

Work – Life Balance Among Women Anganwadi Workers in Bengaluru

Sarayu Sudhindra¹

G. Vasanth Kumar²

Valarmathi B.³

Abstract

Over the past few years, work–life balance has evolved into a matter of significant concern. Both men and women strive to achieve a steady professional and personal life. In reality, women are more prone to experiencing such challenges. The paper attempted to understand work–life balance among Anganwadi workers (women-dominant centres). The research focused on the impact of job satisfaction, work overburden, workplace support, family support, and dependent care on the work–life balance of Anganwadi workers. For the purpose of the study, a structured questionnaire was administered to 467 participants. Statistical technique used for the study was regression model. The results indicated that workplace support and family support had a positive impact on the work–life balance among Anganwadi workers. The findings also suggested that work overburden and dependent care had a negative impact on work–life balance. The results also contradicted the hypotheses by portraying that job satisfaction was not a significant factor that impacted the work–life balance among Anganwadi workers. However, many other variables such as emotional intelligence, job autonomy, turnover intention, absenteeism, and work engagement – that could potentially impact work–life balance – were not taken into consideration.

Keywords : Anganwadi workers, structural equation modeling, validity and reliability, women workers, work–life balance

JEL Classification Codes : I31, J28, M12, M54

Paper Submission Date : September 30, 2019 ; **Paper sent back for Revision :** February 18, 2020 ; **Paper Acceptance Date :** February 25, 2020

One are the days when women would focus on being just homemakers. They have progressed in different fields of profession and have proved themselves to be capable of becoming independent in every aspect (Devi & Kanagalakshmi, 2015). Most organizations these days have women thriving in higher level positions and enjoying other privileges that revolve around it. Although they relish success in their profession, their personal lives are at stake due to multiple demands on the career front (Maharshi & Chaturvedi, 2015). According to Higgins, Duxbury, and Johnson (2000), women can be grouped into two categories : career women and earner women. Earner women look into part-time jobs that make it easier to balance their work and family life ; whereas, career women lookout for opportunities to achieve their professional goals that may stand in the way of devoting time to their families. Work–life balance is a serious concern that prevails in the present generation. It has to be viewed with care as it imposes penalties like high-stress levels, low throughput,

¹ *Research Scholar*, Post Graduate, Christ (Deemed to be University), Bengaluru - 560 029. (E-mail : sarayu.sudhindra@mcom.christuniversity.in) ; ORCID ID : <https://orcid.org/0000-0003-0789-4185>

² *Research Scholar (Corresponding Author)*, Post Graduate, Christ (Deemed to be University), Bengaluru - 560 029. (E-mail : vasanth.kumar@mcom.christuniversity.in) ; ORCID ID : <https://orcid.org/0000-0002-2113-1240>

³ *Associate Professor*, Christ (Deemed to be University), Bengaluru - 560 029. (E-mail : valarmathi.b@christuniversity.in) ; ORCID ID : <https://orcid.org/0000-0001-9203-0458>

DOI : 10.17010/pijom/2020/v13i3/151177

absenteeism (Hobson, Delunas, & Kesic, 2001), and alcohol consumption (Roos, Lahelma, & Rahkonen, 2006) for the employees. Regardless of the gender, most working professionals struggle to hit a balance. It is time and again most strongly felt by women (Hall & Richter, 2011). The emotional attachment patterns of Indian women with their families have overburdened them with several responsibilities of the household (Satpal, Rathee, & Rajain, 2014). Childcare is one of the most vital responsibilities of a mother. Opting out of the workforce or choosing a part-time career to take care of the children will not only impact their overall income, but also the country's economy in terms of condensed human resources (Chalawadi, 2014). Other research studies have also indicated that women with children have a weaker relationship between work hours in terms of having household responsibilities and managerial development with regard to progressing in their respective organizations (Metz, 2005). Hence, spousal support for working women is a key aspect in this matter (Almeida, Maggs, & Galambos, 1993 ; Gordon & Whelan-Berry, 2004).

Apart from family responsibilities, poor staff policies, unsatisfactory working conditions, low salary and benefits, inflexible work timings, and environment deplete the chances of bringing a harmonious nexus between work and family (Madipelli, Sarma, & Chinnappaiah, 2013). In line with this, ensuring that appropriate policies are in place within the organization and social support from the human resource department is important to assist female employees in terms of productivity (Marcinkus, Whelan-Berry, & Gordon, 2007) and it will also benefit the organization as a whole (Anuradha & Pandey, 2015).

Work–life balance has a substantial influence on the psychological and physical well-being of the workers (Mittal, Singh, & Sharma, 2017). Therefore, an excellent organizational environment is crucial to make certain that employees are gratified and content.

Previously, numerous studies have been conducted to understand the impact of work–life balance of women in various sectors. There are few sectors that are yet to be explored to understand the challenges with regard to work–life balance faced by women. One such sector is the Anganwadi workers from Anganwadi centres. As an attempt to fill this gap, this paper aims at assessing the impact of job satisfaction, work overburden, work-place support, family support, and dependent care on work–life balance among Anganwadi workers in Bengaluru.

Review of Literature

(1) Work – Life Balance : Integration between work and life can be dated back to the 18th century during the period of pre-industrialization. This was precisely when discrimination between work–life and family life started to take off (Hashmi, Malik, & Hussain, 2016). Officially, the term work–life balance was coined during the 1970s. Organizations formally came up with the concept of Employee Assistance Programs during the 1980s to support the employees manage their personal and professional lives (Rama Swathi & Das Mohapatra, 2015). Several researchers began to focus on work–family conflict of dual earners and working-mothers during the 1990s. Previous studies have indicated that women can reduce work–life conflicts by taking a simple step of sharing their experiences with other women. These experiences vary from person to person based on their perceptions and personalities. Mehta and Kundnani (2015) affirmed that the primary element that influenced the work–life balance equilibrium was the personality traits possessed by an individual. But employees these days are looking at a different perspective of personal and professional life; rather than trying to balance it, they are seeking work–life flexibility (Ross, Intindola, & Boje, 2016).

(2) Job Satisfaction : Job satisfaction is a significant contributor toward work–life balance (Chandel & Kaur, 2015) that comprises of three main aspects : growth satisfaction, supervisor satisfaction, and social satisfaction (Kumar & Chaturvedi, 2017). When job satisfaction is compromised, work – life balance inevitably becomes challenging. Beutell and Schneer (2014) found that a synergy (interaction or cooperation) between work and

family had a positive upshot on job satisfaction ; whereas, the interference of work in family life had an undesirable impact on job satisfaction. Agha, Azmi, and Irfan (2017) also observed in their study – through correlation studies – that interference of professional life in personal life and vice versa impacted job satisfaction adversely. Hence, it can be hypothesized that :

☞ **H1 :** Job satisfaction has a significant positive impact on work–life balance of Anganwadi workers.

(3) Work Overburden : The overburden of work and the quantity of hours spent on the work for which an individual gets paid will prompt obstruction of the work with family. When work–life conflicts take place due to interference from work due to factors such as work overload, work–life balance gets depleted (Aryee, Srinivas, & Tan, 2005). Work overload does not only increase the work–life conflicts, but it has other impacts such as reduced job satisfaction, burnout (Rajak & Chandra, 2017), and work distractions at home (Cardenas, Major, & Bernas, 2004). As a result of work overload, employees end up sacrificing time dedicated to friends or family. In line with this, Muthu Kumarasamy, Pangil, and Faizal Mohd Isa (2015) indicated that overburdening of work adversely affected work–life balance. Not just having the actual workload, but perceiving or believing that they have a work overload leads to mismanagement of other roles and reduced balance between work and life (Chawla & Sondhi, 2011). Employees can tackle this issue by opting for flexible work schedule and workload (Edralin, 2013). Hence, it can be hypothesized that :

☞ **H2 :** Work overburden has a significant negative impact on work–life balance of Anganwadi workers.

(4) Workplace Support : Workplace support is the social support experienced by an employee within an organization (James & Sudha, 2017). The organizational social support includes support from managers, coworkers, and supervisors. Support from the organization in the form of human resource policies and programs has reduced the work–life imbalance of employees (Jnaneswar, 2016). Adame, Caplliure, and Miquel (2016) suggested that the absence of female employees in an organization resulted in the absence of policies related to work–life balance. Therefore, the Government has mandated few employee welfare provisions through labor legislation, which include Factories Act, 1948 (number of working hours, crèche facility, and leave provisions) and Family and Medical Leave Act, 1993 (maternity benefits) (Baral & Bhargava, 2011).

Contrary to this, Cooke and Jing (2009) identified through their research that employees have accepted conflicts between work and life as part and parcel of life and they do not expect the organization to address this issue. However, it is vital for an organization to help its employees to have a nexus between work and family life. To do the same, the organizations can show their support by having family – friendly work environment, providing reduced/flexible working hours (Biswas & Hassan, 2009) or work from home facilities (Felstead, Jewson, Phizacklea, & Walters, 2002), introducing and making work–life balance benefit programmes available (McCarthy, Cleveland, Hunter, Darcy, & Grady, 2013), and providing adequate support from the supervisors. Hence, it can be hypothesized that :

☞ **H3 :** Workplace support has a significant positive impact on work–life balance of Anganwadi workers.

(5) Family Support : Family support given to working women is of vital importance right from childhood and becomes a necessity during their career progressions. An immediate family's support throughout helps women to set and accomplish their career goals (Valk & Srinivasan, 2011). Crucial challenges faced by women are managing the triple roles of worker/entrepreneur, mother, and wife (Pareek & Bagrecha, 2017). Therefore, spousal support is crucial in bringing down the tussle between work and life of women. Increased support from husbands with regard to the household chores and responsibility of childcare was identified to be essential.

Namayandeh, Yaacob, and Juhari (2010) said that family support is social support that is not just derived by the spouse, but also from other family members and relatives. In line with this, family social support dilutes the work–family intersection (Karatepe & Bektashi, 2008). Hence, it can be hypothesized that :

✍ **H4 :** Family support has a significant positive impact on work–life balance of Anganwadi workers.

(6) Dependent Care : Dependents include children, senior citizens, and persons suffering from illness, specially -abled people, grandchildren, siblings, kids of siblings, partner, and in-laws (Pandu, Balu, & Poorani, 2013). Women are more likely to provide dependent care and are less likely to be engaged as full-time employees when compared to their spouses. One of the important responsibilities of women is to take care of the elderly because only middle and upper class families can afford helpers and caretakers (Blanco & Pacheco, 2009). Studies such as Uddin and Manir Chowdhury (2015) and Mathew and Panchanatham (2011) suggested that the dependent care negatively affected women and reduced the likelihood of gaining a satisfactory work–life balance.

Fernando and Umma (2016) and Ford, Heinen, and Langkamer (2007) studied and revealed that women with children experienced greater difficulty concerning work–life balance when compared to the other female employees in organizations. Identifying proper childcare facilities play a crucial role in relieving working mothers' anxiety about leaving their children in another person's care (Erdwins, Buffardi, Casper, & O'Brien, 2001). Hence, it can be hypothesized that :

✍ **H5 :** Dependent care has a significant negative impact on work–life balance of Anganwadi workers.

Methodology

(1) Sampling and Data Collection : The primary data were collected from Anganwadi workers from various Anganwadi centres located in Bengaluru, India. A total of 525 online structured questionnaires were circulated to the Anganwadi workers out of which 467 responses were useful for further research and analysis. The questionnaire was adopted from Swarnalatha (2013) and was pilot tested (33 Anganwadi workers participated in the pilot study) to make necessary modifications to the context of this study. The data collection was done during the period from May 24, 2019 – July 9, 2019.

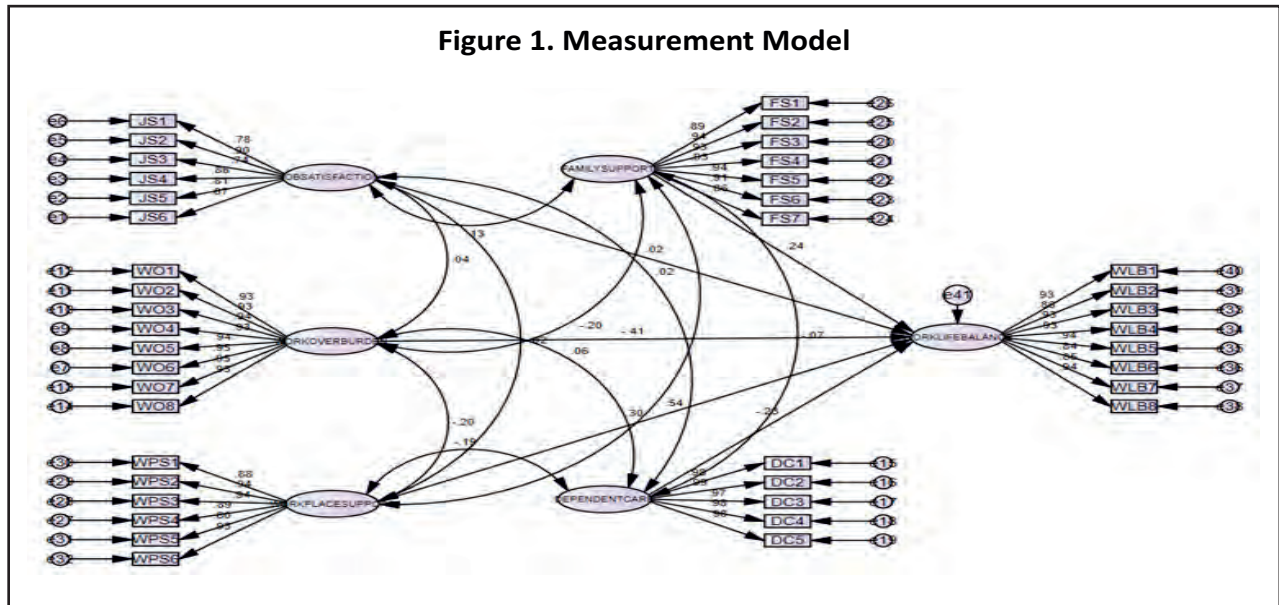
(2) Measurements : All the variables (job satisfaction, work overburden, work place support, family support, dependent care, and work–life balance) are measured using a 5-point Likert scale, where 5 represents “*Strongly Agree*,” 4 represents “*Agree*,” 3 represents “*Neutral*,” 2 represents “*Disagree*,” and 1 represents “*Strongly Disagree*.”

Data Analysis and Results

The collected data were organized, tabulated, and analyzed using software packages such as SPSS and AMOS (Kala, Akbar Jan, Subramani, & Banureka, 2017 ; Lakshminarayanan, Pai, & Ramaprasad, 2016).

(1) Validity and Reliability : Individual item reliabilities, convergent validity, and discriminant validity are the three-step procedures to evaluate and measure a model (Hulland, 1999). Item loading is the base to determine the individual item reliability, and it is acclaimed that all the items should have factor loadings between 0.4 – 0.7. Any item below the factor loading of 0.4 should not be considered for the analysis (Carmines & Zeller, 1979 ; Hair Jr., Sarstedt, Hopkins, & Kuppelwieser, 2014 ; Hulland, 1999).

Figure 1. Measurement Model



In this study, all the factor loadings are ranging between 0.741 and 0.983 in their respective constructs (as shown in Table 1 and Figure 1).

The assessment of convergent validity is done for each construct. The item that truly signifies the anticipated latent construct and undeniably associates with other measures of the same latent construct is referred to as

Table 1. Results of the Measurement Model

Construct	Item	Factor Loadings	Convergent Validity	
			AVE (>0.5)	CR (>0.7)
WLB	WLB1. My work affects my personal life.	0.932	0.817	0.972
	WLB2. My personal life affects my profession.	0.861		
	WLB3. I find it difficult to do my job because of my personal matters.	0.926		
	WLB4. My profession makes my personal life difficult.	0.931		
	WLB5. I disregard personal needs on account of work.	0.942		
	WLB6. I miss routine activities on account of work.	0.841		
	WLB7. I find it difficult to shuffle work and non - work.	0.847		
	WLB8. I feel exhausted to be effective at my duty.	0.944		
JS	JS1. I feel content with the number of hours I work.	0.782	0.685	0.928
	JS2. I feel happy with the acknowledgment I get for good execution of work.	0.899		
	JS3. I am happy with the break and noon to have solid nourishment and interact with my colleagues.	0.741		
	JS4. I am happy with the challenges I face during my work.	0.857		
	JS5. I am contented with the training given when new schemes and policies are proposed in the Anganwadi centre.	0.808		
	JS6. I am happy with the partition of both my profession and family life with no contentions.	0.87		
WO	WO1. My workload distances me from my family too much.	0.925	0.881	0.983

	WO2. I believe I have more to do than I can deal with comfortably.	0.93		
	WO3. I feel more respected because of my professional responsibilities.	0.937		
	WO4. My workload is increased because of my professional responsibilities.	0.934		
	WO5. I am more comfortable with maintaining the records manually.	0.938		
	WO6. I am more comfortable with maintaining the records electronically.	0.948		
	WO7. I get stressed out when extra duty is allotted to me during emergencies like Election/Census.	0.952		
	WO8. I plan my work and perform deliberate immediately.	0.947		
WPS	WPS1. My seniors fail to appreciate any additional work from me.	0.879	0.807	0.961
	WPS2. The concerned authority would neglect any grievances from me.	0.942		
	WPS3. I have a supporting environment in and around the Anganwadi centre.	0.941		
	WPS4. I get enough training and support from the higher authorities to perform my everyday tasks better.	0.889		
	WPS5. My salary and incentives are credited to me without any delay.	0.801		
	WPS6. During the time of emergencies, I get financial assistance from the higher authorities.	0.932		
FS	FS1. My spouse equally shares household activities and child-caring responsibilities.	0.888	0.835	0.972
	FS2. The annual school fees of the children is borne by my spouse.	0.935		
	FS3. My husband equally focuses on children's studies.	0.929		
	FS4. I give more thoughtfulness regarding neatness of house with the assistance of my family members.	0.932		
	FS5. I have tasty food along with my family at least once a day.	0.939		
	FS6. My extended family supports me with my cooking routine.	0.909		
	FS7. I get support from the members of my family with regard to my late working hours.	0.865		
DC	DC1. I can converse with my children politely.	0.982	0.964	0.992
	DC2. I am patient enough to listen to my children when they have something to say.	0.991		
	DC3. I have the responsibility to take care of my elderly parent(s)/in law(s).	0.973		
	DC4. I am able to take care of my children because of my family's support.	0.981		
	DC5. I take downtime/leave when I am supposed to give attention to the dependents.	0.983		

Note. AVE : Average of the variance extracted ; CR : composite reliability ; DC : Dependent care; FS : Family support ; JS : Job satisfaction; WLB : Work-life balance ; WO : Workload ; WPS : Workplace support.

Table 2. Discriminant Validity of Constructs

Latent Variables	Dependent Care	Work Overburden	Work–Life Balance	Family Support	Workplace Support	Job Satisfaction
Dependent Care	0.982					
Work Overburden	0.061	0.939				
Work–Life Balance	–0.331	–0.530	0.904			
Family Support	–0.069	–0.203	0.500	0.915		
Workplace Support	–0.186	–0.205	0.553	0.536	0.899	
Job Satisfaction	0.016	0.037	0.026	0.135	–0.020	0.828

convergent validity (Hair Jr. et al., 2014). By examining the average of the variance extracted (AVE), the assessment of convergent validity is done. It is deemed to be acceptable when the composite reliability (CR) and AVE are above 0.7 and 0.5, respectively (Chin, 1998).

In this study, all the factor loadings and AVE are greater than 0.5, and the CR values are above 0.7 (as shown in Table 1). So, it can be concluded that there has been an establishment of convergent validity.

Next, the assessment of discriminant validity is done (as shown in Table 2). It is the degree to which a construct is really distinct from the other constructs (Duarte & Raposo, 2010). When there are low relationships between all the measures of the importance and the measure of remaining constructs, the square root of the AVE and the correlations of the different constructs are compared to discourse the discriminant validity. We can say that the discriminant validity is established when the extracted AVE is higher than its correlations with all the other constructs (Fornell & Larcker, 1981).

(2) The Structural Model : Structural equation modeling shows the pictographic representation of modeling of the constructs (Ninan, Chacko Roy, & Rani Thomas, 2019) such as job satisfaction, work overburden, work place support, family support, and dependent care on work–life balance. Figure 1 represents the factor loading, correlation value, and their corresponding regression weights. Table 3 shows the normed chi-square value = 2.685 (Marsh & Hocevar, 1985), normed fit index = 0.932 (Bollen, 1989), comparative fit index = 0.956 (Bentler, 1990), root mean square error of approximation = 0.060 (Browne & Cudeck, 1993), Tucker–Lewis index = 0.953 (Bentler & Bonett, 1980), and goodness of fit index = 0.825 (Hair Jr. et al., 2014). The respective values have achieved the criteria. Therefore, it can be concluded that it is an acceptable fit (Suresh, Sunil, & Khanna, 2019).

Figure 2 exhibits $R^2 = 0.60$, which accounts to 60% of variation in work–life balance through the independent variables considered in the study, and it denotes casual correlation between the dependent and the independent variables.

Table 3. SEM Results of Goodness of Fit

Name of Category	Name of Index	Calculated Index Value	Critical Value
Absolute Fit	Root mean square error of approximation	0.060	<0.08
	Goodness of fit	0.825	>0.80
Incremental Fit	Normed fit index	0.932	>0.90
	Comparative fit index	0.956	>0.95
	Tucker-Lewis index	0.953	$0 < TLI < 1$
Parsimonious Fit	$\frac{\chi^2}{df}$ / (Normed chi-square)	2.685	$1 < \frac{\chi^2}{df} < 3$

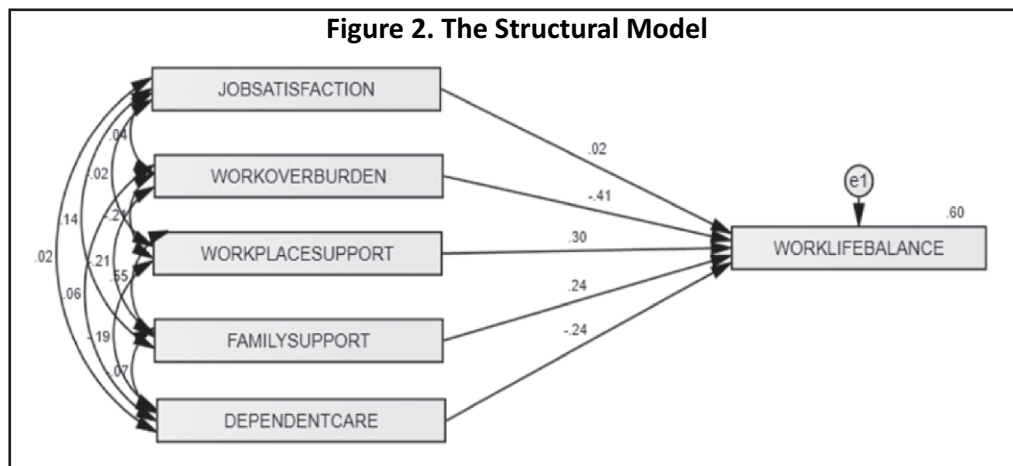


Table 4. Summary of the Structural Model

Dependent Variable	Independent Variable	β	S.E.	Sig.	Result
Work–Life Balance	←Job Satisfaction	0.018	0.025	0.529	Not Supported
Work–Life Balance	←Work Overburden	–0.342	0.025	0.000	Supported
Work–Life Balance	←Workplace Support	0.320	0.038	0.000	Supported
Work–Life Balance	←Family Support	0.257	0.039	0.000	Supported
Work–Life Balance	←Dependent Care	–0.177	0.022	0.000	Supported

The standardized regression estimates show the negative impact of work overburden ($\beta = -.342, p = .000$) and dependent care ($\beta = -.177, p = .000$) on work–life balance. Workplace support ($\beta = .320, p = .000$) and family support ($\beta = .257, p = .000$) show a positive impact and statistical significance on work–life balance. Job satisfaction ($\beta = .018, p = .529$) depicts the least positive impact on work–life balance and shows no statistical significance (see Figure 2 and Table 4).

Discussion and Conclusion

The main objective of the study is to determine the impact of the individual factors such as job satisfaction, work overburden, work place support, family support, and dependent care on the work–life balance among Anganwadi workers. All these variables have been linked based on literature review and empirical studies that have been conducted in the past.

In general, the findings of the study largely cohere with the previous research except with regard to job satisfaction. Contrary to predictions, the findings from Table 4 and Figure 2 depict that job satisfaction is not a factor that impacts the work–life balance of Anganwadi workers. It is hypothesized that job satisfaction has a significant positive impact on work–life balance of Anganwadi workers. But the results of this study are unique because they reveal that job satisfaction could not be a factor that impacts the work–life balance of Anganwadi workers as it is statistically insignificant, unlike research studies that have been previously conducted (Beutell & Schnee, 2014). Therefore, H1 is not supported.

The hypotheses H2 and H5 state that work overburden and dependent care have a significant negative impact on the work–life balance of Anganwadi workers (as depicted in Table 4 and Figure 2). This shows that work

overburden and dependent care reduce the work–life balance among Anganwadi workers. These outcomes are in line with the research studies that have been done previously (Chawla & Sondhi, 2011 ; Mathew & Panchanatham, 2011; Nasuridin & Driscoll, 2011; Omar, Mohd, & Ariffin, 2015).

Other variables such as workplace support and family support show a significant positive impact on work–life balance of Anganwadi workers, as indicated by previous studies conducted in this area (Namayandeh et al., 2010 ; Vijayalakshmi, 2012). Hence, H3 and H4 are supported.

In a nut shell, the results of the study reveal that work overburden, work place support, family support, and dependent care have a significant direct impact on work–life balance of the Anganwadi workers, supporting the previous literature but job satisfaction is a factor that does not impact the work–life balance of Anganwadi workers.

Managerial Implications

The study would help the Anganwadi centres to understand the importance of factors such as job satisfaction, work overburden, workplace support, family support, and dependent care on the work–life balance of the Anganwadi workers. The study paves way for Child Development Project Officers, supervisors, and higher authorities of the Anganwadi centres to understand that work overburden has a negative impact on the workers and help them reduce their stress levels through digitalizing the manual work done by the Anganwadi workers and providing mindfulness sessions and other emotionally, psychologically, physically, and mentally relaxing programs. The study has also revealed that workplace support has a positive impact on the workers. Therefore, the centres can concentrate on providing moral and financial support to the workers and creating a healthy environment at the Anganwadi centers.

Limitations of the Study and Scope for Further Research

This study is conducted in the city of Bengaluru. There is a scope for it to be conducted in other Anganwadi centres throughout India. The variables considered for the study are job satisfaction, work overburden, workplace support, family support, and dependent care. There are also other variables such as emotional intelligence, job autonomy, turnover intention, absenteeism, and work engagement, which can affect the work–life balance of Anganwadi workers, which are not a part of this study.

This research has not considered the mediating and moderating factors such as age, work experience, and economic background of the Anganwadi workers that paves way for further research.

Authors' Contribution

G. Vasanth Kumar conceived the idea and developed the quantitative design to undertake the study. Sarayu Sudhindra extracted reputed research papers to support the literature. The questionnaire was developed by all the authors. The data collection work was done by G. Vasanth Kumar and the numerical computations were also done by him using SPSS and AMOS. The manuscript was prepared by Sarayu Sudhindra in consultation with both the authors. The final review and editing was done by Dr. Valarmathi B.

Conflict of Interest

The authors certify that they have no affiliations with or involvement in any organization or entity with any financial interest or non-financial interest in the subject matter or materials discussed in this manuscript.

Funding Acknowledgment

The authors received no financial support for the research, authorship, and/or for the publication of this article.

References

- Adame, C., Caplliure, E. M., & Miquel, M. J. (2016). Work-life balance and firms : A matter of women ? *Journal of Business Research*, 69(4), 1379 –1383. <https://doi.org/10.1016/j.jbusres.2015.10.111>
- Agha, K., Azmi, F. T., & Irfan, A. (2017). Work-life balance and job satisfaction: An empirical study focusing on higher education teachers in Oman. *International Journal of Social Science and Humanity*, 7(3), 164 – 171. <https://doi.org/10.18178/ijssh.2017.v7.813>
- Almeida, D. M., Maggs, J. L., & Galambos, N. L. (1993). Wives' employment hours and spousal participation in family work. *Journal of Family Psychology*, 7(2), 233 – 244. <https://doi.org/10.1037/0893-3200.7.2.233>
- Anuradha, & Pandey, M. (2015). A review of work-life balance practices prevalent in public sector undertakings in India. *Prabandhan: Indian Journal of Management*, 8(2), 49 – 56. <https://doi.org/10.17010/pijom/2015/v8i2/61402>
- Aryee, S., Srinivas, E. S., & Tan, H. H. (2005). Rhythms of life: Antecedents and outcomes of work-family balance in employed parents. *Journal of Applied Psychology*, 90(1), 132–146. <https://doi.org/10.1037/0021-9010.90.1.132>
- Baral, R., & Bhargava, S. (2011). HR interventions for work-life balance : Evidences from organisations in India. *International Journal of Business, Management and Social Sciences*, 2(1), 33 – 42.
- Bentler, P. M. (1990). Comparative fit indexes in structural models. *Psychological Bulletin*, 107(2), 238 – 246.
- Bentler, P. M., & Bonett, D. G. (1980). Significance tests and goodness of fit in the analysis of covariance structures. *Psychological Bulletin*, 88(3), 588 – 606.
- Beutell, N. J., & Schneer, J. A. (2014). Work-family conflict and synergy among Hispanics. *Journal of Managerial Psychology*, 29(6), 705 – 735. <https://doi.org/10.1108/JMP-11-2012-0342>
- Biswas, K., & Hassan, K. (2009). A test of association between working hour and work family conflict : A glimpse on Dhaka's female white collar professionals. *International Journal of Business and Management*, 4(5), 27 – 35. <https://doi.org/10.5539/ijbm.v4n5p27>
- Blanco, M., & Pacheco, E. (2009). Aging and the family-work link: A comparative analysis of two generations of Mexican women (1936 – 1938 and 1951 – 1953). *Journal of Comparative Family Studies*, 40(2), 143 – 166.
- Bollen, K. A. (1989). A new incremental fit index for general structural equation models. *Social Methods & Research*, 17(3), 303 – 316. <https://doi.org/10.1177/0049124189017003004>

- Browne, M. W., & Cudeck, R. (1993). Alternative ways of assessing model fit. In K. A. Bollen & J. S. Long (eds.), *Testing structural equation models* (pp. 136 – 162). Newbury Park, CA: Sage.
- Cardenas, R. A., Major, D. A., & Bernas, K. H. (2004). Exploring work and family distractions: Antecedents and outcomes. *International Journal of Stress Management*, 11(4), 346 – 365. <https://doi.org/10.1037/1072-5245.11.4.346>
- Carmines, E. G., & Zeller, R. A. (1979). *Quantitative applications in the social sciences: Reliability and validity assessment*. Thousand Oaks, CA: Sage.
- Chalawadi, C. I. (2014). A study on work life balance and women. *Sumedha Journal of Management*, 3(2), 80 – 91.
- Chandel, K., & Kaur, R. (2015). Exploring various contributors of work-life balance as a panacea for occupational stress. *Prabandhan: Indian Journal of Management*, 8(1), 9 – 20. <https://doi.org/10.17010/pijom/2015/v8i1/61247>
- Chawla, D., & Sondhi, N. (2011). Assessing work-life balance among Indian women professionals. *Indian Journal of Industrial Relations*, 47(2), 341 – 352.
- Chin, W. W. (1998). The partial least squares approach to structural modeling. In G. A. Marcoulides (ed.), *Modern methods for business research* (pp. 295 – 336). Mahwah, NJ: Lawrence Erlbaum Associates.
- Cooke, F. L., & Jing, X. (2009). Work-life balance in China: Sources of conflicts and coping strategies. *NHRD Network Journal*, 2(6), 18 – 28. <https://doi.org/10.1177/0974173920090603>
- Devi, S. V. R., & Kanagalakshmi, L. (2015). Factors influencing work life balance of women employees in information technology companies. *IOSR Journal of Business and Management*, 17(6), 01 – 04. <https://doi.org/10.9790/487X-17620104>
- Duarte, P. A. O., & Raposo, L. B. (2010). A PLS model to study brand preference: An application to the mobile phone market. In, V. Esposito Vinzi, W. Chin, J. Henseler, and H. Wang (eds.), *Handbook of partial least squares* (pp. 449 – 450). Berlin – Heidelberg: Springer.
- Edralin, D. M. (2013). Work and life harmony : An exploratory case study of *EntrePinays*. *DLSU Business and Economics Review*, 22(2), 15 – 36.
- Erdwins, C. J., Buffardi, L. C., Casper, W. J., & O'Brien, A. S. (2001). The relationship of women's role strain to social support, role satisfaction, and self-efficacy. *Family Relations*, 50(3), 230 – 238.
- Felstead, A., Jewson, N., Phizacklea, A., & Walters, S. (2002). Opportunities to work at home in the context of work-life balance. *Human Resource Management Journal*, 12(1), 54 – 76.
- Fernando, L. S. R., & Umma, M. A. S. (2016). *The factors affecting work life balance of married working women: With special reference to bank of Ceylon Head Office*. Retrieved from <http://ir.lib.seu.ac.lk/handle/123456789/2463>
- Ford, M. T., Heinen, B. A., & Langkamer, K. L. (2007). Work and family satisfaction and conflict : A meta-analysis of cross-domain relations. *Journal of Applied Psychology*, 92(1), 57 – 80. <https://doi.org/10.1037/0021-9010.92.1.57>

- Fornell, C., & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of Marketing Research*, 18(1), 39–50. <https://doi.org/10.2307/3151312>
- Gordon, J. R., & Whelan-Berry, K. S. (2004). It takes two to tango: An empirical study of perceived spousal/partner support for working women. *Women in Management Review*, 19(5), 260 – 273. <https://doi.org/10.1108/09649420410545980>
- Hair, Jr., J. F., Sarstedt, M., Hopkins, L., & Kuppelwieser, V. G. (2014). Partial least squares structural equation modeling (PLS-SEM): An emerging tool in business research. *European Business Review*, 26(2), 106–121. <https://doi.org/10.1108/EBR-10-2013-0128>
- Hall, D. T., & Richter, J. (2011). Balancing work life and home life: What can organizations do to help? *Academy of Management Executive*, 2(3), 213–223. <https://doi.org/10.5465/ame.1988.4277258>
- Hashmi, A., Malik, M., & Hussain, A. (2016). Work-life balance and its impact on job satisfaction among pharmacists: A literature review. *International Journal of Research in Applied, Natural and Social Sciences*, 4(1), 29–36.
- Higgins, C., Duxbury, L., & Johnson, K. L. (2000). Part-time work for women : Does it really help balance work and family ? *Human Resource Management*, 39(1), 17 – 32. [https://doi.org/10.1002/\(SICI\)1099-050X\(200021\)39:1<17::AID-HRM3>3.0.CO;2-Y](https://doi.org/10.1002/(SICI)1099-050X(200021)39:1<17::AID-HRM3>3.0.CO;2-Y)
- Hobson, C. J., Delunas, L., & Kesic, D. (2001). Compelling evidence of the need for corporate work/life balance initiatives: Results from a national survey of stressful life-events. *Journal of Employment Counseling*, 38(1), 38–44.
- Hulland, J. (1999). Use of partial least squares (PLS) in strategic management research: A review of four recent studies. *Strategic Management Journal*, 20(2), 195–204.
- James, F., & Sudha, S. (2017). Moderating effect of work place support on the social life of night shift employees. *Prabandhan: Indian Journal of Management*, 10(6), 49–56. <https://doi.org/10.17010/pijom/2017/v10i6/115375>
- Jnaneswar, K. (2016). Relationship between work-life balance, turnover intention, and organizational support for work-life balance: A study in the IT industry in Kerala. *Prabandhan: Indian Journal of Management*, 9(5), 33–44. <https://doi.org/10.17010/pijom/2016/v9i5/92569>
- Kala, K., Akbar Jan, N., Subramani, A. K., & Banureka, R. (2017). Upshot of occupational stress on work life balance of employees working in information technology organizations in Chennai. *Prabandhan: Indian Journal of Management*, 10(7), 50–59. <https://doi.org/10.17010/pijom/2017/v10i7/116494>
- Karatepe, O. M., & Bekteshi, L. (2008). Antecedents and outcomes of work-family facilitation and family-work facilitation among frontline hotel employees. *International Journal of Hospitality Management*, 27(4), 517–528. <https://doi.org/10.1016/j.ijhm.2007.09.004>
- Kumar, K., & Chaturvedi, R. (2017). Work-life balance and job satisfaction from the perspective of multiple job holding women : Comparative analysis of generational cohorts. *International Journal of Advances in Management and Economics*, 6(5), 32–40.

- Lakshminarayanan, S., Pai, Y. P., & Ramaprasad, B. S. (2016). Managerial competencies, self efficacy, and job performance : A path analytic approach. *Prabandhan: Indian Journal of Management*, 9(10), 7 – 22. <https://doi.org/10.17010/pijom/2016/v9i10/103068>
- Madipelli, S., Sarma, V. S. V., & Chinnappaiah, Y. (2013). Factors causing work life imbalance among working women-A study on school teachers. *Indian Journal of Industrial Relations*, 48(4), 621 – 633.
- Maharshi, N., & Chaturvedi, R. (2015). A study of factors-affecting work-life balance of women employees working in public and private sector banks of Rajasthan. *Asia Pacific Journal of Management & Entrepreneurship Research*, 4(1), 93 – 108.
- Marcinkus, W. C., Whelan-Berry, K. S., & Gordon, J. R. (2007). The relationship of social support to the work-family balance and work outcomes of midlife women. *Women in Management Review*, 22(2), 86 – 111. <https://doi.org/10.1108/09649420710732060>
- Marsh, H. W., & Hocevar, D. (1985). Application of confirmatory factor analysis to the study of self-concept: First- and higher order factor models and their invariance across groups. *Psychological Bulletin*, 97(3), 562 – 582.
- Mathew, R. V, & Panchanatham, N. (2011). An exploratory study on the work-life balance of women entrepreneurs in South India. *Asian Academy of Management Journal*, 6(2), 77 – 105.
- McCarthy, A., Cleveland, J. N., Hunter, S., Darcy, C., & Grady, G. (2013). Employee work-life balance outcomes in Ireland: A multilevel investigation of supervisory support and perceived organizational support. *International Journal of Human Resource Management*, 24(6), 1257–1276. <https://doi.org/10.1080/09585192.2012.709189>
- Mehta, P., & Kundnani, N. (2015). Work-life balance at a glance-A synthetic review. *Journal of Business Management & Social Sciences Research*, 4(1), 49 – 53.
- Metz, I. (2005). Advancing the careers of women with children. *Career Development International*, 10(3), 228 – 245. <https://doi.org/10.1108/13620430510598346>
- Mittal, K., Singh, K., & Sharma, G. (2017). Work-life balance and employee health: A cross-sectional analysis of manufacturing and service sectors. *Prabandhan: Indian Journal of Management*, 10(7), 34 – 49. <https://doi.org/10.17010/pijom/2017/v10i7/116493>
- Muthu Kumarasamy, M. A. P., Pangil, F., & Faizal Mohd Isa, M. (2015). Individual, organizational and environmental factors affecting work-life balance. *Asian Social Science*, 11(25), 111 – 123. <https://doi.org/10.5539/ass.v11n25p111>
- Namayandeh, H., Yaacob, S. N., & Juhari, R. (2010). The influences of work support and family support on work–family conflict (W-FC) among married female nurses in Shiraz-Iran. *Journal of American Science*, 6(12), 534 – 540. <https://doi.org/10.5539/ach.v2n2p165>
- Nasurdin, A. M., & Driscoll, M. P. O. (2011). Work overload, parental demand, perceived organizational support, family support, and work-family conflict among New Zealand and Malaysian academics. *New Zealand Journal of Psychology*, 40(3), 38–48.

- Ninan, N., Chacko Roy, J., & Rani Thomas, M. (2019). Benefits of cross-training: Scale development and validity. *Prabandhan: Indian Journal of Management*, 12(6), 41–56. <https://doi.org/10.17010/pijom/2019/v12i6/144935>
- Omar, M. K., Mohd, I. H., & Ariffin, M. S. (2015). Workload, role conflict and work-life balance among employees of an enforcement agency in Malaysia. *International Journal of Business, Economics and Law*, 8(2), 52–57.
- Pandu, A. A., Balu, A., & Poorani, K. (2013). Assessing work-life balance among IT & ITeS women professionals. *Indian Journal of Industrial Relations*, 48(4), 611–620.
- Pareek, P., & Bagrecha, C. (2017). A thematic analysis of the challenges and work-life balance of women entrepreneurs working in small-scale industries. *Vision*, 21(4), 461–472. <https://doi.org/10.1177/0972262917739181>
- Rajak, R., & Chandra, B. (2017). A qualitative analysis on integrated approach towards teachers' burnout and work engagement in Indian HEIs. *Prabandhan: Indian Journal of Management*, 10(7) 24–33. doi:10.17010/pijom/2017/v10i7/116492
- Rama Swathi, R. S. V., & Das Mohapatra, A. K. (2015). Work-life balance: Evolution and models-a study in the Indian context. *International Journal of Science and Research*, 6(5), 1910–1914.
- Roos, E., Lahelma, E., & Rahkonen, O. (2006). Work-family conflicts and drinking behaviours among employed women and men. *Drug and Alcohol Dependence*, 83(1), 49–56. <https://doi.org/10.1016/j.drugalcdep.2005.10.009>
- Ross, J. P., Intindola, M. L., & Boje, D. M. (2016). It was the best of times; it was the worst of times: The expiration of work-life balance. *Journal of Management Inquiry*, 26(2), 202–215. <https://doi.org/10.1177/1056492616675414>
- Satpal, Rathee, R., & Rajain, P. (2014). Women entrepreneurship : Challenges in the present technological era. *International Journal of Advance Industrial Engineering*, 2(2), 54–57.
- Suresh, G., Sunil, M. P., & Khanna, A. (2019). Mobile banking technology adoption model: Revisiting the TAM approach. *Journal of Advanced Research in Dynamical & Control System*, 11(04), 1407–1415.
- Swarnalatha, T. (2013). *An empirical analysis of work-life balance on women employees: A study with reference to banking sector at Chennai* (Doctoral dissertation). Manonmaniam Sundaranar University, Tirunelveli, Tamil Nadu.
- Uddin, M., & Manir Chowdhury, M. (2015). An investigation into the issues of work-life balance of women entrepreneurs in Bangladesh. *IOSR Journal of Business and Management*, 17(4), 07–17.
- Valk, R., & Srinivasan, V. (2011). Work-family balance of Indian women software professionals : A qualitative study. *IIMB Management Review*, 23(1), 39–50. <https://doi.org/10.1016/j.iimb.2010.10.010>
- Vijayalakshmi, K. (2012). Satisfaction with work-life balance: A study of women police personnel in Hyderabad. *Prabandhan: Indian Journal of Management*, 5(8), 4–10. <https://doi.org/10.17010/pijom/2012/v5i8/60238>

About the Authors

Sarayu Sudhindra is a Research Scholar at CHRIST, Bengaluru. She has qualified UGC National Eligibility Test (NET) for Assistant Professors. Her research interests include human resource management, public relations, and entrepreneurship.

G. Vasanth Kumar is a Research Scholar at CHRIST, Bengaluru. He has an industry experience of 2 years with LRH Consumer Co-operative Society Ltd. His research interests include human resource management, marketing, and banking.

Dr. Valarmathi B. is an Associate Professor at CHRIST, Bengaluru. Her research interests and publications are in the field of business administration, information systems, management, information sciences, and human resource management and she has attended various conferences and workshops in her areas of interest.

PRABANDHAN : INDIAN JOURNAL OF MANAGEMENT

Statement about ownership and other particulars about the newspaper "PRABANDHAN: INDIAN JOURNAL OF MANAGEMENT" to be published in the 3rd issue every year after the last day of February.

FORM 1V (see Rule 18)

1.	Place of Publication	:	NEW DELHI
2.	Periodicity of Publication	:	MONTHLY
3.	4,5 Printer, Publisher and Editor's Name	:	S. GILANI
4.	Nationality	:	INDIAN
5.	Address	:	Y-21,HAUZ KHAS, NEW DELHI - 16
6.	Newspaper and Address of individual	:	ASSOCIATED MANAGEMENT
	Who owns the newspaper and partner of	:	CONSULTANTS PRIVATE LIMITED
	Shareholder holding more than one percent.	:	Y-21, HAUZ KHAS, NEW DELHI-16

I, S.Gilani, hereby declare that the particulars given above are true to the best of my knowledge and belief.

DATED : March 1, 2020

Sd/-
S. Gilani
Signature of Publisher