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Work-life Balance amongst Working Women – A Case Study of the IT Sector

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ABSTRACT

Work-life balance and job satisfaction are ongoing issues that require consistent effort and reevaluation. Recognizing what is important and striving for what is valued can help achieve a work-life balance. Employers, as key players in this arena, have a significant role to play in supporting working women by implementing organizational strategies to control or reduce major stress causes. A chi-square test is applied for the accuracy of the data. On this basis, it would be possible to know the actual position of work life balance among the working women in IT sector. Understanding the factors contributing to workplace stress is crucial for designing effective policies to address employees' work-life balance and job satisfaction. This understanding allows employers to make necessary adjustments to create a more supportive and fulfilling work environment.

Keywords: Work life balance, women, IT sector, job satisfaction, employees, employers, etc.

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1. INTRODUCTION

Work-life balance is becoming a common concern, particularly for women employees. It involves balancing professional and personal demands, preventing overlap, and addressing multiple problems. Employers should consider employee commitment in designing work-life policies to differentiate themselves from competitors. A balanced life for women involves distributing energy and effort between key areas of importance, ensuring a balance that benefits both parties.

In India, where women play a crucial role in various aspects of life, face a serious issue in achieving a good work-life balance. Women, being multitaskers, often struggle to balance their professional and personal lives, leading to disturbances and troubles. A balanced life motivates and commits women to work and life, leading to job satisfaction. This study investigates the hurdles faced by working women in the IT sector and their job satisfaction, which impact their personal and professional lives.

The focus is on women's education and the importance of balancing work, family, education, and culture to become independent. Organizations often emphasize the role of employees as the "lifeblood" of a business, emphasizing the importance of job satisfaction. Job satisfaction refers to the level of contentment, fulfillment, and positive feeling individuals experience in their job or profession. A satisfying work environment fosters strong employer-employee relationships and contributes to the success and growth of an organization. The study focuses on women in the IT sector and investigates the level of work-life balance and job satisfaction.

2. OVERVIEW OF IT SECTOR

The IT industry is expanding globally and is expected to overtake other industries. The future of the IT sector is bright, with the introduction of developer operations and automation and the emergence of new technologies like AI, IoT, machine learning, and cloud computing. Improved educational resources and R&D support are being prioritized to support these technologies.

India's information technology (IT-BPM) sector, which includes services and business process outsourcing, will contribute 7.4% to the country's GDP in FY 2022. The industry's revenue is estimated at \$245 billion in FY 2023, with domestic revenue at \$51 billion and export revenue at \$194 billion. The sector employs 5.4 million people and will export software worth Rs 11.59 lakh crore in 2021–22. The Indian economy has seen tremendous expansion in the IT and BPM sectors, which have also significantly contributed to the GDP and welfare of the populace. By 2025, the IT sector is predicted to have contributed 10% of India's GDP, up from 7.4% in FY22.

The future of the IT industry is full of potential and creates new opportunities for many businesses, professionals, and consumers. The IT industry, which encompasses software development, hardware manufacturing, cloud computing, cyber security, artificial intelligence, and the Internet of Things, is expected to create new opportunities for businesses, professionals, and consumers. The industry constantly evolves and competes, requiring constant adaptation and innovation to meet societal needs.

It also significantly impacts the economy, society, environment, and culture. India, with its global contribution and widespread deployment of Indian expertise, has the potential to play a significant role in shaping the future of the IT industry.

3. IMPORTANCE OF WORK-LIFE BALANCE

Work-life balance is indeed crucial for everyone, regardless of gender, but it often carries particular significance for women due to various societal expectations and roles they may juggle, including career, family, and personal interests. Achieving a healthy work-life balance is essential for overall well-being and fulfilment.

Here are several reasons why work-life balance is especially important for women:

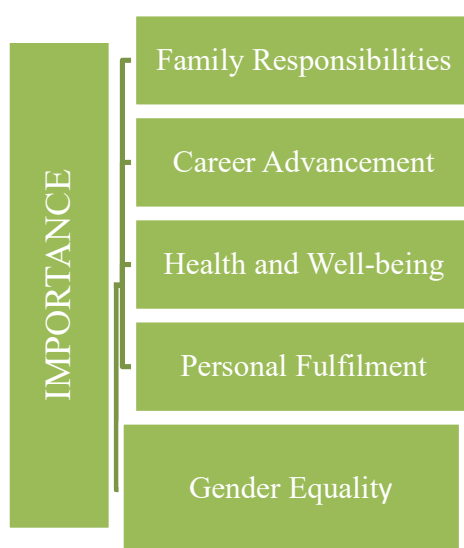


Figure 1. Importance of work life Balance

3.1. Family Responsibilities:

Women often bear the primary responsibility for caregiving and household duties, including childcare and eldercare. Balancing these responsibilities with a career can be challenging and may require flexible work arrangements.

3.2. Career Advancement:

Achieving work-life balance can enable women to pursue their career goals while also attending to personal and family needs. Without balance, burnout and stress can hinder professional growth and satisfaction.

3.3. Health and Well-being:

Neglecting personal time and self-care can lead to physical and mental health issues. Women need time for relaxation, exercise, hobbies, and socializing to maintain their well-being.

3.4. Personal Fulfilment:

Pursuing interests and activities outside of work can enhance personal fulfilment and overall happiness. It's essential for women to have time for hobbies, socializing, and pursuing personal goals.

3.5. Gender Equality:

Achieving work-life balance is crucial for advancing gender equality in the workplace. When women have access to flexible work arrangements and supportive policies, they can more effectively balance their professional and personal lives, leading to greater gender equity. To support work-life balance among women, employers and society as a whole can implement various measures, including flexible work hours, remote work options, parental leave policies, childcare support, and promoting a culture of respect for personal boundaries. Ultimately, promoting work-life balance is not just a women's issue; it's a societal issue that benefits everyone by fostering healthier, more productive, and happier individuals and communities.

4. REVIEW OF LITERATURE

According to the study of “Mrs Minitha V Raj and Dr A Mahalakshmi” (2016), they studied the problem which is to identify the factors leading to stress among women IT professionals of the Bangalore city, both the primary and secondary data is collected for the study, in this study they used a five-point Likert scale. Items were averaged within the scales to create composite measures for each variable such as childcare issues, roles and duties at work and home, stress levels, organization initiatives to overcome stress, and so on. Correlation is used to determine the relationship between work life balance and stress. Frequency analysis is used to determine the percentage of employees with respect to qualification and designation. The study found that stress always exist for women IT employees no matter what their age is. It can also be concluded that the stress levels the employees undergo has a severe impact on their sleep pattern, and work late nights and overtime leads them to suffer with health issues and work life imbalance^[9]

According to the study of “Sushree Sangita Das, Dr. Shashi A. Mishra” (2016), the study deals with the work and family-related factors that influence the work-family balance of Women IT professionals of Mumbai city and also focus on the challenges they face and the type of coping strategy they use to achieve work-family balance. For conducting this study, primary data was collected from 50 female IT professionals of reputed IT companies located in and around Mumbai Metropolitan Region. The data was collected to understand their working hours, commuting time, household commitments, and the challenges to fulfil expectations of spouse and kids. Data was analyzed by using simple bifurcation and using weighted average. As observe in the study that young married women employee of early thirties or late twenties having kid are more stressed while interfacing their work and non-work lives and baby care and managing household chores have been observed as the most pressing demand for them at the family. Improper work-life balance may have a low-quality lifestyle, leading to family conflict and unsatisfactory performance at the workplace (or a negative impact on quality output at work).^[3]

According to the study of “Amita Singh” (2010), the study recommended that flexi time, home living up to expectations, kid care offices, choice to work low maintenance are offices that should be presented and suggested for building a strong workplace in the IT part in India. “Mathew and Pachanatham”(2009) , expressed that the ladies workforce in India was principally utilized in non-administrative, subordinate or low profile xiii positions previously. At present, they involve all classes of positions in the working environment. These adjustments in work society have added to ladies’ obligations and obligations to their family and to society.^[1]

According to the study of “Ayesha T”(2012), assessed the quality of work life of the lecturers of private universities in Bangladesh with the primary goal of investigating the factors affecting the overall perception of QWL (Quality of Work Life). Attributes of QWL taken under study were fair competition, developing human capacities, growth security, social integrate, work and life system, social relevance. It was found that females were highly satisfied regarding QWL dimensions as compared to males. Faculties having experience of less than one year is more positive about their QWL and its related dimensions when compared with teachers having more experience.^[5]

According to the study of “Vani Haridasan and Kavitha Muthukumar”2021,-the study deals with the growing concern over work-family issues, in the worse pandemic period made the people live under the four walls. People stay at home and work to perform the regular duties of the company, which needs more attention. This study aims to explain the various aspects of the women which affect the work-life of the women during COVID 19 pandemics. This study would benefit all the sectors that employ women to realign their policies, benefit programs, and work distribution, and make job changes inside the organization for an employee-friendly remote working experience, thereby improving the workforce's efficiency and productivity.^[13]

5. RESEARCH METHODOLOGY

The study is a descriptive study, under which a Questionnaire is designed to collect the data from the women of various IT sectors.

5.1. Objective of the Study

- To study the working environment in the IT sector from the WLB and job satisfaction perspectives.
- To study the perceptions about work-life balance and job satisfaction among working women in the IT sector.
- To study the effects of work-life balance on job satisfaction amongst working women in the IT sector.
- To study the initiative taken by organizations for effective work-life balance and its relation to job satisfaction.

5.2. Hypothesis of the Study

- The working environment in the IT sector is healthy, and the job satisfaction level is satisfactory.
- Working women in the IT sector positively perceive work-life balance and job satisfaction.
- The initiatives taken by the organizations have a positive effect on working women in the IT sector.
- Work-life balance has a positive effect on job satisfaction among working women in the IT sector.

5.3. Sampling Plan of the Study

- Sampling Plan: Target groups (working women of IT sectors)
- Sample Size: 150 women of IT sectors
- Research Approach: Survey (Primary Data is collected from the self-structured questionnaire or via Google Forms)

6. DATA ANALYSIS AND INTERPRETATION AS PER QUESTIONNAIRE

Table 1. Are you satisfied with the working environment of your organization?

S.No	Opinion	No	Percent (%)
1	Strongly Agree	86	57.3
2	Agree	53	35.3
3	Not Sure	07	4.7
4	Disagree	04	2.7
5	Strongly Disagree	00	00
Total		150	100

$$\chi^2 = 192.2 \quad df=4, \chi^2 (.05) = 9.49$$

When asked by the working women of IT Sectors about their satisfaction from the working environment, 57.3% strongly agreed that they were satisfied with it, 35.3% agreed, 4.7% were neutral, and 2.7% disagreed, and none strongly disagreed. The chi-square value also indicates that there is a significant difference in opinion among women working in the IT sector regarding the working environment.

Table 2. Work allotted to you is according to your preference and skills?

S.No	Opinion	No	Percent (%)
1	Strongly Agree	58	38.7
2	Agree	71	47.3
3	Not Sure	17	11.3
4	Disagree	03	2
5	Strongly Disagree	01	0.7
Total		150	100

$$\chi^2 = 118.25 \quad df=4, \chi^2 (.05) = 9.49$$

The opinion of working women of IT Sectors about the work allotted to them is per their skills, 38.7% strongly agreed, 47.3% were agreed, and 11.3% were neutral, and 2% and 0.7% were disagreed and strongly disagreed with the statement. The chi-square value also indicates that there is a significant difference in opinion among women working in the IT sector regarding work allotted as according to their preference of their skills.

Table 3. Employees are satisfied with the policies of top management in your organization?

S.No	Opinion	No	Percent (%)
1	Strongly Agree	57	38
2	Agree	52	34.7
3	Not Sure	22	14.7
4	Disagree	15	10
5	Strongly Disagree	04	2.6
Total		150	100

$$\chi^2 = 36.72 \quad df=4, \chi^2 (.05) = 9.49$$

On asking to the working women of IT Sectors regarding their satisfaction with the policies of the top management, 38% strongly agreed, 34.7% were agreed, and 14.7% were neutral, and 10% were disagreed, and 2.6% strongly disagreed with the statement. The chi-square value also indicates that there is a significant difference in opinion among women working in the IT sector regarding the policies framed by the top-level management of the organization.

Table 4. Physical working condition and working hours in your Organization is satisfactory?

S.No	Opinion	No	Percent (%)
1	Strongly Agree	44	29.3
2	Agree	49	32.7
3	Not Sure	31	20.7
4	Disagree	21	14
5	Strongly Disagree	05	3.3
Total		150	100

$$\chi^2 = 41.79 \quad df=4, \chi^2 (.05) = 9.49$$

When working women were asked of IT Sectors about the physical working conditions and working hours in an organization, 29.3% strongly agreed, 32.7% were agreed, 20.7% were neutral, 14% were disagreed, and 3.3% were strongly disagreed with the statement. The chi-square value also indicates that there is a significant difference in opinion among women working in the IT sector regarding the working environment and working hours of the organization.

Table 5. Interpersonal relationship among the people in your organization is satisfactory?

S. No	Opinion	No	Percent (%)
1	Strongly Agree	51	34
2	Agree	54	36
3	Not Sure	24	16
4	Disagree	11	7.3
5	Strongly Disagree	10	6.7
Total		150	100

$$\chi^2 = 47.23 \quad df=4, \chi^2 (.05) = 9.4$$

The opinion collected from the working women of IT Sectors about the interpersonal relationships among them, 34% strongly agreed, 36% were agreed, and 16% were neutral, 7.3% were disagreed, and 6.7% were strongly disagreed with the statement. The chi-square value also indicates a significant difference in opinion among women working in the IT sector regarding the level of satisfaction with interpersonal relationships among them in an organization.

Table 6. Employees in the organization have necessary authority to perform their duties effectively?

S. No	Opinion	No	Percent (%)
1	Strongly Agree	51	34
2	Agree	49	32.7
3	Not Sure	20	13.3
4	Disagree	23	15.3
5	Strongly Disagree	07	4.7
Total		150	100

$$\chi^2 = 20.89 \quad df=4, \chi^2 (.05) = 9.49$$

When it is asked by the working women of IT Sectors about the authority to perform the task or duties, 34% strongly agreed, 32.7% were agreed, and 13.3% were neutral, and 15.3% were disagreed, and 4.7% were strongly disagreed with the statement. The chi-square value also indicates that there is a significant difference in opinion among women working in the IT sector regarding the authority given to them to perform their tasks and duties.

Table 7. Your organization has good career prospect for its employees?

S.No	Opinion	No	Percent (%)
1	Strongly Agree	48	32
2	Agree	42	28
3	Not Sure	26	17.3
4	Disagree	18	12
5	Strongly Disagree	16	10.7
Total		150	100

$$\chi^2 = 27.46 \quad df=4, \chi^2 (.05) = 9.49$$

On asking to the working women of IT Sectors regarding the career prospect opportunities for its employees, 32% strongly agreed, 28% were agreed, and 17.3% were neutral, and 12% were disagreed, and 10.7% were strongly disagreed with the statement. The chi-square value also indicates that there is a significant difference in opinion among women working in the IT sector regarding the career prospects of employees in an organization.

Table 8. Counselling programs for the employees are organized by the organization regularly?

S.No	Opinion	No	Percent (%)
1	Strongly Agree	47	31.3
2	Agree	47	31.3
3	Not Sure	24	16
4	Disagree	25	16.7
5	Strongly Disagree	07	4.7
Total		150	100

$$\chi^2 = 23.05 \quad df=4, \chi^2 (.05) = 9.49$$

When working women were asked of IT Sectors regarding the career prospect opportunities for its employees, 31.3% strongly agreed, 31.3% were agreed, and 16% were neutral, and 16.7% were disagreed, and 4.7% were strongly disagreed with the statement. The chi-square value also indicates a significant difference in opinion among women working in the IT sector regarding the counselling programs in an organization.

Table 9. Employees in your Organization share experience to help each other?

S.No	Opinion	No	Percent (%)
1	Strongly Agree	47	31.3
2	Agree	54	36
3	Not Sure	25	16.7
4	Disagree	16	10.7
5	Strongly Disagree	08	5.3
Total		150	100

$$\chi^2 = 35.04 \quad df=4, \chi^2 (.05) = 9.49$$

When asked by the working women of IT Sectors regarding the sharing of experience with each other in order to help an employee, 31.3% strongly agreed, 36% were agreed, 16.7% were neutral, 10.7% were disagreed, and 5.3% were strongly disagreed with the statement. The chi-square value also indicates that there is a significant difference in opinion among women working in the IT sector regarding the sharing of experience among employees to help each other.

Table 10. Employees have more pressure of work in the organization or it is evenly distributed?

S.No	Opinion	No	Percent (%)
1	Strongly Agree	53	35.3
2	Agree	45	30
3	Not Sure	29	19.3
4	Disagree	17	11.4
5	Strongly Disagree	06	4
Total		150	100

$$\chi^2 = 16.84 \quad df=4, \chi^2 (.05) = 9.49$$

The opinions collected from the working women of IT Sectors regarding the distribution of work and the pressure of work on employees in an organization, 35.3% strongly agreed, 30% agreed, 19.3% were neutral, 11.4% disagreed, and 4% strongly disagreed with the statement. The chi-square value also indicates a significant difference in opinion among women working in the IT sector regarding the distribution of work and the pressure of work on employees in an organization.

Table 11. Policy for Work Life Balance helps in increasing productivity and job satisfaction?

S.No	Opinion	No	Percent (%)
1	Strongly Agree	50	33.3
2	Agree	48	32
3	Not Sure	29	19.3
4	Disagree	12	8
5	Strongly Disagree	11	7.4
Total		150	100

$$\chi^2 = 46.49 \quad df=4, \quad \chi^2 (.05) = 9.49$$

When asked by the working women of IT Sectors regarding the increment in productivity and job satisfaction by the policies of organization concerning work-life balance, 33.3% strongly agreed, 32% were agreed, 19.3% were neutral, and 8% were disagreed, 7.4% strongly disagreed with the statement. The chi-square value also indicates a significant difference in opinion among women working in the IT sector regarding the work-life balance policies for the employees in an organization.

Table 12. Welfare facilities provided by the organization to the employees are satisfactory?

S.No	Opinion	No	Percent (%)
1	Strongly Agree	51	34
2	Agree	49	32.7
3	Not Sure	27	18
4	Disagree	13	8.7
5	Strongly Disagree	10	6.6
Total		150	100

$$\chi^2 = 49.99 \quad df=4, \chi^2 (.05) = 9.49$$

It is inquired by the working women of IT Sectors regarding the welfare activities provided by the organization to their employees for satisfaction, 34% strongly agreed, 32.7% were agreed, 18% were neutral, and 8.7% disagreed, and 6.6% strongly disagreed with the statement. The chi-square value also indicates a significant difference in opinion among women working in the IT sector regarding the welfare activities provided by the organization to their employees with respect to satisfaction.

Table 13. Organization is able to retain its employees due to efficient organizational and work life balance policy?

S.No	Opinion	No	Percent (%)
1	Strongly Agree	55	36.7
2	Agree	48	32
3	Not Sure	29	19.3
4	Disagree	10	6.7
5	Strongly Disagree	08	5.3
Total		150	100

$$\chi^2 = 61.09 \quad df=4, \chi^2 (.05) = 9.49$$

When asked by the working women of IT Sectors regarding the retention of employees due to work-life policy in an organization, 36.7% strongly agreed, 32% were agreed, 19.3% were neutral, 6.7% were disagreed, and 5.3% were strongly disagreed with the statement. The chi-square value also indicates a significant difference in opinion among women working in the IT sector regarding the retention of employees due to the work-life balance policy in an organization.

Table 14. Do you think that if employees have good work-life balance then they will be satisfied by the job?

S.No	Opinion	No	Percent (%)
1	Strongly Agree	55	36.7
2	Agree	38	25.3
3	Not Sure	24	16
4	Disagree	18	12
5	Strongly Disagree	15	10
Total		150	100

$$\chi^2 = 36.43 \quad df=4, \chi^2 (.05) = 9.49$$

On asking the working women of IT Sectors regarding the level of good work-life balance concerning job satisfaction, 36.7% strongly agreed, 25.3% were agreed, and 16% were neutral, 12% were disagreed, and 10% were strongly disagreed with the statement. The chi-square value also indicates a significant difference in opinion among women working in the IT sector regarding the level of work-life balance in personal and professional life provided by the organization.

Table 15. I feel comfortable in discussing changes regarding work and working arrangements with my superior?

S.No	Opinion	No	Percent (%)
1	Strongly Agree	43	28.7
2	Agree	48	32
3	Not Sure	23	15.3
4	Disagree	19	12.7
5	Strongly Disagree	17	11.3
Total		150	100

$$\chi^2 = 27.72 \quad df=4, \chi^2 (.05) = 9.49$$

When asked by the working women of IT Sectors regarding the sense of comfort employees in discussing the changes regarding work and working arrangements with the superior, 28.7% strongly agreed, 32% were agreed, 15.3% were neutral, and 12.7% were disagreed, 11.3% were strongly disagreed with the statement. The chi-square value also indicates a significant difference in opinion among women working in the IT sector regarding the level of comfort an employee in discussing the changes related to the work and work arrangements with their senior persons in an organization.

Table 16. Your organization takes initiative to manage work and work life of its employees?

S.No	Opinion	No	Percent (%)
1	Strongly Agree	48	32
2	Agree	43	28.7
3	Not Sure	23	15.3
4	Disagree	26	17.3
5	Strongly Disagree	10	6.7
Total		150	100

$$\chi^2 = 31.92 \quad df=4, \chi^2 (.05) = 9.48$$

It is inquired to the working women of IT Sectors regarding the initiatives taken by the organization to manage the work and work life of its employees. 32% strongly agreed, 28.7% were agreed, 15.3% were neutral, 17.3% were disagreed, and 6.7% were strongly disagreed respectively. The chi-square value also indicates that there is a significant difference in opinion among women working in the IT sector regarding the initiative from an organization side in terms of managing the work and work life of their employees.

Table 17. Request to change work and working patterns are positively received by the superiors?

S.No	Opinion	No	Percent (%)
1	Strongly Agree	55	36.7
2	Agree	49	32.7
3	Not Sure	21	14
4	Disagree	14	9.3
5	Strongly Disagree	11	7.3
Total		150	100

$$\chi^2 = 56.12 \quad df=4, \chi^2 (.05) = 9.49$$

On asking the working women of IT Sectors regarding the request to change work and working patterns of the organization positively received by the superior, 36.7% strongly agreed, 32.7% were agreed, 14% were neutral, 9.3% were disagreed, and 7.3% were strongly disagreed with the statement. The chi-square value also indicates a significant difference in opinion among women working in the IT sector regarding the request to change work and working patterns of the organization being positively received by the superior in an organization.

Table 18. Your organization provides satisfactory compensation or non-monetary rewards according to the work?

S.No	Opinion	No	Percent (%)
1	Strongly Agree	48	32
2	Agree	50	33.3
3	Not Sure	24	16
4	Disagree	18	12
5	Strongly Disagree	10	6.7
Total		150	100

$$\chi^2 = 43.46 \quad df=4, \chi^2 (.05) = 9.49$$

When asked by the working women of IT Sectors regarding the monetary and non-monetary rewards to their employees as per their work allotted, 32% strongly agreed, 33.3% were agreed, 16% were neutral, 12% were disagreed, 6.7% were strongly disagreed with the statement. The chi-square value also indicates a significant difference in opinion among women working in the IT sector regarding the satisfactory monetary and non-monetary rewards to their employees as per their work allotted in an organization.

Table 19. Management is committed in helping employees to achieve a good work-life balance and satisfaction from work?

S.No	Opinion	No	Percent (%)
1	Strongly Agree	46	30.7
2	Agree	68	45.3
3	Not Sure	21	14
4	Disagree	12	8
5	Strongly Disagree	03	2
Total		100	100

$$\chi^2 = 108.09 \quad df=4, \chi^2 (.05) = 9.49$$

It is inquired by the working women of IT Sectors regarding the help by the management to its employees in achieving a good work-life balance and satisfaction from work, 30.7% strongly agreed, 45.3% were agreed, 14% were neutral, 8% were disagreed, and 2% were strongly disagreed with the statement. The chi-square value also indicates a significant difference in opinion among women working in the IT sector regarding the help by the management to its employees in achieving a good work-life balance and satisfaction from work in an organization.

7. FINDINGS

- The majority of women express satisfaction with their workplace, which fosters a healthy atmosphere.
- Women were assigned tasks based on their qualifications and preferences, which increased workplace efficiency.
- Top-level policies are designed to enhance employees' performance and job happiness by considering their interests.
- The physical surroundings and working hours are excellent, which promotes comfort and long-term contentment.
- As they get interacted with in intervals that creates a harmonious environment.
- They are able to carry out their duties with authority because they feel like they belong a part of an organization.
- Employed working in the IT sector observe positive career growth in the sector.
- Working women can talk to counsellors about their issues through regular counselling programs.
- Seniors in the workforce impart their experience to junior employees so they can plan ahead.
- Work pressure and imbalances in their work-life are sometimes caused by the distribution of work, whether it happens ultimately or not.
- The work-life policies created by upper management have the potential to enhance the productivity and job happiness of women in the IT Sector.

- Employees are completely delighted with the welfare activities offered by the organization.
- Effective work-life policies that balance employees' personal and professional lives help organizations retain their best employees for extended periods of time.
- Work-life balance is a critical component that influences employees' job satisfaction, some have it, while others do not.
- While some working women hesitate, others feel comfortable talking about changes pertaining to their jobs.
- The organization takes the initiative to manage the work lives of working women so that they can work efficiently.
- The requests of working women to modify their work and working patterns is positively received by superiors.
- Workers are actively involved in achieving corporate goals because they are satisfied with their monetary and non-monetary benefits and pay.
- Long-term employee retention in a organization is facilitated by management's assistance in helping staff members attain a healthy work-life balance and job satisfaction.

8. CONCLUSIONS

Creating a positive and healthy work environment is not just a goal, but a powerful strategy that can bring significant benefits to both employees and employers. By tackling workplace stress through initiatives like flexible work arrangements, mental health resources, open communication, and a culture of support and collaboration, employers can foster a sense of optimism and hope for a better work environment.

Understanding the factors contributing to workplace stress is crucial for designing effective policies to address employees' work-life balance and job satisfaction. This understanding allows employers to make necessary adjustments to create a more supportive and fulfilling work environment. As a result, this can lead to increased job satisfaction, higher productivity, and reduced turnover rates.

Work-life balance and job satisfaction are ongoing issues that require consistent effort and reevaluation. Recognizing what is important and striving for what is valued can help achieve a work-life balance. Employers, as key players in this arena, have a significant role to play in supporting working women by implementing organizational strategies to control or reduce major stress causes. This empowerment and responsibility can lead to a more inclusive and supportive work environment.

9. SUGGESTIONS

- In order to encourage participation from everyone in the organization, organizations should concentrate more on fostering a calm and cooperative work atmosphere.
- Before assigning work to an employee, management should assess that person's talents and competencies to ensure that they can perform successfully and efficiently toward an organizational goal.

- Top managers should design an organization's policies based on the interests of its employees, as this will increase their level of job satisfaction.
- In order to prevent employees from being dissatisfied with their jobs, organizations should offer them excellent physical working conditions and sufficient working hours. Working women shouldn't be required to work extra because they also have family responsibilities.
- To foster positive working relationships and prevent employees from feeling isolated in the workplace, organizations could plan get-together events and other collaborative initiatives for their staff.
- Workers in an organization should be given sufficient authority to carry out their responsibilities so that work cannot be postponed because of authority; instead, authority should be based on responsibility.
- In order to provide employees with more career prospects in the future, organizations should organize training and development programs on regular basis as per the changes in outside world. They should also improve employees' abilities and incorporate innovative techniques into their job.
- For working women in an organization, frequent counseling programs should be offered so they can talk to a counselor about both personal and professional issues in order to find solutions and relive from the stress.
- Employees should share their experiences with other employees in an organization so that they can prepare themselves sooner for impending obstacles at work, reducing work pressure and assisting employees to perform better.
- Employees' talents and abilities should ultimately determine how the work is distributed so that they can plan their work without feeling under pressure and feel fulfilled when they finish a task, which inspires them to take on more.
- Work-life balance appears to be a highly important element for working women; thus, the company should set policies on it that will boost employee productivity and job satisfaction and ultimately lead to employee retention.
- Welfare facilities should be offered by organizations to their staff members so that they can benefit from the resources supplied to them and feel that their work is fulfilling and in a healthy environment.
- Women who are able to manage both their personal and professional lives well and who don't experience any difficulties doing so are more likely to be content with the policies of their organizations and stay with them for an extended period of time.
- Employees should have a good work-life balance, as well as management support, to be content with their jobs and help the firm achieve its goals.
- An organization should be liberal so that employees feel comfortable discussing changes to work and work arrangements with their superiors, resulting in a happy environment and a spirit of initiative.
- Management should take the initiative to control its workers' work and work lives since it is a responsibility of management to manage overall things of employees so that they feel themselves as a part of an organization.
- When an employee requests a change in their current work environment or working patterns, their superiors should grant their request so that the person can work as they like. This will encourage the individual to take initiative for their work.

- Since remuneration appears to be a key reason why employees work for an organization, the company should offer sufficient rewards, both monetary and non-monetary, in accordance with their productivity and work ethic.
- Management should always be ready to help employees attain a good work-life balance and happiness from work since this support produces incredible changes in their personal and professional lives, which leads to job satisfaction in working women.
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