RESEARCH ARTICLE

A QUALITATIVE STUDY ON WORK LIFE BALANCE OF EMPLOYEES WORKING IN PRIVATE SECTOR

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ABSTRACT

The current study was titled 'A Qualitative Study on Work-Life-Balance of Employees Working in Private Sector: The objective of the study were to explore the work life balance among employees selected (N=22). The study utilised thematic analysis through 5 themes; Work related issues, Family related issues, Self related issues, other issues and coping strategies. The results say that many employees sacrifice their personal time in order to get the balance between work and life. Employees especially women have a lot of role conflicts as mothers and other family roles. Many men these days want to get take up household responsibilities. A lot of coping strategies that the employees utilised have been discussed in the current study

INTRODUCTION

In the present scenario of life, where the life style, competitions and other external and internal demands on an individual becomes important to fit into any social set up, a healthy and positive mind is very necessary. Psychology at work today is an important department, to keep employees motivated and satisfied to work and perform well. This is not only for the organisational benefits but also for personal growth and development such as self-confidence, crisis management and problem solving etc. Employees spend half of their day at work and then return to their personal life in the evening. Balancing between their personal and professional commitments plays a vital role in their life in maintaining a good and positive physiological, psychological, social and emotional health.

Work-Life-Balance is how one prioritises career and lifestyle. In Psychology, Work-Life-Balance looks at both positive and negative aspects of balancing between professional and personal life. There have been many studies that throw light on work-life conflict. The current study throws a light on various aspects of Work-Life-Balance and the coping strategies utilised by the employees to maintain the balance.

All of us play Multiple Roles in our lives and trying to manage and fulfil responsibilities expected in each of these roles without letting down any of the roles might be difficult and might lead to some issues.

Employees spend almost half their day at work and get back to their family lives in the evening. Managing and switching their priorities and roles from one domain (work) to another (life/family). Meeting all the demands of both the domains becomes really crucial and strenuous for them as their energy levels are not constant. Not being able to give equal time for all the domains might lead to some kind of dissatisfaction and guilt about the roles they play. If these conflict experiences continue it will play a negative impact on general life satisfaction, physical, psychological and social health and well-being. It can also affect performance at work. Conflicts and problems faced in one domain can affect one's involvement in the other domain.

Some studies explain the concepts of Enrichment and Facilitation to explain the positive impact played by the conflicts on the employees. When an individual has good experience in one domain of life, it facilitates the employees to have a better experience in the other domains as well, which brings a sense of overall satisfaction in professional and

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personal in the employees. It is also studied that learning multi-tasking helps managing both work and personal activities more efficiently and smoothly.

It is really difficult to give a standardised definition for "work-life-balance", however, Kalliath & Brough, (2008) have defined work-life-balance as

"Work-life balance is the individual perception that work and non-work activities are compatible and promote growth in accordance with an individual's current life priorities"

There are several Theories explaining the concept of work-life-balance in which some theories that are prominent in Work-life-Balance that will for a base to the current study are Segmentation, compensation, spillover and border theory.

Segmentation Theory

Initially it was believed that work and life were two separate segments and did not affect each other. Blood and Wolfe (1960), who contributed to this perspective of work-life-balance, applied the concept on blue collared workers. They explained that for workers who are unsatisfied or give an unsatisfactory performance or un-involving jobs, and separation and segmentation of work and home is a natural process. This leads to disconnection of one domain when in another which automatically brings in the balance between work and life.

This theory holds good for the current study as one of the ways that an employee can feel satisfied with maintaining the balance between their personal and professional life is to disconnect from one domain while in another.

Compensation theory

This theory proposes that employees try to compensate for the lack of satisfaction in one domain (work or home) by trying to find more satisfaction in the other domain. According to the theory there are two types of compensations. First would be when a person may decrease involvement in the domain where they are dissatisfied and increase involvement in a domain that they feel more satisfied in (Lambert, 1990). Second would be when the individuals/employees respond to the dissatisfaction experienced in one domain by earning and working towards extra rewards in the other domain where they already experience more satisfaction compared to the other domain.

Spill-over Theory

Spillover theory talks about one of the most important relationship between the personal and professional between the personal and professional commitments of the employees. Current studies and research suggest that every individual comes with their own set of skills, emotions, attitudes and behaviour that make each person different in maintaining the balance between work and life.

The spillover can be both negative and positive. Negative spillover refers to the fact that if the employee is undergoing stress in one domain, they may feel a sense of dissatisfaction even in the other domain. Positive spillover refers to when an employee is happy and successful in one domain they feel a sense of satisfaction and contented in the other domain as well. The current study mainly being the psychology of work-life-balance, takes a lot of support from this theory considering that stressful events and issues in one domain has an effect in how employees perceive their satisfaction in the other domain.

Work-family border theory

This is a new theory of work life balance that throws a light on how the roles of the individual lies within one of the domains. These roles are separated and divided by the boundaries which could be psychical, psychological and emotional. When roles, responsibilities and commitments from one of the domains crosses these borders there is an overlap in the personal and professional roles played by the individual which leads to conflicts in maintaining the balance. The flexibility in the boundaries affects the level of conflicts and transactions between the domains. When the roles overlap a lot of conflict is more likely and when they are divided and segmented it is less likely to any major issues and conflicts being observed in the employee's maintaining of the work-life-balance.

REVIEW OF LITERATURE

The current study focuses on Work-Life Balance of employees working in Private Sectors. This section focuses on the current trends and research going in the area that becomes relevant for the current study.

Work life balance is the key area that has been studied extensively. Work life balance is taken into account to be a fundamental necessity of an individual's productivity both professionally and personally. This section focuses on various studies collected for the review of literature to understand the Work-Life Balance of employees. A few of the studies are listed below:

Jang (2008), studied "the relationship between work-life balance resources and the well-being of working parents" which aimed to study was to study how working parents cope with work-life demands. The study used 27 working parents with either ill or disabled children in New Jersey. It was a mixed research with both qualitative and quantitative results. The result talks about the effect of formal and informal workplace support in enhancing the wellbeing of employees with children in general and those with a chronically ill or disabled child in particular

Reddy et.al (2010), researched on "Work-Life- balance among married women employees". The study aimed to look into various factors which could lead to Work Family Conflict and Family Work Conflict among married women employees. Work Family Conflict and Family Work conflict questionnaires were administered on 90 married working women of age between 20 and 50 years. The findings of the study emphasized the need to create interventions for the management of Work Family Conflicts at organizational level as it is related to job satisfaction and performance of the employees

Murthy (2014) looked into deep the 'Impact of Interpersonal Relation and Perceived Stress on Work-Life-Balance: A Qualitative Analysis' and compared the employees with different work-experience ranging from 1-3 years, 4-7 years and 8 years and above. A semi structured interview was conducted on 15 employees in the age group of 25-50 which was analysed through thematic analysis. The findings suggested that there is an influence of interpersonal relations and perceived stress on work-life-balance, the level of perceived stress and interpersonal relation is different in the different work experience groups. It was also found that the influence of perceived stress on work-life- balance is different in the different work experience group whereas the influence of interpersonal relations on Work-life-balance is not different among the employees with different work-experience. The coping strategies reported by the employees were also discussed in the study.

In the study, "'Live to work' or 'work to live'? A Qualitative study of gender and work life balance among men and women", conducted on mid aged employees. The authors, Enisilie and Kate (2009) concluded through their study that women experience a lot of role conflicts and juggling between work and life even when their children are settled whereas men experience a lot of past conflicts and troubles that they faced when their children lived with them. Among the men, some worked to live whereas others lived to work. Among the women some constructed themselves with respect to their families and others made themselves to be 'independent women'.

Bacik and Drew (2006), threw light on "struggling with juggling: gender and work life balance with legal professionals" discuss in their study that women entering legal studies are increasing year by year though the level of practicing women lawyers are still predominantly low when compared to that of men. It was found in the study that women lawyers have lower level of work life balance and struggle in maintaining the balance between personal and professional roles and gender is a factor that can affect work life balance.
The research "'Allowed in a man's world'-Meaning of work life balance: Perspectives of women civil engineer as minority workers in construction" by Watts JH (2009) focuses on women working in civil engineering field, which is a profession dominated by values that require infinite availability and presenteesm. For a woman it is difficult to balance between work and life working in such professions, as availability is even at home more than men. A woman is expected to be one who cares and a nurturer at home and do hard core rough and tough jobs on construction fields. Balancing between the two "faces" is challenging for women civil engineers.

Cannel (2005) discuss in that work life balance is fundamentally linked with gender issues. In the research "A really good Husband: Work life balance, gender equity and social change" they discover evidences that propose that men and women are generally attached to the spears of work place and home respectively. However this spear now is weakening; men and women divide their time into both home and work. This study also discusses that increasing number women friendly work policies are helping the women in managing the balance well. On the other hand the same polies work against men's commitments towards their household as household work is still considered a woman's work. This study suggests that there should be equal policies for both men and women to maintain the work life balance.

A study, "Effective work life strategies, working couples, work condition, gender and life quality" by Phyllis and Yun (2002) focuses on dual earner families. It was concluded and discussed in the study that the work life strategies and work conditions are different among genders, for example, some families prefer husbands working for a long hour and women to work part time or fewer hours. Women report more stress and overload and lower levels of coping when compared to men. Job insecurity is similar in both men and women. However couples where both husband and wife are working full time (with or without children) tend to score higher when compared to couples where the wives work for a shorter time (with or without children)

Margo Hilbrecht, Suran M shaw, laura C. Johnson and Jean Andrey (2008), conducted in depth interview on 18 mothers about their work, leisure, their perception of Work-Life-Balance. Their paper titled "'I'm Home for kids': Contradictory implication for Work-Life-Balance of teleworking mothers" suggested that teleworking is positively views by many women employees because of the flexible schedule that can go with the rhythm of their children's school and holiday. The findings of the study suggested that the mothers get very limited opportunity for their leisure as they are juggling between motherhood and employment.

Roberts Emma (2008) throws light on time being a measurable and valuable unit. The study "Time and Work-Life-Balance: the roles of temporal customisation and life temporality" investigates home Work-Life Balance is affected by time by analysing the data in 2 themes: customised work schedule and divided time for personal needs. The results and findings suggested that Work-Life-Balance is more about the mind-set which is not dominated by work. It is a mental state that is determined to create 'me- time' rather than choosing part time jobs and work schedule.

Matjasko and Feldmen (2006) investigated on "Bringing work home: the emotional experience of Mothers and Fathers". They studied that getting work home in increased the intrinsic motivation and help the employees in dedicating time for themselves amidst all the day to day emotion transmission in between work and home. Evidences from the study show how bringing back work home can affect mothers' happiness, anger and anxiety and fathers' anxiety. In fathers there is an increased intrinsic work motivation and greater overall anxiety at home. The implication of the study suggested women productivity and wellbeing in 2 working-parents family

The literature that was reviewed in this section aimed to extract the various research and issues going on the field of WLB. Studies suggested that formal and informal workplace support enhances the wellbeing of employees. The current study focuses on this aspect in the qualitative discussion. There is a need to create intervention programs for maintaining the WLB

and coping with work like conflicts. Different sources of issues and coping strategies is aimed to be explored in the qualitative analysis of the current study. The ROL emphasises on the challenges women face as working mothers and how they are expected to play a major role in household activities even when they are working. These facts bring in a need for studying the gender differences in the current study. The current study aims to get a deep understanding into this issue. The ROL also throws light on how 'women oriented work policies' to an extant support the stereotype of a woman's major role in domestic work which could be working against men's commitment towards household. A lot of these issues have been aimed to be looked into in the current study. There have been studies showing WLB challenges that employed parents face especially in dual-worker families. The current study also aims to focus and discuss on the various challenges and coping strategies of employees with working spouses and children

METHODOLOGY

This section throws a light on the methodology of the current research. This section is an outline of the current study titled 'A Qualitative Study on Work-Life-Balance of Employees working in Private Sector'

Objectives

- To study the Work-Life-Balance techniques utilised by employees.

Research Design

The study utilised Qualitative Techniques. The study explores the gender differences across the three variable studies in the current study.

Sample selection

The selection technique utilised is purposive sampling.

The Sample for the quantitative analysis will consist of 22 employees, from 2 private sector companies.

Inclusion Criteria

- Only employees working in the private sector.
- Employees, with working spouses (full time) were selected for the study.
- Employees with at least one child were selected for the study.

Assessment Tool

Semi-structured Open-ended Interview

A researcher developed semi structure interview was used here to understand what the in depth the Work-life-balance challenges, issues and coping strategies used by theemployees. These questions help the researcher in understanding the in depth the work-life-balance which is otherwise unavailable in quantitative data and more in detail and also to understand their

coping strategies. The Questionnaire consists of 19 open ended questions which are divided into five categories:

- Work-Related issues
- Family related issue
- Self-related issue
- Other issues
- Coping strategies.

Pilot Study

The semi structured interview was administered on 5 participants in the form of an open ended questionnaire as a pilot study. It was found that a few question had to be restructured.

Administration procedures

A semi structured interview was developed by the researcher to understand more in deep the work life balance of the participants and how work, family and self-related issues are interconnected in enabling them to maintain the balance between personal and professional commitments and responsibilities. It was administrated on 22 employees working in private sector companies in HR and technical jobs.

Analysis Of Data

Thematic Analysis was utilised in the current study: The data obtained in the current study was analysed in by categorising the items/ questions on the semi structured interview into themes and the responses of the participants was analysed under those themes.

This section of the study discusses the qualitative results obtained by the semi structured interview which was conducted on 22 employees working in the private sector. The analysis was done by thematic analysis.

Objectives of the semi structured interview

The objectives of the semi structured interview in the present study

- To get an insight into how employees cope with managing the balance between work and personal commitments and roles
- To understand the work related issues and challenges faced by the employees.
- To understand the family related issues and challenges faced by the employees.
- To understand the self-related issues and challenges faced by the employees.
- To understand the other issues and challenges faced by the employees.

Analysis of the Emerging Themes

From the answers provided by the employees the following themes were emerged

Work Related Issues

The theme of work related issues discusses all the issues faced by employees related to their job and work place, work environment etc. The responses by the employees, related to their work were further divided into the following sub themes based on similar issues raised by majority of the employees interviewed. The sub themes are as follows:

Unstructured work schedule

On being asked questions on issues and complains related to work and job many employees had different complains relating to unstructured work schedule. This sub theme throws light on issues like end of projects being very hectic and most stressful. The employees wish that work and workload can be more structured and streamlined so that it is even throughout the project period. They also complain that it is difficult to plan on vacations and holidays because of sudden schedule of meetings and conferences.

Some of the responses given by the employees are:

" Even when my children have summer holidays I cannot plan a vacation out with them as I never know when, what important meetings will be scheduled"
"The work description has to be more clear"
"The tasks given to us have to me more streamlined. I wish there was more clarity in the work load"

The employees also complain of there being no leisure time at all at work and sometimes even lunch would be delayed or skipped due to hectic workloads and sometimes the employees eat lunch at their desks while working. However they get some time to have a discussion with teammates and co-workers over tea/coffee.

Some employees also wish that appraisals can be more structured and feel that goals and objectives are not set very well.

Emphasis on task than time by the organization

Some employees complain that work is more of task oriented than time oriented where even after the usual 9-6 job at work they will have to go home and work extra hours. This is affecting their personal life and giving time to family and household. Some employees stay back at work for extra hours. As stated in the 'Crossing border theory', each of the person's role takes place within a specific domain of life and these domains are separated by borders that could be psychological, physical, emotional or temporal. When the borders are flexible and permissible the transaction between the two domains becomes easier but the conflicts between them also increases. Taking work back home in the same way has its own pros and cons, the transaction between work and life is easier whereas the conflicts between the two domains are increasing and affecting their personal lives.

Matjasko and Feldmen (2006) studied the emotional experience of mothers and fathers in bringing work back home. Their findings suggests that it increases the employee's intrinsic motivation to complete more takes on a daily basis at the same time evidences show that bringing work back home has an effect on mothers happiness and anxiety about children and father's overall about home.

Non desk work and it's challenges

In the present scenario of globalisation at work lot of international projects have come up because of which the employees have to work and take calls at odd hours. Calls and conference meetings go all night which some of the employees which does not give them time for their children or their spouses.

Some employee's responses:

"It been months since I sat with my wife and had dinner together… one of us will always have a late night conference call to take"
"My husband is half the time out of town.. His work is always a 2 level projects where 6 months he has to be in the US and 6 months here. I get to be with him only 6 months in a year"

Self-Related Issues

The theme of self - related issues discusses all the issues faced by employees related to themselves such as their health, hobbies, recreation, Me-time etc. The responses by the employees, related to their work were further divided into the following sub themes based on similar issues raised by majority of the employees interviewed. The sub themes are as follows:

Poor time management

On being asked about what they do for their 'me-time', the employees complain that they do not have time for themselves at all. They say that they want to do a lot for their fitness and hobbies for which they don't find time at all.
Roberts (2008)[1] state in their findings that WLB is more about the mind set and not dominated by work. It is determined to create 'Me Time' than choosing part time jobs and schedule.

Giving up on personal interests and choices

Margo, Shaw, Johnson and Andrey (2008)[2] mentioned that the dual role of motherhood and employment results in less opportunity for leisure. The current study also observes that many employees (Both men and Women) who were interviewed said they used to be in a lot of hobbies and other recreation things which they needed to give up, for maintaining the balance between their roles at work and home. Many said they used to work a lot on their fitness such as gym, aerobics, yoga and regular swimming etc. which they had to leave. Some employees reported that they had to give up on their hobbies such as sketching, paining, playing musical instruments,

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[1]Roberte (2008), "Time and work life balance: Roles of temporal customisation and life tempotralities"
[2] Margo, Shaw, Johnson and Andrey (2008) , "'I am home for the kids': Contridictory Implications for work-life-balance of teleworking mothers"

making handicrafts etc. Some employees used to do a lot of recreational activity such as meditation, going on regular "random just-me-long drives" which they had to give up on due to the increasing work-loads.

Compensation theory (Lambert 1990) states two forms of compensation when there is lack of satisfaction in one of the domains (work or home). First, a person may decrease involvement in the less satisfying domain or the person my respond to dissatisfaction in one domain pursuing rewards in another.

Family Related Issues

The theme of work related issues discusses all the issues faced by employees related to family which would be complains and issues related to their roles as parents, as a spouse and other roles in the family like daughter/ son or a daughter/ son-in-law etc. The responses by the employees, related to their work were further divided into the following sub themes based on similar issues raised by majority of the employees interviewed. The sub themes are as follows:

Parenting issues

This sub theme discusses everything that the employees reported, relating to the challenges they face as parents in maintain their work-life-balance. Some of the very common challenges faced by the employees in this current study are getting children ready to school before work, leaving and picking up children from school, not able to be patient after work to listen to "stories" that their children want to share with them about their school, teachers and friends. Some also report that balancing is challenging when they have to be there to meet their children's teachers or attend to their academic needs. To Quote a few women from the current study sample:

"Parenting is really challenging especially if you are a working woman".
"I sometime go back home really tired and show my frustration on my son for no fault of his"

These responses support the Spillover theory which suggests that employees carry the emotions, attitudes, skills and behaviours that begin at their work to their homes and vice versa.

Marital issues

This sub them discusses the issues that the employees reported, relating to the challenges they face in maintaining work life balance in the role they play as a spouse, be it a husband or a wife. Spending time with and giving time to one's spouse becomes a very important. The few common issues that were that a few men reported their working wives not being satisfied how much ever they helped in the household. Many employees reported that their spouses schedule such as the inter country calls they take at nights makes it a challenge for them in terms of having dinner together and spending quality time with each other. Many employees reported that either they or their

spouses have a lot of travelling job because of which they hardly get time together.

Role Conflicts and Guilt

Some employees faced issues that make them feel guilty about not being able to fulfil their responsibilities in the roles that they play. A few of the common responses reported by the employees are that they are not able to give time to serve their in laws and they feel that they are not able to play the role of a perceived to be ideal daughter-in-law. Some employees report that they are not able to give time to their spouses and not able to do their best in playing their role as a spouse. The most common response reported by most women who were interview was that they are not able to give their children as much as they deserve and they feel they are missing out on their responsibilities as parents. A few women also got the opportunity to vent out and the one on one session with the researcher served as a means of catharsis for them. Some of the responses quoted by the employees interviewed are:

"I am not able to give much time to my daughter... She needs more of my time... the workload is too much and I have to work even after I am back home… I am not able to be a good mother"
"My in-laws are really supportive no doubt and they never complain but I think I am not able to give my best at home… I don't think I'm doing my best as a daughter-in-law…"

These thoughts come due to many stereotypes stuck to the any role one plays in any domain, though in the current study the responses falling under this sub theme were all related to family roles.

There are many men who want to take up household responsibilities but are bound and scared about strong stereotypes that 'men cannot do households'
Some men responded:

"I go back home and take over my kids so my wife gets some rest…You may think I'm crazy, I want to shift into part time options and want to help my wife with taking care of kid and a little bit of cooking too.. But I don't know what people will think"

Cannell (2005)[3] in their study investigated how most of the work-life-policies in companies are women oriented which work against men's commitment towards household commitments. The study suggests that there have to be equal policies for men and women to maintain the balance between household and workplace responsibilities. This can desensitise the fact that household work is only for women and more men will be encouraged to have commitments towards domestic responsibilities.

Emsilie and Hint (2004) suggest through their findings that some men lived to work and others worked to live. They also find that some women construct themselves with respect to and

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[3]Cannell RW (2005) A really good husband: Work life balance, Gender equity and social change

family and family bound responsibilities while the others made themselves to be "independent women"

Other Issues

The theme of work related issues discusses all the issues faced by employees that do not come under the company, self or family yet affects in maintaining the balance between personal and professional commitments. These are generally issues like traffic jams, lots of travelling, the weather, etc. The responses by the employees, related to their work were further divided into the following sub themes based on similar issues raised by majority of the employees interviewed. The sub themes are as follows:

Location of Residence/work place and its Impact

This sub section discusses all the issues related to the location of the residence/ work place and how that affects in maintaining the balance. Driving and transporting in Bangalore traffic being one of the most common challenges, does affect a lot of employees who live comparatively farther to office and a lot of time is wasted in commuting from their house to work and vice versa. Traffic jams is another very common issue reported by the employees

Impact of Environment on Health

This sub section discusses all the issues related to the environment affects the health of the employees and how that affects in maintaining the balance. Many employees reported different types of allergies that affect their productivity both at work and their personal lives. Some employees reported how the weather change always affects their health which affects their efficiency at work and their personal life.

Emergencies

This subsection discusses the issues that arise unexpectedly which because a challenge for the employees in maintaining the balance. Employees report issues like the domestic help not turning up at the last moment where they have to handle the household as well as be on time to work. Health related emergencies at home such as children or elderly suddenly falling sick also becomes challenging to handle where there are important assignments and projects going on at work. Unexpected meetings at work, also cause emergency situations that can be challenging for the employees to handle.

Coping Strategies

This theme 'coping strategies' discusses what methods and techniques the employees have inculcated in maintaining the balance between their professional and personal issues. These techniques would be like meditation, hobbies, to work on their fitness and health etc. The responses by the employees, related to their work were further divided into the following sub themes based on similar issues raised by majority of the employees interviewed. The sub themes are as follows.

Developing new interests outside organisation/family

This subsection discusses some of the common coping strategies utilised by the employees in terms of developing hobbies that are outside their work and home in order de-stress themselves. Many employees report that they go for a walk/jog every morning either alone or with their spouse. Some go to the gym and aerobics regularly as a continuous recreation. Some employees report that they have inculcated hobbies that either they do on their own, or go to classes for such as, painting, sketching, dancing, music etc. Many employees practice yoga and meditation as a technique to relax and de-stress themselves. Some employees love reading novels and maintaining a dairy to keep themselves away from stress and vent out their stress.

Active Adjustment Techniques

This subsection discusses the adjustments that the employees do in one domain in order to maintain the balance between both work and family life. Some of the very common adjustments that the employees reported are, keeping domestic help for assistance in household work, leaving office at the appropriately right time which will enable the employees to be back home on time to attend to their personal commitments, to plan one's work schedule similar to their spouse's so that they have similar free time to spend qualitatively, many women employees report of making adjustments like working from home and part time working (1 or 2 days a week) which makes it easy for them to attend to their household and other responsibilities at home such as children's education/exams, taking care of the elderly in the family etc.

Action Oriented strategies

This subsection discusses the coping strategies utilised by the employees that involves action. One of the most common responses that were reported in this subsection is that the employees have "strict rule" at home that all the members of the family will dine together so that there is quality family time spent. Most employees report that they prioritise between work and family and take action accordingly whichever is more important. The employees say they disconnect from one domain when they are in the other domain unless they have to unexpectedly attend to any emergencies in the other domain.

Summary

The study delves into various issues employees face in coping up with their WLB. The issues were divided across work related, family related, self-related and other issues. This section also throws light on the strategies the employees utilise to cope with the balance.

CONCLUSIONS

The study was analysed in the following themes and subthemes. The following are the key issues mentioned by the participants of the study.

Work related themes

- Unstructured work schedule: Last minute meetings schedule
- Emphasis on time than tasks by the organisation: having to bring back
- Non desk jobs and its challenges: travelling, international conference calls

Self related issues

- Poor time management: Not able to manage time between work and life
- Over emphasis on office work: taking work back home, working from home even after working hours
- Giving up on Personal interest/ choices: In order to maintaining the balance between the roles of employee and parents one gives up on their "Me-Time"
- Over estimating self

Family related issues

- Parenting issues: Need more time for children, Showing work frustration on children
- Marital issues: Need more time of spouse, not able to give time to spouse
- Role conflict/ Role guilt: Doubtful about how good they are in the roles that they play at home… eg: as a mother or as a daughter in law

Other issues

- Location of residence and its impact: Traffic jams
- Impact of environment on health: Allergies, weather related blues

Coping Strategies

- Developing new interests outside organisation and family: employees go in for hobbies and recreational classes
- Active adjusting techniques: Keeping domestic help, one of the parents leave home late for work to leave kids to school.
- Action oriented strategies: discipline at home

Limitations Of The Study

The current study titled, "A qualitative study on Work-Life-Balance of Employees working in Private Sectors" has been conducted in various time constraints and limited resources. There have been various limitations that need to be kept in mind if the research is reproduced at a later date. Some of the limitations have been listed below:

- The sample was scattered across a large range of age, tenure and work experience which would have made a difference in the analysis.

Implications Of The Study

The current study was titled 'A Qualitative Study on Work-Life-Balance of Employees Working in Private Sectors'.

- The Qualitative analysis adds to understanding of WLB more deeply.
- The current study can be applied and practiced in industrial relations and employee counselling as it explores various domains of work, life and the balance between the two: In many companies the HR teams are already working on work life policies that would assist the employees in coping with the balance between work and life. Companies also take up projects employee relations and support where the HR team make efforts to listen out to the issues faced by the employees. The current study can contribute to these projects taken up by the companies.
- The issues discussed in the study can help in deriving and designing intervention/ training programmes and other employee oriented policies by companies: The study discusses the issues faced by most of the employees in all walks of life; work, life, self, and other issues that might affect an employee's balance between professional and personal commitments and intern affects their performance at work. Companies can utilise the analysis of the current study to bring about policies that support and facilitate the employees to cope with these issues.

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