

A STUDY ON PERFORMANCE MANAGEMENT AND WORKLIFE BALANCE OF CORPORATE WORKING WOMEN

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ABSTRACT

Work Life Balance (WLB) is not a new concept. The change in the pattern of work and the concept of the workplace after the industrial revolution in the second half of the 18th century gave a new dimension to the concept of WLB. As time progressed, nuclear families increased. A later change was the fading away of the “ideal home” in which the earning member’s spouse took care at the home. With improved education and employment opportunities today, most homes are ones in which both parents work, because of the necessity and the desire to augment incomes. The need to congenial conditions in which employees can balance work with their personal desires became a factor that companies had to take note of both to retain them as well as to improve productivity. Unfortunately, although companies were adopting family-friendly policies, employees and managers were not implementing them. Many of the policies put into place in the 1980s failed to have a significant impact on most managers’ and employees’ real-world work-life balance results.

The workforce of today comprises of sizeable number of women population. These are the ones who not only have to overcome the challenging situations at workplace but at house work also, which has a tremendous impact on the performance of work. The demand for work-life-balance solutions by employees and managers is expanding at an unprecedented rate. As a result, work-life balance is an increasingly hot topic. Over the coming decade it will be one of the most important issues that executives and human resource professionals will be expected to manage.

Though there were many departments in the company but only some departments were taken into consideration including 50 as a sample size from IT, BANK, MANUFACTURING SECTOR. Under this study I used stratified random sampling with probability sample as a procedure for research.

Keywords: Work -Life Balance, Work, Performance

INTRODUCTION

An Overview of Work Life Balance

Work Life Balance (WLB) is not a new concept. The change in the pattern of work and the concept of the workplace after the industrial revolution in the second half of the 18th century gave a new dimension to the concept of WLB. As time progressed, nuclear families

increased. A later change was the fading away of the “ideal home” in which the earning member’s spouse took care at the home. With improved education and employment opportunities today, most homes are ones in which both parents work, because of the necessity and the desire to augment incomes. The need to congenial conditions in which employees can balance work with their personal desires became a factor that companies had to take note of both to retain them as well as to improve productivity. Unfortunately, although companies were adopting family-friendly policies, employees and managers were not implementing them. Many of the policies put into place in the 1980s failed to have a significant impact on most managers’ and employees’ real-world work-life balance results.

The workforce of today comprises of sizeable number of women population. These are the ones who not only have to overcome the challenging situations at workplace but at house work also, which has a tremendous impact on the performance of work. The demand for work-life-balance solutions by employees and managers is expanding at an unprecedented rate. As a result, work-life balance is an increasingly hot topic. Over the coming decade it will be one of the most important issues that executives and human resource professionals will be expected to manage.

Work Life Balance – Special Emphasis on Women and Family

Today’s career women are continually challenged by the demands of full-time work and when the day is done at the office, they carry more of the responsibilities and commitments to home. The attitude of female workers has also changed. Women are growing more ambitious as they become key players in the world of work, contributing to major company successes. The impact of the female boss is considerably more powerful than ever before. The pressure for women to achieve drives them to work harder and for longer, especially when wanting to prove themselves against their male counterparts. Majority of women work 40-45 hours per week. Their lives were a juggling act that included multiple responsibilities at work, heavy meeting schedules, and business trips, on top of managing the daily routine responsibilities of life at home. “Successfully achieving work/life balance productivity and success in the work place.”

Performance Management System

A comprehensive process used to measure, improve, and reward the performance of agencies, programs, or employees.

The purpose of the performance management system is to ensure that:

1. The work performed by employees accomplishes the work of the agency.
2. Employees have a clear understanding of the quality and quantity of work expected from them.
3. Employees receive ongoing information about how effectively they are performing relative to expectations.
4. Awards and salary increases based on employee performance are distributed accordingly.
5. Opportunities for employee development are identified.

An operative performance management system shall consist of:

1. A process for communicating employee performance expectations, maintaining ongoing performance dialogue, and conducting annual performance appraisals.
2. A procedure for addressing employee performance that falls below expectations.
3. A procedure for encouraging and facilitating employee development.
4. Training in managing performance and administering the system.
5. A procedure for resolving performance pay disputes.

The Two Legs of the Work-Life Strategy

Until recently, most organizations have taken a one-sided “systems” approach to their work-life efforts. Their focus has been on adopting organization policies, benefits, and procedures to solve the work-life-balance problem. Although helpful, the systems approach overlooks a critical fact: At its core, work-life balance is more an individual issue that affects the organization than it is an organizational issue that affects the individual.

The systems approach asks, “What can the organization do to create a better work-life balance for the individual?” The other half of the work-life strategy, the “individual” approach, asks, “What can individual employees and managers do for themselves to create their own best work-life balance?”

In the work-life strategy ladder at Work-Life Strategy Ladder, the rungs of the ladder represent your organization’s reasons for addressing work-life balance in the first place. You want to climb the ladder, starting out with the recruiting rung. Once new employees are recruited you want positive retention, higher productivity, attitude/morale, great customer service, and ongoing employee commitment, all of which will generate higher revenue and record Profits for businesses or exceptional levels of service for governmental and nonprofit organizations.

The Left Leg of Your Work-Life Strategy--Implementation Opportunities

The systems approach is the left leg of the ladder. If your organization is like most, you have already built a fairly solid left leg. You have health insurance, vacation time, various benefits, and possibly EAP or education programs or flexible work policies. It is important to reinforce what you have, but it may also be valuable to implement some creative, potentially quick-hit opportunities that have proven to have a high impact in certain organizations

A One-Legged Ladder Won’t Stand Up

Even with the most comprehensive programs, the systems approach will not stand by itself. With only one leg, your work-life ladder will fall. You won’t be able to climb up to the retention, morale, and revenue rungs you were targeting.

As we mentioned earlier, the right leg is, “What has the individual done for him or herself to create their own best work-life balance?” The lack of a supporting right-leg strategy is why most organizations have failed to achieve the work-like results they desire.

The Right Leg of Your Work-Life Ladder--Individual Differences

The right leg is essential because the best work-life balance is different for everyone. The best work-life balance for you is different from that for your coworker, or your boss or your

neighbor. For some, working long hours creates value and balance in their lives. For others, it is not a routine they can productively or enjoyably maintain.

In addition, the best work-life balance changes for each individual over time. A good work-life balance for someone starting his or her career is different from that for someone getting ready to retire. A good work-life balance for someone who is single with no children is different from that for a single parent with two children. Your own best work-life balance will change, often on a daily basis. As a result, your company or organization cannot create the best work-life balance for you.

OBJECTIVES

1. To study work life balance problems of corporate working women as per Indian conditions
2. To study performance management of organization
3. To study positive as well as negative impact of WLB on performance of individual
4. To study and test independence of attributes

HYPOTHESIS

1. H_0 : - WLB is negatively correlated with performance of women
Vs
 H_1 : - WLB is positively correlated with performance of women
2. H_0 : - Indian corporate conditions are negatively correlated with WLB
Vs
 H_1 : - Indian corporate conditions are positively correlated with WLB
3. H_0 : - Attributes are independent.
Vs
 H_1 : - Attributes are dependent.

REVIEW OF LITERATURE

Concepts Relating To Study Topic

Rajadhyaksha and Ramadoss (2010) tested the model given by Frone et al. (1997) on a sample of 405 women in India and found that Indian data moderately supported within and cross domain relationship hypothesized in the model.

Hammer et al. (1997) collected the data from 399 dual-earner couples and found that work family conflict had strong crossover effects for both males and females, indicating that individual's level of work family conflict was a significant predictor of their partner's level of work family conflict.

Frone et al. (1992a) in a study of randomly drawn sample of 631 employed adults (278 men and 353 women) also found that work to family conflict is more prevalent than family to work conflict, suggesting that family boundaries are more permeable to work demands than are work boundaries to family demands.

Williams and Alliger (1994) also found that work interfered with family more than family interfered with work in a study of 41 full time working parents (13 men and 28 women). Eagle et al. (1997) found that work and family boundaries were asymmetrically permeable with work to family conflict being significantly more Prevalent than family to work conflict. In a study of Taiwanese managers, Hsieh et al. (2005) found that very few Taiwanese managers had difficulty balancing work and personal lives and work interfered with personal life more frequently than personal life did with the work.

Katz and Kahn (1966) continued this research and suggested that an organization can be defined a system of roles and they used different categories such as Role ambiguity, Role conflict, Role overload.

- Role ambiguity: - Role ambiguity refers to the situation where the role and responsibility deputed to the person has not been clearly defined. Role ambiguity occurs when the individual has insufficient information to carry out his or her job adequately.
- Role conflict: - Role conflict refers to a situation in which a person is expected to play two incompatible roles at a time. Cooper and Marshall (1976) suggested that Role conflict exists when an individual in a particular work role is torn by conflicting job demands or doing things he/she does not want to do or does not think as a part of the job specification.
- Role overload: - Role overload occurs when an individual has too many role demands given the time available to satisfy them.

METHODOLOGY DETAILS

Description of Research Design and Procedures Used



Defining Research Problem

There are two types of research problems, viz. those which relate to states of nature and those which relate to relationship between variables. Hence my research problem is to find out whether performance management and work-life balance of women employees is affected by stress and job related conditions.

Literature review

While doing this Research I have undertaken the survey connected with problem. I have followed various articles, magazines, books, research papers based on management and work-life balance of women employees.

Formulate the Hypothesis

Working hypothesis is tentative assumption made in order to draw out and test its logical or empirical consequences. As such the manner in which research hypotheses are developed is particularly important since they provide the focal point for research. They also affect the manner in which tests must be conducted in the analysis of data and indirectly the quality of data which is required for the analysis. The role of the hypothesis is to guide the researcher by delimiting the area of research and to keep researcher on the right track.

Research design

A research design is the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure. It constitutes the blueprint for the collection, measurement and analysis of data. As such the design includes an outline of what the researcher will do from writing the hypothesis and its operational implications to the final analysis of data. In this study research design that I followed is exploratory and investigatory research design. Exploratory research studies are termed as formulative research studies. The main purpose of such study is that of formulating a problem for more precise investigation or of developing the working hypotheses from an operational point of view.

Collecting Data

In dealing with any real life problem it is often found that data at hand are inadequate and hence it becomes necessary to collect data that are appropriate. There are several ways of collecting the appropriate data which differ considerably in context of money costs, time and other resources at the disposal of the researcher. Such as by observation, through personal interview, through telephone interviews, by mailing of the questionnaires, through schedules etc. In this research study I have collected information by observation, direct personal interview and communication with employees and workers and by making use of scientifically formulated questionnaire method.

Data Analysis

The data after collection has to be processed and analyzed in accordance with the outline laid down for the purpose at the time of developing the research plan. This is essential for a scientific study and for ensuring that we have all relevant data for making contemplated comparisons and analysis. Technically speaking processing implies editing, coding, classification and tabulation of collected data so that they are amenable to analysis.

Interpret and report

After collecting and analyzing the data the next important step in research is to accomplish the task of drawing inferences followed by report writing. Interpretation refers to the task of drawing inferences from the collected facts after an analytical and experimental study.

Source of Data

The task of data collection begins after a research problem has been defined and research design plan chalked out. While deciding about the method of data collection to be used for the study, two types of data collection should be followed viz. primary data and secondary data. The primary data are those which are collected afresh and for the first time and thus happen to be original in character. The secondary data, on the other hand are those which have already been collected by someone else and which have already been passed through the statistical process.

Primary data: We collect primary data during the course of performing the surveys or sample surveys through observation and through direct personal interview and communication with employees and workers. Also making use of scientifically formulated questionnaire I collected the required data for research.

Secondary data: This means data that are already available. It refers to the data which have already been collected and analyzed by someone else. This type of data can be collected from books, magazines, articles, reports, newspapers, journals, etc.

Sampling Procedures

A sample design is a definite plan determined before any data are actually collected for obtaining a sample from a given population. Samples can be either probability samples or non-probability samples. With probability samples each element has a known probability of being included in the sample but the non-probability samples do not allow determining this probability. If a population from which a sample is to be drawn does not constitute a homogenous group, stratified sampling technique is generally applied in order to obtain a representative sample. Under Stratified random sampling the population is divided into several sub-populations that are individually more homogenous than the total population (the different sub-populations are called strata) and then we select items from each stratum to constitute a sample. Since each stratum is more homogenous than the total population, we are able to get more precise estimates for each stratum and by estimating accurately each of the component parts; we get a better estimates of the whole. In this study probability sample consists of 50 employees. Under this study I used stratified random sampling with probability sample as a procedure for research.

Statistical Tools for Data Analysis

Correlation: Karl Pearson's correlation coefficient; many a times we come across situations where two variables are interrelated. We may be interested in studying the relation between these two variables. The extent of relation between the two variables is called as correlation.

$$r = \frac{\left(\frac{\sum x_i y_i}{n}\right) - xy}{\sqrt{\left(\frac{\sum x_i^2}{n}\right) - x^2 \left(\frac{\sum y_i^2}{n}\right) - y^2}}$$

Chi – square test for independence of attributes: For a given data we try to fit some probability distribution. Since there are several probability distributions which distribution will fit properly may be a question of interest. In such cases we want to test the appropriateness of the fit and independence of attributes. Hence we desire to test H_0 : attributes are independent.

$$\chi^2 = \sum_{i=1}^k ((oi - ei)^2) / ei$$

Fisher’s Z transformation: Prof. Fisher. R. A suggested the following transformation

$$z = \left(\frac{1}{2}\right) * \log(e) \left(\frac{1+r}{1-r}\right)$$

And

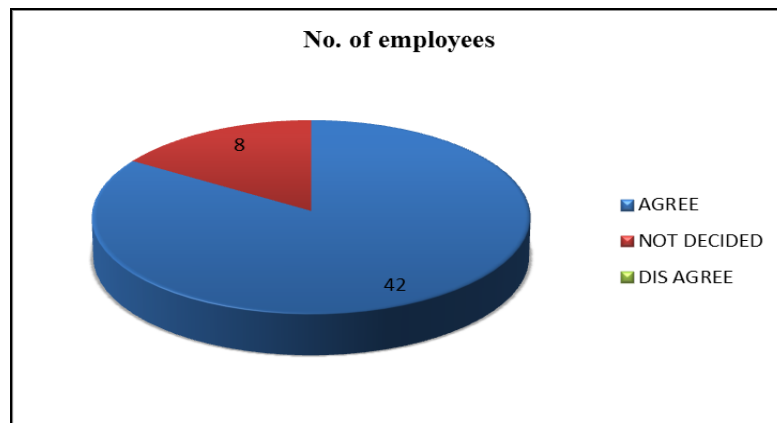
$$\xi = \left(\frac{1}{2}\right) * \log(e) \left(\frac{1+p}{1-p}\right)$$

For sufficiently large n, $n > 30$, $Z \rightarrow N \left(\xi, \frac{1}{(n-3)} \right)$

Data Analysis

1. Are you able to manage your family?

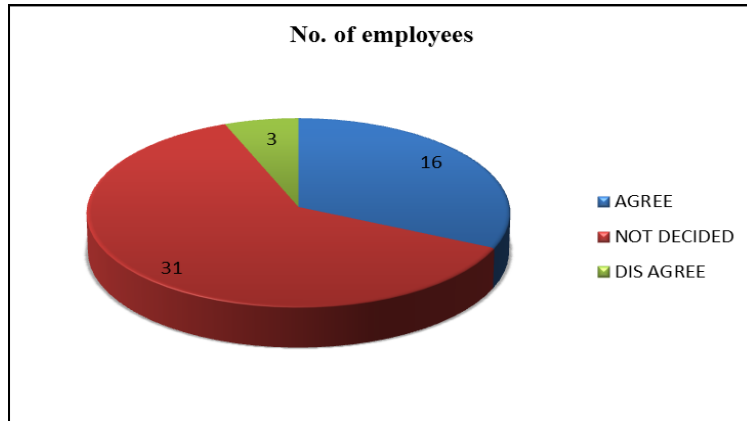
	AGREE	NOT DECIDED	DIS AGREE	TOTAL
NO OF EMPLOYEES	42	8	0	50
PERCENTAGE	84%	16%	0%	100%



Interpretation: - 84% of employees agree that they are able to manage their family while 16% of employees cannot decide that they are able to manage their family.

2. Are you satisfied with your existing salary?

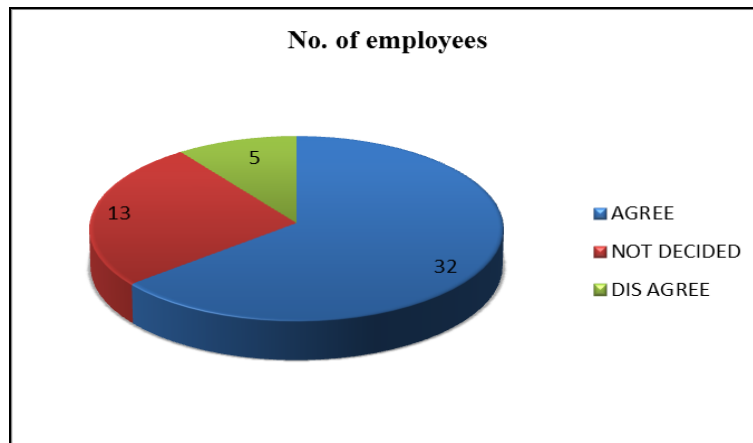
	AGREE	NOT DECIDED	DIS AGREE	TOTAL
NO OF EMPLOYEES	16	31	3	50
PERCENTAGE	32%	62%	6%	100%



Interpretation: - 32% of employees agree that they are satisfied with existing salary while 62% of employees cannot decide that they are satisfied with existing salary on the other hand 6% of employees are not satisfied with existing salary.

3. Are you satisfied with performance management strategies of your organization?

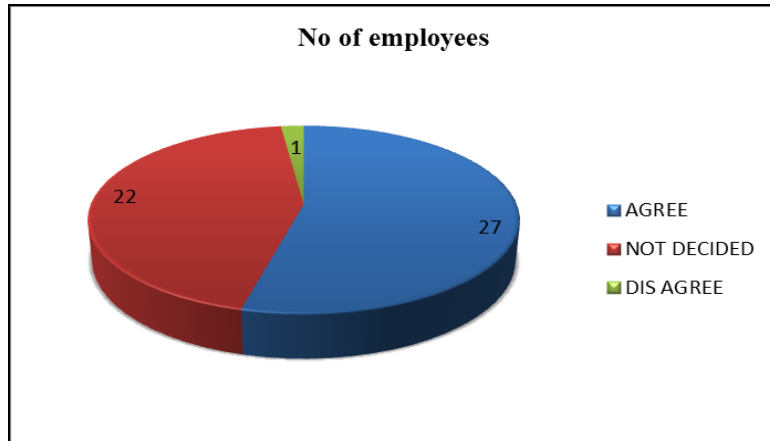
	AGREE	NOT DECIDED	DIS AGREE	TOTAL
NO OF EMPLOYEES	32	13	5	50
PERCENTAGE	64%	26%	10%	100%



Interpretation: - 64% of employees agree that they are satisfied with performance management strategies of their organization while 26% cannot decide and 10% are disagreeing.

4. Are you satisfied with colleagues?

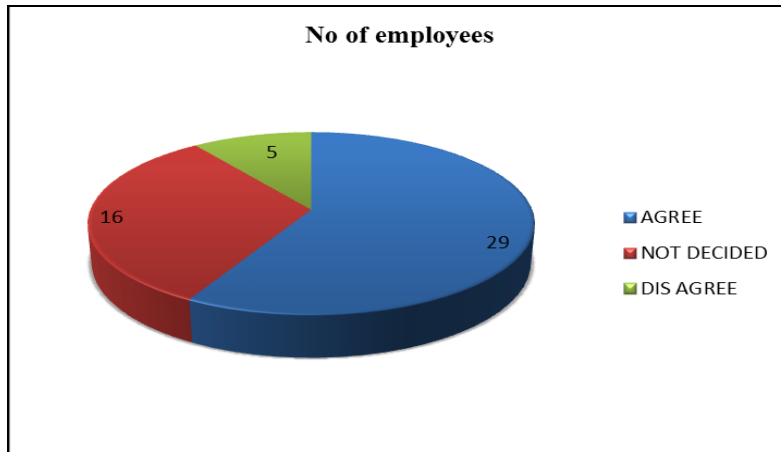
	AGREE	NOT DECIDED	DIS AGREE	TOTAL
NO OF EMPLOYEES	27	22	1	50
PERCENTAGE	54%	44%	2%	100%



Interpretation: - 54% of employees agree that they are satisfied with their colleagues in the organization while 44% cannot decide and 2% are disagreeing.

5. Are you satisfied with conditions of work?

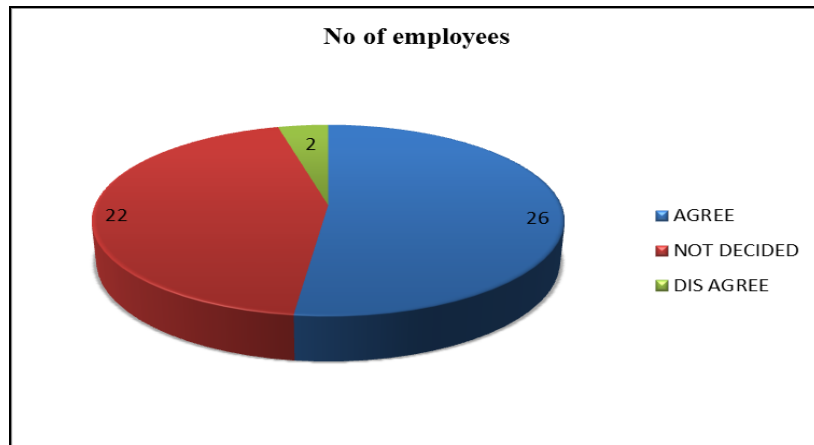
	AGREE	NOT DECIDED	DIS AGREE	TOTAL
NO OF EMPLOYEES	29	16	5	50
PERCENTAGE	58%	32%	10%	100%



Interpretation: - 58% of employees agree that they are satisfied with conditions of work and 32% cannot decide and 10% disagreeing on this part.

6. Are you satisfied with supervision of your organization?

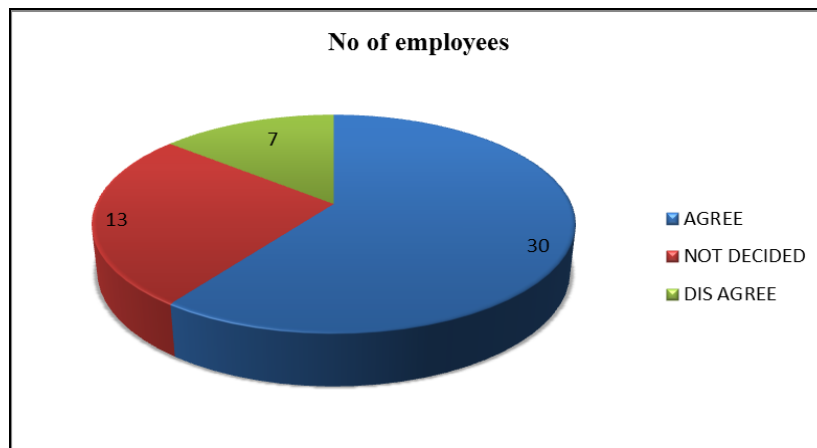
	AGREE	NOT DECIDED	DIS AGREE	TOTAL
NO OF EMPLOYEES	26	22	2	50
PERCENTAGE	52%	44%	4%	100%



Interpretation: - 52% of employees agree that they are satisfied with supervision of their organization while 44% cannot decide on this question and 4% are not satisfied with supervision.

7. Are you satisfied with promotional facilities of your organization?

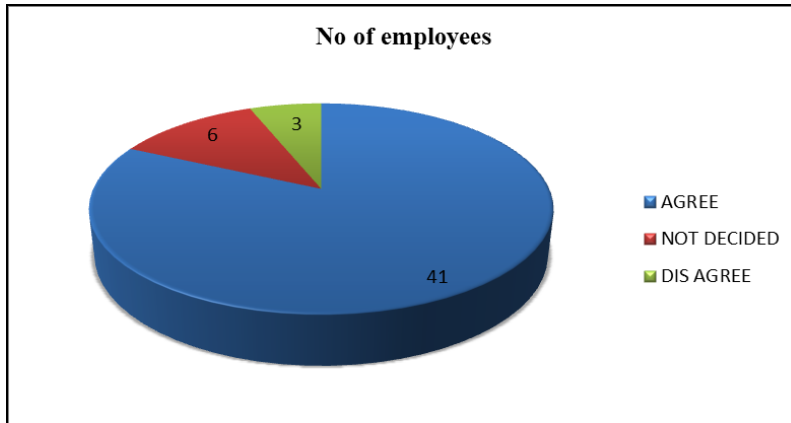
	AGREE	NOT DECIDED	DIS AGREE	TOTAL
NO OF EMPLOYEES	30	13	7	50
PERCENTAGE	60%	26%	14%	100%



Interpretation: - 60% of employees are satisfied with promotional facilities and 14% of employees are not satisfied with promotional facilities in their organization.

8. Do you face problem of role overload regarding your work?

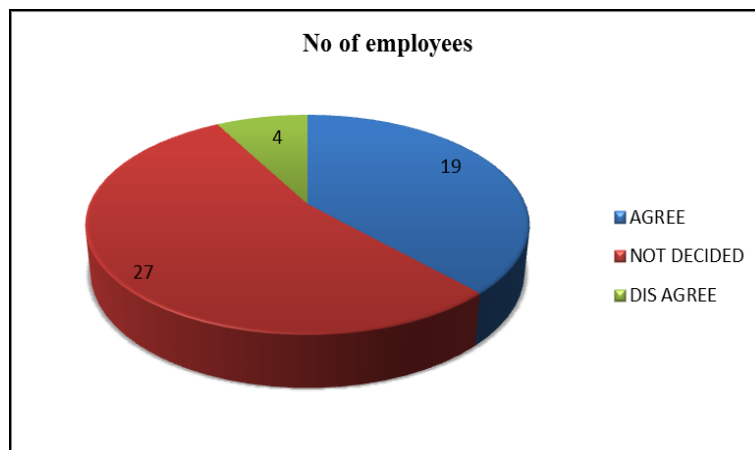
	AGREE	NOT DECIDED	DIS AGREE	TOTAL
NO OF EMPLOYEES	41	6	3	50
PERCENTAGE	82%	12%	6%	100%



Interpretation: - 82% of employees face problem of role overload while 6% do not face role overload.

9. Do you face problem of role ambiguity regarding roles and responsibility of your work?

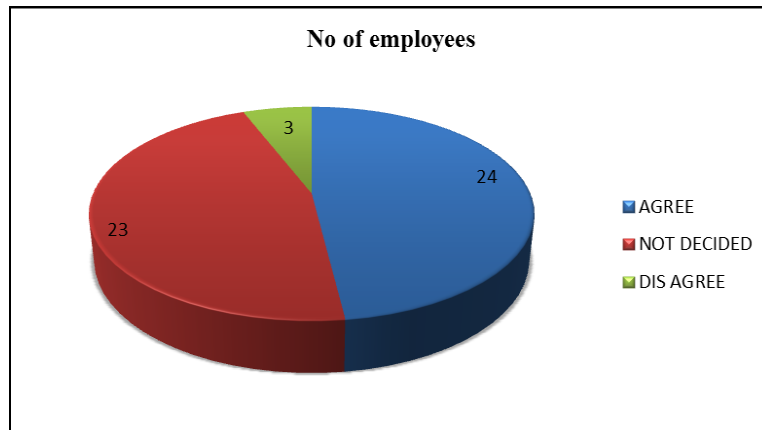
	AGREE	NOT DECIDED	DIS AGREE	TOTAL
NO OF EMPLOYEES	19	27	4	50
PERCENTAGE	38%	54%	8%	100%



Interpretation: - 38% of employees face problem of role ambiguity and 54% cannot decide and 8% disagreeing on this part.

10. Do you face problem of role conflict while on work?

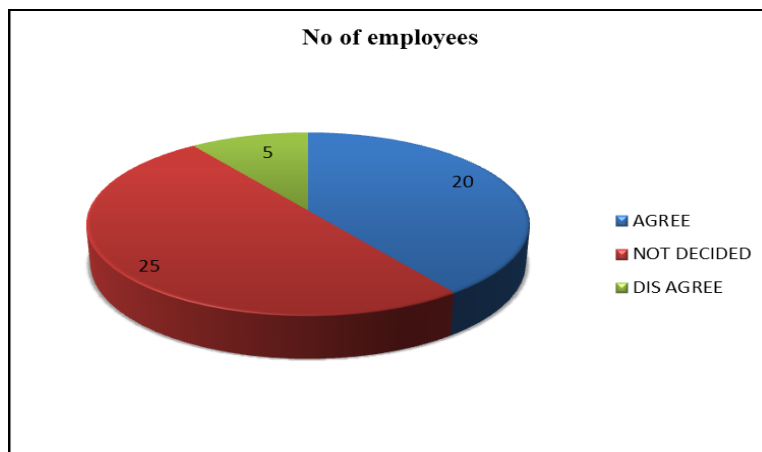
	AGREE	NOT DECIDED	DIS AGREE	TOTAL
NO OF EMPLOYEES	24	23	3	50
PERCENTAGE	48%	46%	6%	100%



Interpretation: - 46%-48% of employees face problem of role conflict.

11. Do you believe that there are unreasonable groups in your organization?

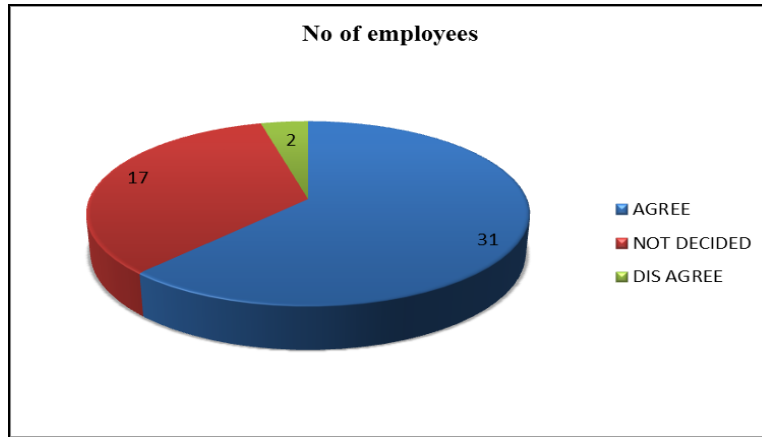
	AGREE	NOT DECIDED	DIS AGREE	TOTAL
NO OF EMPLOYEES	20	25	5	50
PERCENTAGE	40%	50%	10%	100%



Interpretation: - 40%-50% of employees believe that there are unreasonable groups in their organization while 10% are disagreeing for this question.

12. Do you face political pressure while on work?

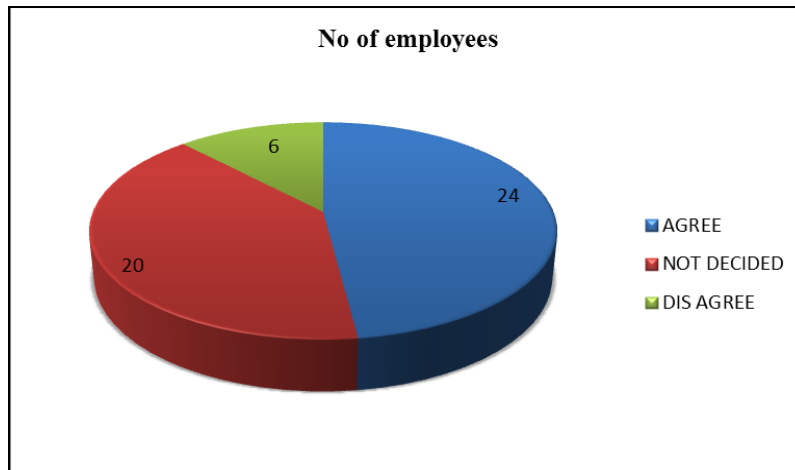
	AGREE	NOT DECIDED	DIS AGREE	TOTAL
NO OF EMPLOYEES	31	17	2	50
PERCENTAGE	62%	34%	4%	100%



Interpretation: - 62% employees face political pressure while on work and on the other side 4% disagreeing.

13. Are you satisfied with your work responsibilities at work?

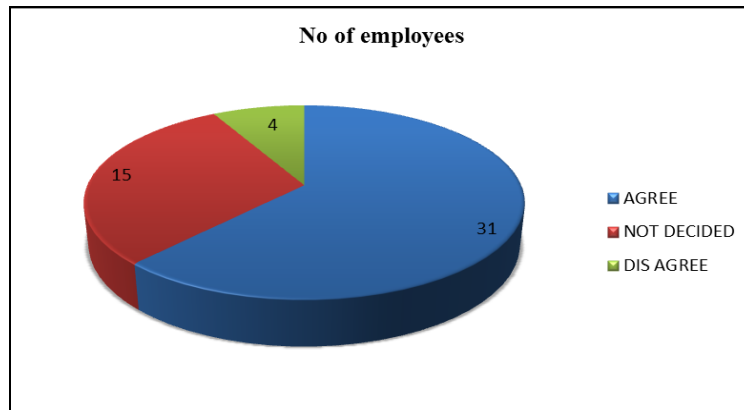
	AGREE	NOT DECIDED	DIS AGREE	TOTAL
NO OF EMPLOYEES	24	20	6	50
PERCENTAGE	48%	40%	12%	100%



Interpretation: - 48% of employees agree that they are satisfied with work responsibilities at work and 12% disagreeing about satisfaction with work responsibilities.

14. Do you participate in your organization's programs?

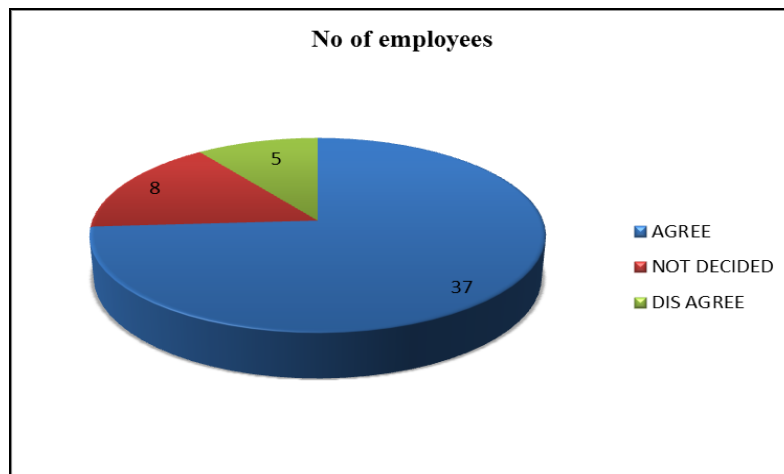
	AGREE	NOT DECIDED	DIS AGREE	TOTAL
NO OF EMPLOYEES	31	15	4	50
PERCENTAGE	62%	30%	8%	100%



Interpretation: - 62% of employees agree that they do participate in their organizations program on the other side 8% do not participate.

15. Is poor-peer relation in your organization is good?

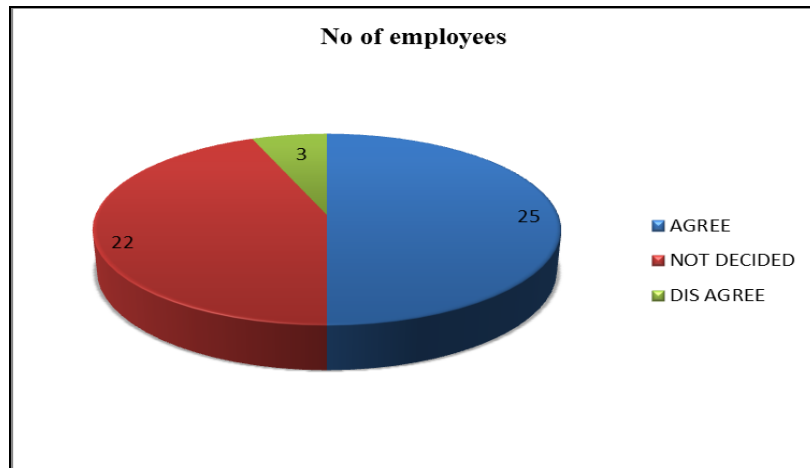
	AGREE	NOT DECIDED	DIS AGREE	TOTAL
NO OF EMPLOYEES	37	8	5	50
PERCENTAGE	74%	16%	10%	100%



Interpretation: - 74% of employees agree about goodness poor-peer relation in the organization.

16. Do you have to work under strenuous working conditions?

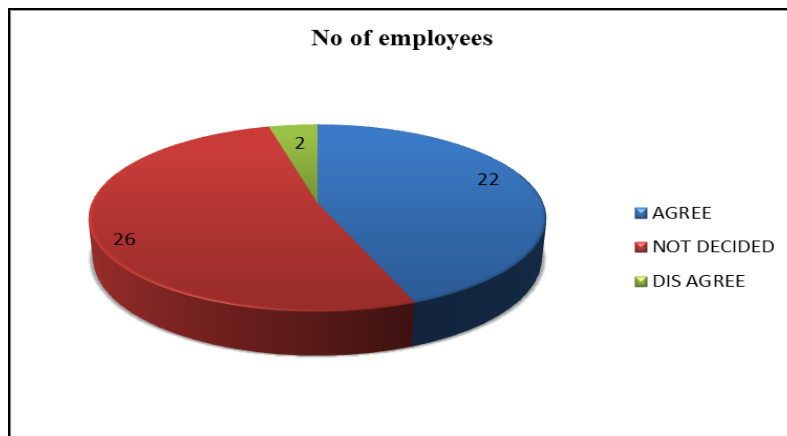
	AGREE	NOT DECIDED	DIS AGREE	TOTAL
NO OF EMPLOYEES	25	22	3	50
PERCENTAGE	50%	44%	6%	100%



Interpretation: - 50% of employees have to work under strenuous working conditions while 44% disagreeing on this regard.

17. Is your organization is profitable according to you?

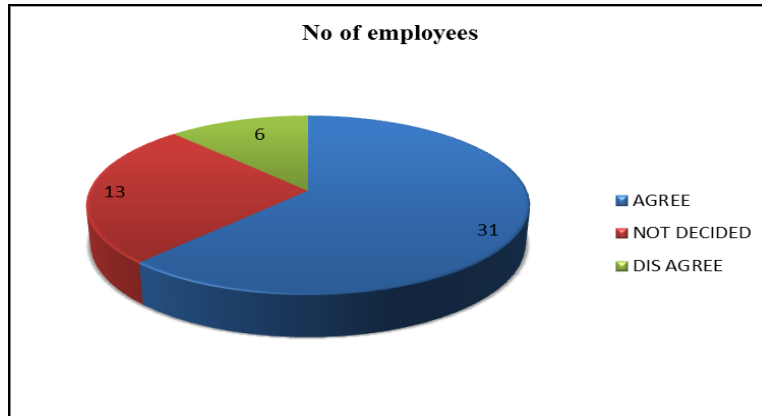
	AGREE	NOT DECIDED	DIS AGREE	TOTAL
NO OF EMPLOYEES	22	26	2	50
PERCENTAGE	44%	52%	4%	100%



Interpretation: - 44% of employees agree that their organization is profitable according to them while 52% cannot decide and 4% disagree for this question.

18. Are you committed with your organization?

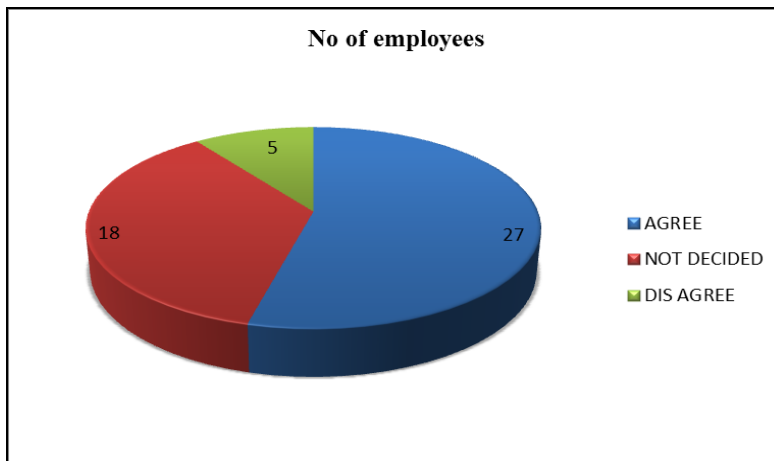
	AGREE	NOT DECIDED	DIS AGREE	TOTAL
NO OF EMPLOYEES	31	13	6	50
PERCENTAGE	62%	26%	12%	100%



Interpretation: - 62% of employees are committed with their organization while 12% are not committed.

19. Do you believe in positive attitude?

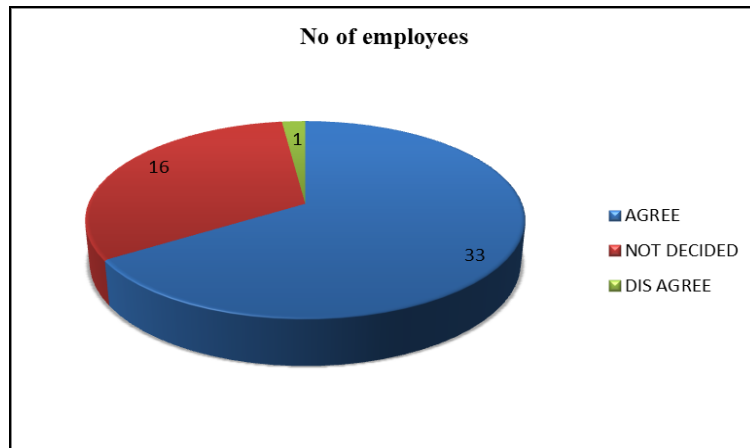
	AGREE	NOT DECIDED	DIS AGREE	TOTAL
NO OF EMPLOYEES	27	18	5	50
PERCENTAGE	54%	36%	10%	100%



Interpretation: - 54% of employees believe in positive attitude while 10% do not believe.

20. Do you believe in positive behavior?

	AGREE	NOT DECIDED	DIS AGREE	TOTAL
NO OF EMPLOYEES	33	16	1	50
PERCENTAGE	66%	32%	2%	100%

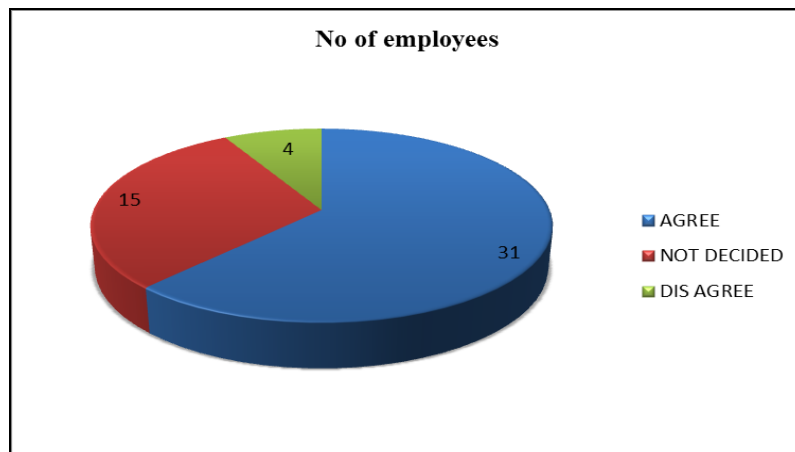


Interpretation: - 66% of employees believe in positive behavior while 2% do not believe.

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21. Do you believe that good knowledge is necessary to survive in the organization?

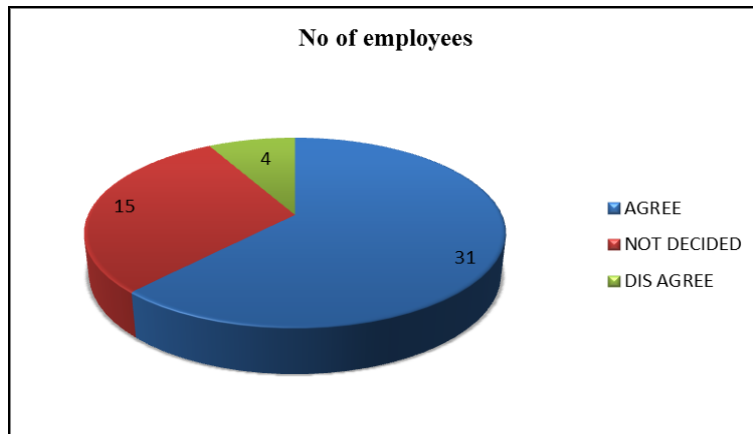
	AGREE	NOT DECIDED	DIS AGREE	TOTAL
NO OF EMPLOYEES	31	15	4	50
PERCENTAGE	62%	30%	8%	100%



Interpretation: - 62% of employees believe that good knowledge is necessary to survive in the organization while 8% do not.

22. Do you believe that personality builds because of experience one has?

	AGREE	NOT DECIDED	DIS AGREE	TOTAL
NO OF EMPLOYEES	31	15	4	50
PERCENTAGE	62%	30%	8%	100%



Interpretation: - 62% of employees believe that personality builds because of experience one has while 30% of employees believe that personality builds because of experience one has and 4% of employees believe that personality builds because of experience one has.

FINDINGS

Hypothesis Testing 1

H₀: - WLB is negatively correlated with performance of women

Vs

H₁: - WLB is positively correlated with performance of women

Table 1. Table of correlation coefficient

	AGREE	NOT DECIDED	DIS AGREE	TOTAL
PERFORMANCE MAGT	323	185	42	550
WORK LIFE BALANCE	306	206	38	550
CORRELATION COEFFICIENT	0.99087649			

Assumptions: -

For sufficiently large n > 30, Z → [§, 1/(n - 3)]

For fisher's Z transformation, r = 0.99087649

I.e. to test H₀: - p = 0.9 Vs H₁: - p > 0.9

Test statistic: -

$$z = \left(\frac{1}{2}\right) * \log(e) \left(\frac{1+r}{1-r}\right)$$

$$z = 2.6885$$

$$\S = \left(\frac{1}{2}\right) * \log(e) \left(\frac{1+p}{1-p}\right)$$

$$\S = \left(\frac{1}{2}\right) * \log(e) \left(\frac{1+0.9}{1-0.9}\right)$$

$$\xi = 1.4722194$$

$$U = (z - \xi) * \sqrt{n - 3}$$

$$U = (2.6885 - 1.4722194) * \sqrt{50 - 3}$$

$$U = 8.3385$$

Critical region: -

Reject H_0 at 100% level of significance if $U > U_\alpha$ otherwise accept H_0

Since

$$U = 8.3385$$

$$U_\alpha = U_{5\%} = 1.64 \text{ \& } U_\alpha = U_{1\%} = 2.33$$

Hence $U > U_\alpha$

Hence we reject H_0

Conclusion: - WLB is positively correlated with performance of women

Hypothesis Testing 3

H_0 : - Attributes are independent.

Vs

H_1 : - Attributes are dependent.

Table 2. Table of Observed Frequencies (O_{ij})

	Agree	Not decided	Disagree	Total
Role overload	41	6	3	50
Role ambiguity	19	27	4	50
Role conflict	24	23	3	50
Attitude	27	18	5	50
Behavior	33	16	1	50
Knowledge	31	15	4	50
Personality	31	15	4	50
Unreasonable group	20	25	5	50
Political pressure	31	17	2	50
Responsibility	24	20	6	50
Participation	31	15	4	50
Total	312	197	41	550

Table 3. Table of Expected Frequencies (E_{ij})

	Agree	Not decided	Disagree	Total
Role overload	28.36	17.91	3.73	50
Role ambiguity	28.36	17.91	3.73	50
Role conflict	28.36	17.91	3.73	50
Attitude	28.36	17.91	3.73	50
Behavior	28.36	17.91	3.73	50

Table 3. Table of Expected Frequencies (Eij) (Contd...)

	Agree	Not decided	Disagree	Total
Knowledge	28.36	17.91	3.73	50
Personality	28.36	17.91	3.73	50
Unreasonable group	28.36	17.91	3.73	50
Political pressure	28.36	17.91	3.73	50
Responsibility	28.36	17.91	3.73	50
Participation	28.36	17.91	3.73	50
Total	312	197	41	550

Table 4. Table of (Oij*Oij)/Eij

	Agree	Not decided	Disagree	Total
Role overload	59.27	2.01	2.41	63.69
Role ambiguity	12.73	40.71	4.29	57.73
Role conflict	20.31	29.54	2.41	52.26
Attitude	25.70	18.09	6.71	50.50
Behavior	38.39	14.29	0.27	52.96
Knowledge	33.88	12.56	4.29	50.74
Personality	33.88	12.56	4.29	50.74
Unreasonable group	14.10	34.90	6.71	55.71
Political pressure	33.88	16.14	1.07	51.09
Responsibility	20.31	22.34	9.66	52.30
Participation	33.88	12.56	4.29	50.74
Total	326.33	215.70	46.41	588.45

Test statistic:

$$\begin{aligned}
 \chi^2_{(r-1)*(s-1)} &= \chi^2_{(11-1)*(3-1)} \\
 &= \chi^2_{10*2} \\
 &= \chi^2_{20} \\
 &= \sum_i \sum_j \left(\frac{O_{ij}^2}{E_{ij}} \right) - N \\
 &= 588.45 - 550 \\
 &= 38.45
 \end{aligned}$$

Hence χ^2_{20} calculated = 38.45

Critical region:

Reject H_0 at $100\alpha\%$ level of significance

If $\chi^2_{(r-1)*(s-1)} \geq \chi^2_{(r-1)*(s-1), \alpha}$ otherwise accept H_0

Since

$$\chi^2_{20} \text{ calculated} = 38.45$$

$$\chi^2_{(r-1)*(s-1), \alpha} = \chi^2_{(11-1)*(3-1), 5\%} = 31.410$$

$$\chi^2_{(r-1)*(s-1), \alpha} = \chi^2_{(11-1)*(3-1), 1\%} = 37.566$$

Hence $\chi^2_{(r-1)*(s-1)}(\text{cal}) \geq \chi^2_{(r-1)*(s-1), \alpha}(\text{tab})$

Hence we reject H_0

Conclusion: - Attributes are dependent.

CONCLUSION

- As per the Hypothesis 1-Work-life Balance is positively correlated with performance of women
- Attributes are dependent and hence each factor is dependent on other.
- For better performance from the working women organization should implement Development programs
- Company should implement Brain storming techniques so as to improve the performance of the working women.
- Strategic planning is necessary for smooth working of business.
- Another most important thing is that this organization should have some sort of get-together yearly once and appreciation of work of employees and workers should be done so that they get motivated to work.
- On the basis of results of this study, organizations can make a strategy to enhance and to improve the performance which ultimately increases satisfaction level of the employees

FUTURE SCOPE

- This kind of study can be applied in various other industries such as Pharmaceuticals, IT industries, institutes, universities Banks and Manufacturing industries etc.
- On the basis of results of this study, organizations can make a strategy to enhance Performance Management and to improve work-life balance of women

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1. “ Life and labour of employed women in Poona”

Objective: - The study focused on the present position of working women in Pune city.

2. “ A study of the effect of few organizational variables on the efficacy of performance appraisal”By, Rizwana Sultan (Department of psychology)

Objective: - It focuses on the effect of organizational variables which affect the performance of the employees”

3. “Problems of graduated employed women. A Socio-psychological study and attitude survey” By, Miss Shrelekha .D. Paranjpe. (Department of Psychology)

Objective: - Attempt has been made to study the various problems faced by the graduate employed women.