatible or overlapping roles at the same time. It is a mismatch between the employee's assigned role and their actual performance at work, causing job dissatisfaction. Consistency and clearly defined jobs are required to

overcome it. This has a negative impact on non-functional behaviour, workplace stress, and work-family conflict.

h) Role Ambiguity: Role ambiguity occurs when undefined or unclear roles create inconsistent performance. The performance of employees is improved by clear job descriptions that make expectations and responsibilities clear. It may result in uncertainty, and unpredictable working conditions, and negatively impact productivity and worker satisfaction.

❖ Societal Factors-

a) Childcare arrangement: Steiber (2009) found that the experience of work-to-family conflict was related to childcare responsibilities. People with three or more children in the household, and especially with children aged below three, faced an increased risk of time-based conflicts.

b) Spouse Support: Spouse support is the assistance, understanding, and encouragement provided by a person's spouse in fulfilling their work and family roles. It includes both direct assistance and emotional care during difficult times. Studies have demonstrated that spousal support positively impacts an individual's motivation, job satisfaction, and career success, and it plays a crucial role in reducing work-family conflict and enhancing work-family balance (Lu, 2009; Seiger, 2009).

c) Family Support: Family support in the context of work-life balance refers to the understanding, assistance and encouragement provided by one's family members to help maintain a healthy balance between professional and personal responsibilities. A study by Wayne, J. H., Musisca, N., & Fleeson, W. (2004) indicated that employees with strong family support experience lower levels of work-family conflict. When family members are understanding and accommodating of work-related demands, employees are better able to manage their work-life balance and experience higher job satisfaction.

d) Social Support: Social support is based on the social exchange theory which involves communication, sharing of resources, emotional concern, empathy, informational support, and practical assistance from co-workers, managers, or family members. Workplace social support, which can be received from both work-related and non-work related tend to reduce stress and work-family conflict. Depending on the characteristics (sex, age, background etc.) of the individual, social support has different effects on different individuals. For example, women tend to receive more emotional support and companionship than men. Adolescents usually tend to engage in less social activities.

e) Life and Family Satisfaction: Life and family satisfaction plays a crucial role in the work-life balance of both males and females. Achieving satisfaction in personal life and family relationships can positively

impact overall well-being and work performance. Historically, traditional gender roles have often placed greater emphasis on men's career success and women's family responsibilities, potentially affecting life and family satisfaction differently. However, as societal norms evolve, there is a growing recognition of the importance of work-life balance for both genders. Organizations that prioritize family-friendly policies, flexible work arrangements, and equal opportunities can contribute to higher life and family satisfaction, fostering a more balanced and contented workforce for both men and women.

f) Dependent Care Issues: Dependent care issues in the context of WLB refer to the challenges arising from the responsibility of balancing work commitments with the care and attention required for dependents, such as children, elderly parents or individuals with disabilities. Research by Shockley, K. M., Shen, W., DeNunzio, M. M., Arvan, M. L., & Knudsen, E. A. (2017) [4] highlighted that care dependency issues can negatively affect employees' work and life balance and well-being. Organizations that provide support through caregiving assistance programs or self-help resources can help alleviate some of the responsibilities of caregiving.

g) Family Quarrel: A work-family conflict is a form of inter-role conflict that occurs when the energy, time, or behavioral demands of the work role conflict with those of the family role (Greenhaus & Beutell, 1985). A key assumption of work-family conflict is that the demands and expectations of work (e.g., working late, travel) often conflict with those of the family (e.g., picking up a child after school to be able to attend their soccer practice or music lesson) or taking a parent to the doctor when they are sick and cannot drive themselves. When an individual's multiple roles such as work and family become incompatible with each other, role conflict occurs (Kahn et al., 1964). The term "work-life balance" can be used interchangeably with work-family conflict, work-family enrichment, work-family spillover, work-family balance, accommodation, compensation and segmentation (Schädel, 2012).

❖ Other Factors:

a) Age and gender: Gender and age-based work-life paths are highlighted by research which suggests that although there are little to no mean differences between men and women in perceptions of work-life conflict (Shockley et al., 2017), there is evidence to suggest that gender may influence work-life constructs differently across various ages. For example, research on gender and work-life conflict suggests that men and women experience different levels of conflict based on age as a result of socially based work and family role expectations, varying levels of work and family demands, and asymmetrical role boundaries, (Shockley et al., 2017). Studies by Gutek et al. (1991), Higgins et al. (1994), Grzywacz

et al. (2007), Rajadhyaksha and Velgach (2009) reported gender differences with respect to work-family conflict. Gutek et al. (1991) indicated that women reported more work interference in the family than men, despite spending about the same number of hours in paid work as men. Although women spent more hours in family work than men, they reported the same level of family interference in work.

b) Type of Family: The work-life balance of an employee is notably influenced by the nature of their familial structure. Employees residing within nuclear families may benefit from enhanced support and increased flexibility, affording them better equilibrium between their personal and professional domains. Conversely, individuals hailing from single-parent families or bearing the responsibilities of caring for elderly relatives may confront heightened challenges in harmonizing work obligations with their caregiving duties. Moreover, cultural influences may come into play, with collectivist societies placing greater emphasis on familial commitments over work pursuits. In light of these dynamics, employers can cultivate a conducive atmosphere by instituting family-friendly policies, such as parental leave and flexible work arrangements, thereby acknowledging diverse family constructs and promoting employee well-being and overall organizational productivity.

c) Marital Status: Marital status refers to an individual's current relationship status, such as being married, unmarried, divorced, or widowed. Work-life balance issues are not limited to individuals with family responsibilities; even unmarried individuals face challenges in balancing work and non-work demands (Waumsley, 2010). Research has also shown that parent employees experience higher levels of work-family conflict compared to non-parents (Galinsky, 1996).

d) Employee Level: The work-life balance of an employee is profoundly influenced by their hierarchical position within an organization. Executives and high-level personnel often encounter escalated obligations, protracted work hours, and heightened expectations, which could engender burnout and encroach upon personal time. Conversely, lower-level employees might experience diminished stress but limited autonomy and growth prospects. Cultivating a harmonious work-life equilibrium necessitates mutual comprehension and support from both employers and employees. Implementing flexible work arrangements, fostering transparent communication, and fostering a corporate culture that esteems work-life balance can yield benefits for employees across all strata, bolstering productivity, contentment, and overall well-being.

e) Parental Status: Parental status significantly influences the work-life balance between males and females. Women often face greater challenges as they may be expected to shoulder more family responsibilities, impacting their career progression. Maternity leave and child-rearing responsibilities can

lead to career breaks or reduced work hours. In contrast, men may have fewer expectations to take on caregiving roles, allowing them to focus more on their careers. This societal bias can perpetuate the gender gap in the workplace. Achieving a better work-life balance requires promoting shared parenting responsibilities, offering parental leave for both genders and creating a supportive work environment that accommodates family needs for all employees.

f) Experience: According to research, work experience can positively impact an individual's work-life balance perceptions. Specifically, those with more work experience tend to report greater work-life balance satisfaction. However, this relationship may be dependent on factors such as gender, age, and occupation.

g) Job-Type: Job type can significantly impact the work-life balance between males and females. Historically, men have dominated high-paying, demanding fields, leading to challenges in balancing work and personal life. Women have often been confined to roles with more flexibility to accommodate family responsibilities, but this can result in lower pay and limited career growth. As gender roles evolve, more women are entering male-dominated fields, and companies offering flexible work arrangements can benefit both genders. Achieving equitable work-life balance requires breaking down gender-based job stereotypes and ensuring equal opportunities for all. This fosters a society where individuals can pursue rewarding careers while still enjoying fulfilling personal lives.

h) Income: The income factor in work-life balance refers to how earnings affect the ability to balance work and personal life. Traditionally, men may feel pressured to focus on high-paying careers, potentially affecting family time. Women, facing gender pay gaps, could struggle to balance work and family responsibilities. Higher incomes offer flexibility and access to support services, while lower incomes might limit options. Flexible work arrangements and changing gender roles are slowly improving the balance for both genders. Addressing gender pay gaps and creating inclusive workplaces are essential steps to enable better work-life balance for everyone.

1.5. Gender and Work-Life Balance:

The impact of gender on a variable that encompasses both work and family life components is particularly intriguing. Gender-based role divisions are intricately woven into the fabric of our collective culture. In Indian society with traditional gender roles, women are expected to excel as wives and mothers while working. Balancing these roles can be physically and mentally taxing, leading some women to

resign, take long breaks, or seek part-time jobs for better work-life flexibility. Returning from extended leaves often puts them at a disadvantage in their careers, causing some to eventually leave the workforce altogether. Indian men silently struggle with various challenges, such as enduring lengthy and demanding commutes, sacrificing valuable family moments, and enduring toxic work environments, especially when they bear the responsibility of being the family's primary provider.

Though the influence of gender roles on defining household and employment responsibilities remains anachronistic, research indicates that gender still affects WLB on a significant scale. Women tend to experience more significant challenges in balancing family and work life compared to men. In a troubling trend, the International Labour Organization's data reveals that female labor force participation in India has dwindled from 37% to 27% over the last decade. Gender and WLB factors like lack of statutory rights to maternity leaves, and expectations of fulfilling caregiving roles have accelerated the decline of female workforce participation.

1.6.Problem Statement:

The core objective of this research is to explore and draw parallels between the work-life balance experiences of male and female employees operating in diverse corporate sectors. The analysis will include factors including but not limited to such as job flexibility, caregiving responsibilities, remote work arrangements, and overall job contentment. The primary aim is to identify potential gender-linked disparities in attaining work-life equilibrium and to explore the evolving dynamics of work-life balance expectations and preferences among the modern workforce. The intention is to translate these insights into the design of workplace policies that are more even-handed and efficient.

1.7. Significance of the study:

The significance of conducting a “Comparative study on work-life balance between males and females in the corporate sector” is of utmost importance in addressing gender disparities, promoting gender equality, and enhancing organizational effectiveness. This research aims to contribute to the existing body of knowledge by examining and comparing the work-life balance experiences, challenges, and outcomes of males and females in the corporate environment. This research holds practical implications for organizations in the corporate sector. Work-life balance has been recognized as a crucial factor for employee well-being, job satisfaction, and productivity (Shockley et al., 2017; Allen et al., 2018). By

identifying gender-specific barriers and facilitators to work-life balance, this study can inform organizational policies and practices that promote a more inclusive and supportive work environment for both genders. This, in turn, can lead to increased employee engagement, retention, and overall organizational effectiveness. Moreover, this study contributes to the academic discourse on gender and work-life balance within the corporate sector. By comparing the experiences of males and females, it aims to provide insights into the complex interplay between societal expectations, cultural norms, organizational structures, and individual aspirations. This research is informed by theoretical frameworks such as role congruity theory (Eagly & Karau, 2002) and social cognitive theory (Bandura, 1986), which highlight the importance of understanding the gendered nature of work-life balance in organizational settings.

Additionally, the findings of this research can have broader societal implications. Work-life balance challenges faced by males and females in the corporate sector reflect wider societal expectations and gender norms. By shedding light on these challenges, this study can contribute to discussions on gender equality, family dynamics, and the distribution of caregiving responsibilities. It can inform policy discussions and initiatives aimed at creating a more equitable and supportive society for both genders.

II.REVIEW OF LITERATURE:

A literature review is an academic writing that demonstrates knowledge and understanding of the available academic literature on a specific topic. According to Paula, a Literature review is “the selection of available documents (both published and unpublished) on the topic, which contains information, ideas, data and evidence written from the standpoint to fulfil certain aims or express certain views on the nature of the topic and how it is to be investigated and the effective evaluation of these documents related to research being proposed.” (Dawidowicz, December 1, 2010) . In simple language, a review of literature provides important input not only to the research problem but also to decide the dimension of the issue selected for the study. This section explains the understanding of prior research work done in a similar area. Prior studies on the work-life balance of males and females in various sectors have been studied to narrow down the focus of the study.

- **Work-Life Balance in Banking Sector - A Comparative Study of Public and Private Sector Banks (Venkata & Raju, 2018):** The objective of the study was to explore work-life balance among employees in the public and private sectors in terms of working hours, time spent with

children and older people, anxiety levels, fatigue/depression, feelings about working hours, hindrances to work-life balance, work-life balance policies, rewards and social functions, and quality of life. The study summarizes that employees in both the public and private sectors face challenges in maintaining work-life balance, with varying degrees of stress, fatigue, and time constraints. The presence of work-life balance policies and practices is relatively low in both sectors. The study recommends the implementation of flexible working hours, work-from-home options, family-friendly policies, rewards and recognition, and routine health checkups to improve work-life balance and enhance the quality of life for employees.

- **Work-Life Balance and Job Satisfaction among the Working Women of the Banking and Education Sector – A Comparative Study, (Yadav & Dabhade) :** The study highlights the importance of work-life balance and its impact on job satisfaction among working women in the Banking and Education sectors. While both sectors demonstrated areas for improvement, the Banking sector generally showed better consistency in work-life balance initiatives. Enhancing work-life balance policies, improving communication, providing necessary support, and addressing stress factors can contribute to increased job satisfaction among employees in these sectors. Ongoing efforts and management strategies are required to effectively manage work-life balance and foster job satisfaction.
- **A Comparative Study on Work-Life Balance of Employees Working in Government Sector and Private Sector in Chhattisgarh, (Mishra, Dani, & Gupta):** This research paper aims to compare the quality of work-life and work-life balance of employees in the public and private sectors. This study emphasizes the importance of meeting employee needs for enhanced productivity and increased employment opportunities. It offers unique insights into the comparative aspects of work life in both sectors. Based on the empirical evidence gathered, it can be concluded that employees working in the government sector in Chhattisgarh generally enjoy a higher quality of work life and better work-life balance than their private sector counterparts. The study's findings support the research hypothesis, indicating a significant difference between the QWL and W-L Balance of employees in the two sectors. These findings provide valuable insights for policymakers and organizations to prioritize strategies that address employees' specific needs in both sectors. Enhancing the learning organization culture and promoting innovative practices should be emphasized in the private sector to improve the overall quality of work life. Ultimately,

these efforts can contribute to higher employee performance and organizational success in both the public and private sectors.

- **A study on Work-Life balance in working women (V. & Prasanth):** The study concludes that weekly hours of work and the stress related to work are very important determinants of employees' work-life balance, alongside their occupations, age and caring responsibilities. Furthermore, conflicts in the work-life balance of working women affect their health who report more stress, headaches, muscle stress, weight gain and depression than their male counterparts. The study also highlights the importance of health and wellness programs but state that they alone cannot be the solution to troubles working women face.
- **A Study on Work-Life Balance of Married Female Teachers in Selected Private Schools with Reference to Hyderabad Region, (Supriya & Swaroopa, 2019):** To achieve work-life balance every woman should set the goal and excel both in career and family some strategies and skills at work such as planning and setting limits can be used at home and workplace for accomplishing a satisfying and fulfilling well-balanced life both professionally, personally and financially to satisfy the family needs. Married female teachers are good time managers but still have a big responsibility to care for their children and manage domestic and professional activities at the workplace. Finally, we can conclude that planning time efficiently helps in balancing work life and avoiding stress to improve the well-being of employees.
- **A Study on Work Life Balance among Married Women in Banks With Reference To Madurai City, (Mary & Mercy, 2019):** The study concludes that most of the married women are satisfied to a certain extent with their personal lives and they are able to get enough sleep and manage their work by prioritizing the work to be done. The majority of the respondents faced more stress from work overload and child care. The study also concludes that high levels of stress can cause stress-related health problems like frequent headaches, high/low blood pressure and obesity. In order to get rid of their stress, the majority of married working women prefer to watch T.V. and movies and take part in recreational activities like yoga, exercises and meditation. The major factor that hindered the WLB of married working women is having a negative attitude toward their superiors, peers followed by meetings after work. Spouse and relatives offer a significant amount of support to women. Hence, maintaining a balance between home and workplace helps to improve the performance level of woman employees in banks which in turn will increase the profitability, efficiency and overall organizational effectiveness.

□ **Work-Life balance and Job satisfaction among the corporate sector, (Sahrawat & Rawat):**

Research shows a strong link between work-life balance and job satisfaction among corporate employees. A balanced work-life situation positively impacts job satisfaction. Companies should implement work-life balance strategies to retain employees, reduce turnover, and improve satisfaction, leading to increased efficiency. Good work-life balance is associated with high job satisfaction, while poor balance correlates with low satisfaction. Future research should involve larger samples, analyze work experiences in depth, and consider diverse demographics and geographical regions for better insights:

III.RESEARCH METHODOLOGY:

According to C. R. Kothari (2004), Research Methodology is a method to analytically explain the research problem. It may be described as a science of analysis of how research is done systematically. In it, we investigate the various stages that are generally implemented by a researcher in studying his/her problem of research in conjunction with the research behind them. Additionally, “research methods are the tools and techniques for doing research. Research is a term used liberally for any kind of investigation that is intended to uncover interesting or new facts.”

3.0. The description of the Research Design is as under:

Table no. 2: Research Design

Nature of Study	The study is descriptive and analytical in nature.
Period of Study	3 Months i.e. from 15th June - 15th September
Area of Study	The study targets the Delhi National Capital Region (NCR). Delhi NCR, comprising Delhi and its neighbouring regions like Gurgaon, Noida, and Ghaziabad
Population Size	Employees of major corporate sectors like, HCL, Wipro, KPMG, Google, Decathlon and Silverskill
Sampling Techniques	Convenience Sampling
Sample Size	200 (which includes 100 male employees and 100 female employees)
Source of Data	Primary (structured close ended questionnaires which is based on 5 point Likert Scale which range from 1-5 i.e. Strongly Disagree to Strongly Agree and interviews specifically designed to achieve the objectives of the study) & Secondary Data.

Processing of Data	The collected data has been processed through classification, tabulation, and summarization of the data as per the requirement of the study using MS-Excel 2019
Statistical Tools	Cronbach Alpha, ANOVA & Multiple Regression
Statistical Techniques	IBM SPSS 26 & MS-Excel 2019 and other Simple Techniques

3.1. Objective of the study:

In the view of growing pressure and burden on the employee, it's important to understand the factors that are influencing their work and life and to understand the causes that are responsible for the imbalance of the same. Following is the description of the objectives set for the proposed study:

- To study the factors affecting the work-life balance of Males and females in the corporate sector.
- To compare the factors influencing the work-life balance of Males and females in the corporate sector.

3.2. Hypothesis of the study:

A hypothesis defined by Bryman and Bell (2011) is “an informed speculation, which is up to tested, about the possible relation between two variables.” It is the hypothesis that researchers want to prove or disapprove. Based on the sampled data, the test determines whether to accept the null hypothesis or fail to accept the null hypothesis. A p-value is used to make the determination of the hypothesis. If the p-value is less than or equal to the significance (i.e.0.05) then the null hypothesis fails to accept and if the p-value is more than the significance (i.e.0.05) then the null hypothesis is accepted. The following hypothesis has been set to examine the assumptions of the research problem selected for study:

H_0 : All factors contributing to Work-Life Balance do not significantly explain Work-Life Balance of Male & Female in corporate sector.

H_1 : All factors contributing to Work-Life Balance significantly explain Work-Life Balance of Male & Female in corporate sector.

H_0 : There is no significant difference in the factors contributing to Work-Life Balance of Male & Female in the corporate sector.

H₂: There is significant difference in the factors contributing to Work-Life Balance of Male & Female in the corporate sector.

Figure no. 2: Research Model



3.3. Limitations of the study:

Every study project has significant limits, particularly if it is focused on a social or economic issue. The following limitations of the study were identified:

- (i) The study is cross-sectional in nature and has measured the viewpoint of the respondents at a specific point of time.
- (ii) Time and money constraints may also affect the outcome of the study to some extent.

IV.DATA ANALYSIS AND INTERPRETATION:

This section aims to find out the meaningful result from the information collected through primary and secondary sources. The data were analyzed to get the answers to the questions for which this study has been conducted. The various hypothesis set for the research work is tested with appropriate tools and has been interpreted easily and understandably. In this section, the primary data collected has been analyzed. The data were collected through a close-ended questionnaire and the questions asked were as per the

objectives and requirements of the study. The response of the respondents is summarized and presented systematically. Afterwards, the pre-determined hypothesis is tested to know the acceptance and rejection status and at last findings and the conclusion are drawn for the study.

To fulfil the objectives of the research area selected for study, the questionnaire was filled out by the corporate employees of the Delhi NCR region. The questionnaire is broadly classified into two parts i.e. the first part covers the basic demographic profile of the respondents, whereas the second part carries the questions related to the factors which affect the WLB of an employee.

4.0. Testing of Hypothesis:

(a) All factors contributing to Work-Life Balance significantly explain the Work-Life Balance of Males and Females in the corporate sector.

To test this hypothesis, a five-point Likert rating scale {value ranging from 1(strongly disagree) to 5 (strongly agree)} questionnaire was developed and the respondents were asked to mark their degree of agreement/disagreement on the statements. And the reliability of the scale was tested using one of the most reliable statistics i.e. Cronbach's alpha (Cronbach, 1951). Cronbach's alpha determines the internal consistency or average correlation of items in a survey instrument to gauge its reliability. The reliability coefficient indicates that the scale for measuring trust and commitment is reliable. A commonly accepted rule of thumb for describing internal consistency using Cronbach's alpha is the value of internal consistency.

Table no. 3: Value of internal consistency

Internal consistency	Cronbach's Alpha
Excellent	$\alpha \geq 0.9$
Good	$0.7 \leq \alpha < 0.9$
Accept	$0.6 \leq \alpha < 0.7$
Poor	$0.5 \leq \alpha < 0.6$
Unacceptable	$\alpha < 0.5$

Table no.4: Internal Consistency of the variables

Factors	Number of Items	Cronbach's Alpha
Work-Life Balance	2	0.711

Working Hours	5	0.665
Job Stress	4	0.785
Family Conflict	5	0.875
Life & Family Satisfaction	5	0.768
Management Support	4	0.713

Source: Compile by the researcher (SPSS Output)

The above table shows that all the factors influencing/contributing to work-life balance significantly explains the work-life balance of Males and Females in the corporate sector, as the internal consistency of all the factor ranges between 0.6-0.8. Hence, in that case, the null hypothesis (H_0 : All factors contributing to Work-Life Balance do not significantly explain the Work-Life Balance of Males and Females in the corporate sector.) fails to accept/reject and alternate hypothesis (H_1 : All factors contributing to Work-Life Balance significantly explain Work-Life Balance of Male & Female in the corporate sector.) is accepted.

(b) There is no significant difference in the factors contributing to the Work-Life Balance of Males and females in the corporate sector.

Table no. 5: Model Summary

Factors/ Variables	Null Hypothesis	Gender	R	R Squar e	Adjust ed R Square	Sig.	Hypothesi s Status	Outcome
Working Hours	Working hours does not influence the WLB	Male	.382	0.146	0.101	.010	Accept	Working hours do not influence the WLB
		Female	.525	0.276	0.237	.000	Reject	Working hours influence the WLB
Job Stress	Job Stress does not influence the WLB	Male	.513	0.263	0.232	.000	Reject	Job Stress influences the WLB
		Female	.625	0.39	0.365	.000	Reject	Job Stress influences the WLB

Family Conflicts	Family Conflict does not influence the WLB	Male	.485	0.235	0.195	.000	Reject	Family Conflict influences the WLB
		Female	.565	0.319	0.283	.000	Reject	Family Conflict influences the WLB
Life & Family Satisfaction	Life & Family Satisfaction does not influence the WLB	Male	.344	0.119	0.072	.034	Accept	Life & Family Satisfaction do not influence the WLB
		Female	.357	0.128	0.081	.023	Accept	Life & Family Satisfaction do not influence the WLB
Management/ Organizational Support	Management/ Organizational Support does not influence the WLB	Male	.371	0.138	0.102	.007	Reject	Management Support influences WLB
		Female	.317	0.1	0.063	.038	Accept	Management Support does not influence WLB

Source: Compile by the researcher (SPSS Output)

The model summary table reports the strength of the relationship between the model and the dependent variable (Dhakal, 2018). The interpretation of the table is explained below:

R- R is the square root of R-squared and is the correlation between the observed and predicted values of a dependent variable (The British Academy).

R-Square – R-Square is the proportion of variance in the dependent variable (Work-Life Balance) which can be predicted from the independent variables (Working Hours, Job Stress, Family Conflicts, Life & Family satisfaction & Management Support). In multivariate linear regression, as new variables are added, the R square value keeps on increasing irrespective of the variable significance. That's why in MLR, adjusted R-square is considered.

Adjusted R-square – The adjusted R-square is a modified version of the R-square that has been adjusted for the number of predictors in the model. The adjusted R-square calculates R square from only those variables whose addition in the model is significant.

The **ANOVA** table tells us where the overall model is a significant predictor (sig.) of the outcome variable. This table tells us the extent to which the individual predictor variables contribute to the model (Institute for Digital, 2006).

The above table shows that few factors or variables equally influence the WLB of both males & females, whereas some variables influence males & some only females. Therefore it can be concluded that there is a difference in factors contributing to the Work-Life Balance of Males and females. Hence the null hypothesis (H_0 : There is no significant difference in the factors contributing to the Work-Life Balance of Males and females in the corporate sector.) is rejected or fails to accept and alternate hypothesis (H_2 : There is a significant difference in the factors contributing to Work-Life Balance of Male & Female in the corporate sector.) is accepted.

V.FINDINGS, SUGGESTIONS AND CONCLUSION:

Findings:

Life and family satisfaction:

- Life and family satisfaction" encompasses the subjective well-being and contentment of individuals, irrespective of their gender, experience in their personal lives and within their family dynamics. This factor focuses on assessing the degree of happiness, fulfilment, and overall satisfaction individuals derive from their life outside of work, as well as the quality of their family relationships and roles. By examining these aspects, the research aims to discern any gender-based

differences or similarities in work-life balance experiences and how they influence life and family satisfaction.

Working Hours:

- Both male and female employees indicated that working hours have an impact on their work-life balance.
- The analysis revealed that female employees perceived a stronger influence of working hours on their work-life balance compared to male employees. This suggests that long working hours may be a greater concern for female employees in terms of maintaining a healthy balance between work and personal life.

Family conflicts:

- The analysis of responses from both male and female employees indicates that family conflicts impact work-life balance.
- The findings reveal that family conflicts have a more pronounced effect on the work-life balance of women employees compared to their male counterparts. This discrepancy may be attributed to historical gender norms, workplace culture, and societal expectations.

Job Stress:

- According to our survey of corporate employees, the results suggested that job stress affects the work-life balance of both male and female employees in a proportionate manner which might be an indication of dissatisfaction either at work or at home due to stress-related factors and ultimately hampering the WLB as a whole for both gender roles.

Management / Organizational support

- Through the survey we found out that management support doesn't really influence the work-life balance of female employees.
- On the contrary male employees WLB is affected by the support of the organization. Hence directing us towards better and supporting management can lead to better WLB amongst male employees.

Suggestions:

- **Implement Flexible Working Hours:** The literature suggests that both public and private sectors face challenges in maintaining work-life balance. Organizations should consider implementing flexible working hours to allow employees more control over their schedules especially for female workers.
- **Promote Work-From-Home Options:** Given the increasing importance of work-life balance, organizations should explore work-from-home options to reduce commute time and provide employees with a better work-life equilibrium.
- **Enhance Family-Friendly Policies:** To support working women and employees with caring responsibilities, organizations should develop and promote family-friendly policies such as parental leave, childcare facilities, and flexible work arrangements. These policies can significantly ease the burden on employees juggling work and caregiving responsibilities.
- **Enhance Communication and support:** Improved communication in organizations, particularly for working women in Banking and Education and various other sectors, is essential for addressing work-life balance issues. Managers should be proactive in addressing concerns and providing support, including mentoring, coaching, and creating a supportive work environment.
- **Stress Management Programs:** Organizations should consider offering stress management programs and wellness initiatives to help employees cope with stress-related health problems, as highlighted in several studies.
- **Supportive Attitudes and Positive Work Relationships:** Organizations should encourage positive attitudes among superiors and peers, as negative attitudes can hinder work-life balance. Building strong work relationships and support systems can significantly improve employees' well-being.
- **Prioritize Employee Job Satisfaction:** Recognize the strong link between work-life balance and job satisfaction, especially in the corporate sector. Implement strategies to retain employees, reduce turnover, and enhance job satisfaction through improved work-life balance.
- **Recognition and Rewards:** To boost employee morale and motivation, companies should establish rewards and recognition programs that acknowledge employees' efforts in maintaining work-life balance.
- **Health and Wellness Programs:** While not a standalone solution, health and wellness programs are essential for addressing the physical and mental health issues associated with work-related stress. Employers should invest in such programs to support their employees' well-being. While health and wellness programs alone may not solve all work-life balance issues, they should still be a part of an organization's strategy to support employee well-being.

- **Consider Diverse Demographics:** When implementing work-life balance strategies, consider the diverse demographics and needs of employees. Tailor programs and policies to accommodate various groups within the organization.
- **Learning Organization Culture:** Private sector organizations can benefit from adopting a learning organization culture, as suggested by various studies. This involves promoting continuous learning, innovation, and adaptability, which can contribute to an improved work environment.
- **Support for Working Women:** Working women face unique challenges like childcare responsibilities and stress-related health issues. Organizations should provide targeted support, encourage and facilitate spousal and family support, and recognize the role of family in maintaining work-life balance.
- **Time Management Skills:** Encourage employees to develop effective time management skills, both at work and at home. This can help them better prioritize tasks and reduce stress.
- **Address Negative Workplace Attitudes:** Identify and address negative attitudes within the workplace, particularly those directed towards superiors and peers. A positive and respectful work environment is essential for work-life balance.
- **Employee Support Networks:** Encourage the development of support networks among employees, where they can share experiences and strategies for maintaining work-life balance.
- **Promote Work-Life Balance Culture:** Organizations should foster a culture that values and promotes work-life balance. This includes educating employees about the importance of balance, setting clear expectations, and offering resources to help them achieve it.
- **Continuous Monitoring and Improvement:** Continuously monitor the effectiveness of work-life balance initiatives and make improvements as needed. Employee feedback and evolving needs should guide these enhancements.
- **Prioritize Employee Needs:** Policymakers and organizations should prioritize strategies that address specific employee needs in both public and private sectors. Employee input and feedback should guide these efforts.

Conclusion:

- Life is composed of various other aspects along with work, and most people struggle with striking a balance amongst it all. This is where the concept of ‘Work-Life Balance’ becomes significant. This research study delved into the critical realm of work-life balance (WLB) among corporate employees in the Delhi NCR region, with a particular focus on gender differences. The study

employed a rigorous methodology, including hypothesis testing and statistical analysis, to uncover meaningful insights.

- The findings of the study revealed that various factors, such as working hours, job stress, family conflicts, life and family satisfaction, and management support, significantly impact the WLB of both male and female employees. While these factors had an influence on both genders, there were notable distinctions in the degree of impact. Female employees, in particular, appeared to be more affected by factors such as working hours, family conflicts, and job stress, as compared to men.
- It is evident that supportive leadership would be pivotal in fostering better balance. The study's recommendations offer a roadmap for organizations to enhance WLB, including implementing flexible working hours, promoting work-from-home options, and creating family-friendly policies. These measures aim to create a more inclusive and supportive work environment that caters to the diverse needs of employees.
- In essence, this research contributes valuable insights and practical guidance for organizations striving to prioritize employee well-being and foster a healthier work-life balance, ultimately leading to improved job satisfaction and overall organizational success.

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