

Doctoral Abstract

An Empirical Study on Work Life Balance of Dual Career Couples in Service Sector

**Dr. Arunima*



** Assistant Professor, K.R. Manglam University*

INTRODUCTION

Indian culture and society have always been hierarchical and stratified. The several hierarchies and stratification within the family was based on age, sex, ordinal position and within the community- it was of caste, lineage, wealth, learning, occupation. All this have been maintained by 'a complex combination of custom, functionality, and religious belief. Indian society is known for each individual lives by the 'ascribed' rather than the 'achieved' status. The classic and traditional Hindu family ascribed the status of 'Pativrata' to the wife. 'Pativrata' literally translates as 'one who is vowed to her husband.' It implies that a wife must accept as her given (beholden) duty the service and devotion to her husband and family . Generally, in Indian Society it is seen that, society has given women in the family a status less than men, and Indian culture has, through folklore, folk songs, and legends, served to maintain such an inequality. It has highlighted the self- sacrificing, self- effacing, pure image of the women, which has reinforced her role as religious and obedient wife and doting mother. Her enabler role thus gets precedence over the performance role. Such a veneration of the women's role as a wife and mother has lent sanctity and stability to the institution of marriage in India. While understanding the core world of the Indian Child, Sudhir Kakar remarks, "In the case of a Hindu women, at least in the imagery of culture, material feelings of tenderness and nurturance occur in combination with a profound gratitude and the readiness for a poignantly high emotional investment in the child.

The concept of the ideal women on one hand- as being pure, chaste, and nurturing; understanding her as being malevolent, aggressive, and destructive - Symbolized in Indian mythology by goddesses such as Durga and Kaali. The dual role of the Indian women presents her in the final analysis as the simultaneous embodiment of energy/power, and nature-nurture, amity, and harmony.

Position of women in India and in Indian culture underwent a major change as results of liberalism, social reforms, de-structuralism that emerged during the course of the British rule. Access to westernized education under British rule facilitated the entry of women especially for the upper caste/more privileged female into the world of paid work in formal organization. While the entry of women was mainly in traditional fields such as- teaching, tailoring, nursing, etc.

after independence of the country in 1947 and the subsequent thrust to women's education, a steady trickle of women into professions such as- medicine, engineering, and management. In fact, modern India witnessed a privileged few body of middle-class and upper-middle-class educated women, living in large urban agglomerations, who are fairly emancipated in socio-economic terms.

Career is not merely a need; rather it has a mammoth importance in our lives. In today's time every employee is more concerned about WLB rather than money. 21st century has given us modern economy and one can see better opportunities, jobs and salaries. This brings many flows and flips with itself that can be easily seen in all organisations as work life imbalance. The research work is created because the idea regarding WLB is still a hot topic simply due its failure, and hindrance in balancing work and life. This study will try to introduce new terms like Work Life Integration, happiness quotient, dual career couples, service sector etc, and its role, effects, current status or benefits. This will rise up all the hidden aspects of balancing life and work. This empirical research will revolve around professionally working married couples their WLB and how the working couples survive in service sector of Indian economy. This will also reflect a lot of things about the public/private sector and about their functioning. Researcher study has divided dual career couple in three broad sections (1) Both the dual career couple working in public sector (Pub.Pub), (2) Both the dual career couple working in Private sector (Pvt.Pvt.) and (3) and lastly dual career couples who are working in both Public and Private sector.

The scope of this research work is more on the Humanistic Approach, which stresses on Self-fulfilment, Well-being, and Self- realization as primary values for professionally working couples. The study emphasises that for many women fulfilment does not only refers to the role of mother, wife and as a homemaker; women need something else in order to be satisfied. Research study restricts itself towards women and their well-being/ fulfilment it also emphasises on "equity" along with the humanistic approach for working Dual Career Couples.

To find out effective techniques to overcome the problems encountered by the working couples on three levels their work, self and family. To establish relationship between DCC from above mentioned three sections and Happiness Quotient (HQ).

Study will through light on valuable suggestion to increase the WLB techniques at workplace enhancing on overall (HQ) Happiness Quotient.

Shah R. (2015) India being the country of low gender equity, there lies significant difference between the understanding of WLB between male and female. This article contributes to the existing literature that WLB is not gender-neutral concept. Men gave more value to rewards, growth and superior/colleague support whereas women were very much affected by work schedule, workload, role overload and commuting. It was also initiated that adhering to the traditional mindset; men identified more with materialistic and non-materialistic rewards of work which enhanced their family life. In case of women employees the skills and abilities learned in the family domain helped them to be more efficient and enhance their experience in the work domain.

Sree V.J. & Jyothi P.(2012)The challenges faced by working women in an organization has a collision on their life beyond work too. This study highlights WLB initiatives taken by organizations can help professional women to build their Emotional Intelligence (EI) which sooner or later will also improve their Role Efficacy.

Emslie C. & Hunt K. (2009) author conducted semi-structured interviews with men and women in mid-life (aged 50 to 52 years) in order to compare their experiences of work–life balance. Our data suggest that gender remains embedded in the ways that respondents negotiate home and work life. The women discussed their current problems juggling a variety of roles (despite having no young children at home), while men confined their discussion of such conflicts to the past, when their children were young. However, diversity among men (some of whom ‘worked to live’ while others ‘lived to work’) and women (some of whom constructed themselves in relation to their families, while others positioned themselves as ‘independent women’) was apparent, as were some commonalities between men and women (both men and women constructed themselves as ‘pragmatic workers’). We suggest ways in which gender-neutral theories of work–life balance may be extended.

Hämmig O and Bauer G. (2009) this research work states that Work Life Balance strongly affects the mental health of individuals. This article talks about flexible work hours lead to overtime as compared to inflexible work hours.

Stephen P. Robbins (2003) as employees at workplace worries about personal/family problems and think (at times over think) about their work-related issues at home. Also, now everyone is realizing that workload is somewhere directly or indirectly taking off their personal as well as mental peace. Organizations that fail to achieve work life balance do not attract and sustain employees who are highly skilled and motivated. Reason for work life conflicts as shown by many researchers is because WLB issues and not the time pressures or deadlines. It is only because of the psychological influence and interference of personal domain and vice-versa. This paper also states that every organization must start spending more time on WLB than spending on time management issues.

K. I. Uresha (2020) author talks about the work-life balance and employee happiness are three most compelling concepts in the present corporate world which aid to optimize employee performance and gain strategic competitive edge. Recognizing the significance of these factors to the real world of work, a systematic empirical endeavour made to address the existing research niche and intellectual curiosity of the author by examining the relationship between telecommuting and work-life balance and telecommuting and employee happiness and the impact of telecommuting on work-life balance and employee happiness in Sri Lankan context.

Hence, present study contributes to the literature in the areas of telecommuting, work-life balance and employee happiness. The study is an analytical study where the time horizon was cross sectional and unit of analysis is individual employees. Survey method was adopted using an author developed questionnaire consisting of three instruments to gather data and 110 employees were responded utilizing convenient sampling technique. Reliability and validity of the instruments were assured. Empirical findings of the study reveal that there is a significant positive relationship between telecommuting and work-life balance, there is a significant positive relationship between telecommuting and employee happiness as well as telecommuting has a significant positive impact jointly on work-life balance and employee happiness in Sri Lankan context.

Table 1

Independent Variable	Dimensions
Work Life Balance	➤ Time Management
	➤ Work Overload
	➤ Life Satisfaction
	➤ Career Satisfaction
	➤ Work Interference with Personal Life (WIPL)
	➤ Personal Life Interference with Work (PLIW)
	➤ Physical and Mental Stress
	➤ Organizational support/ policies and strategies
	➤ Time for 'self'
	➤ Happiness Quotient HQ
Dependant Variable	Dimensions
Dual Career Couple	➤ Childcare
	➤ Geriatric care
	➤ Career growth and development
	➤ Money/salary
	➤ Time for 'self'
	➤ Happiness Quotient HQ
	➤ Time for partner
	➤ Time for work
	➤ Time for personal growth
	➤ Work Environment
	➤ Working Relationship with colleagues
	➤ Rewards and Recognition
	➤ Responsibility and Authority

SIGNIFICANCE OF THE STUDY

There is a need to balance the work and family zone of dual career couples. The research work has made an attempt for analysing the factors influencing WLB and HQ/overall quality of life among DCC, along with the strategies necessary to cope up with the work life imbalance & challenges.

OBJECTIVES OF THE RESEARCH STUDY:

1. To determine factors that affects the dual career couples in work-life balance.
2. To determine the satisfaction level of dual career couples in service sector.
3. To analyze the impact of being a dual career couples in service sector gender stereotypes and happiness quotient creating the work-life balance.
4. To analyze the work life balance of dual career couples in public and private service sector.

HYPOTHESES OF THE STUDY

- H1- The satisfaction level of DCC in Service Sector is positive.
- H2- There is an existence of Gender stereotype among DCC in Service sector.

H3- Service Sector DCC has positive impact on Happiness Quotient in creating the work-life balance.

H4- The satisfaction level of Service Sector DCC has positive impact their happiness quotient.

H5- Male has a positive impact in terms of Happiness Quotient as compared with female in Service Sector DCC.

H6- There is an existence of Gender Stereotyping in Work Life Balance of Service Sector DCC.

H7- There is a positive impact of Happiness Quotient on Work Life Balance of Service Sector DCC.

H8- DCC working in Public Service Sector has positive Work Life Balance.

RESEARCH METHODOLOGY

In this study researcher confined to dual career couples working in various Indian service sector in Delhi/NCR region. So, whole Delhi/NCR region is geographical criteria for this research study. Though Delhi NCR region is changing from time to time and continuously the area is increasing as per the Govt. of India decisions. Population/ Sample NCR Divided into 9 groups, the study covered the area as encircled

adjacent : Delhi – Delhi North Delhi South Delhi East Delhi West Delhi Central, Gurugram, Faridabad, Noida and Ghaziabad. The present study is based on both primary and secondary data sources. Period of study 2018-2022 Statistical software- Statistical Package for the Social Science, Structural Equation Model (SEM), and Independent Sample t-Test (Levene’s Test). The present research study is based on exploratory research design. The present study is based on Stratified Random Sampling method. Equal sample was taken from both the sectors to justify the proper satisfaction level on WLB of DCC. Pilot Study - Reliability and Validity-The pilot study was conducted on the responses of 100 respondents. The researcher determined Cronbach’s reliability coefficient for all work life balance scale, dual career couples scale and at HQ scale. Questionnaire design: Self-structured questionnaire was formulated pre-tested and then applied to gather information with the aim to solve the explored problem.

METHOD OF MEASUREMENTS & STATISTICAL TOOLS:

Reliability Testing, Tests of Normality- Kolmogorov-Smirnov Goodness-of-Fit Test, Reliability, Validity, Factor Analysis - Cronbach’s alpha. Valid and cumulative percentages of frequency of representation, descriptive statistics, Mean, median, Chi square, Confirmatory Factor Analysis test the hypotheses in order to examine a relationship between observed variables and their underlying latent constructs and standard deviation of demographic variables. Since the data collected under this study was normally distributed, parametric test is used for this study.

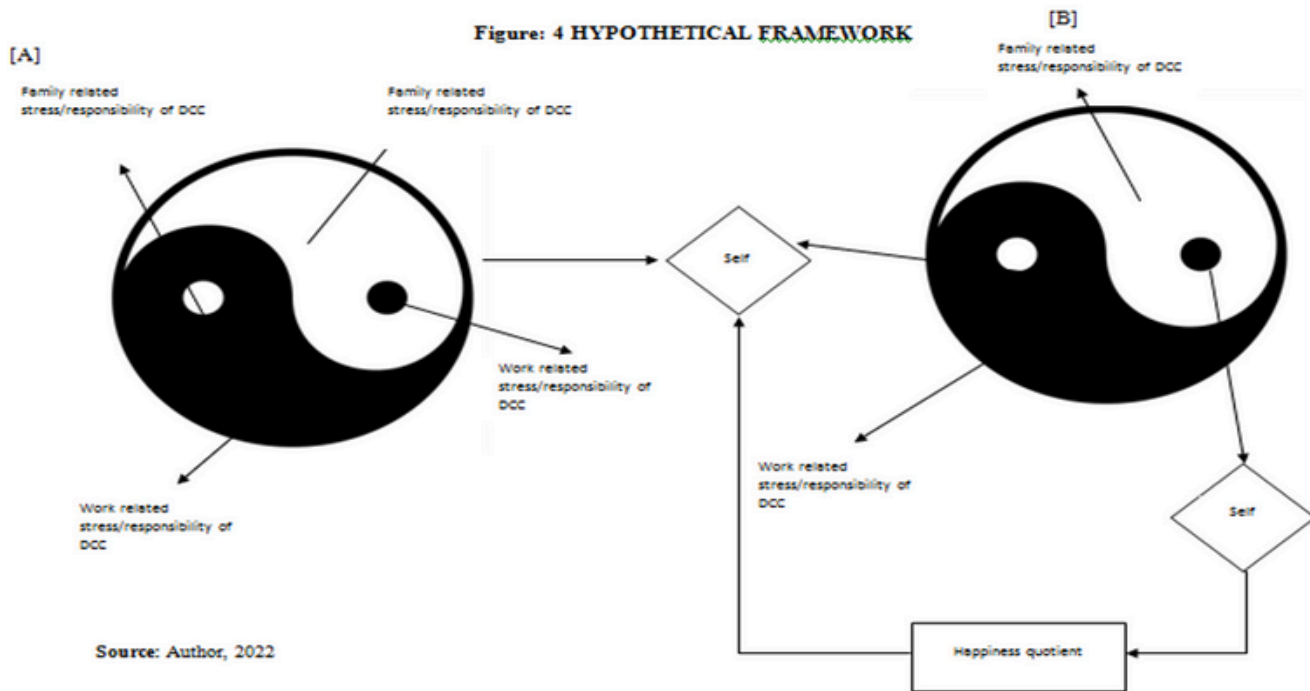


Figure 1 Hypothetical Framework

In order to understand the way in which dual career couples may experience happiness and can have high happiness quotient we need to understand that ‘The self’ must be addressed, accompanied and valued by each individual as any other aspect of life like, career, money and family. The moment “The self” is ignored and rejected individuals will experience lack of satisfaction and decrease in happiness quotient.

With the help of Chinese philosophy of “Yin and Yang” which means; everything exists as inseparable and contradictory opposites such as Female- Male, Light – Dark, Good- Bad, and Old & Young etc. So, these pairs of equal opposites attract and complement each other. The Yin and Yang symbolizes that each side has at its core an element of the other; the hypothetical framework shown below represents the

small dots (black and white). Neither of them is superior to the other and a decrease in one brings a corresponding increase in the other, a correct balance between the two must be reached in order to achieve harmony. The most common and general way of living among dual career couples is expressed symbolically through the “Yin and Yang” model.

The first image shown below has the black section which represents ‘Work related stress/responsibilities of dual career couples’, white section represents family ‘related stress/ responsibility of dual career couples. The white dot inside the black section represents ‘Family related stress/ responsibilities of dual career couples’ and the black dot inside the white section represents work related stress/ responsibilities of dual career couples. This means in the black section some elements of white exist and vice-versa, (in the work-related stress there is an element of family related stress and in family related stress there exists work related stress, these two cannot be ignored).

On the other hand, if we look at the second image the entire black section is again work-related stress/responsibilities of dual career couples and the white section represents family related stress/responsibilities of dual career couples however, the dots inside both the section represents “Self”. The hypothetical framework in this study claims that the insatiable craving of self must exist in each individual. If dual career couples who are individuals first, take out some time for “Self” (self- care/ personal time) they shall experience satisfaction and the happiness quotient will increase. The white dot inside the black section represents ‘Family related stress/ responsibilities of dual career couples’ and the black dot inside the white section represents work related stress/ responsibilities of dual career couples. This means in the black section some elements of white exist and vice-versa, (in the work-related stress there is an element of family related stress and in family related stress there exists work related stress, these two cannot be ignored). On the other hand, if we look at the second image the entire black section is again work-related stress/responsibilities of dual career couples and the white section represents family related stress/responsibilities of dual career couples however, the dots inside both the section represents “Self”. The hypothetical framework in this study claims that the insatiable craving of self must exist in each individual. If dual career couples who are individuals first, take out some time for “Self” (self- care/ personal time) they shall experience satisfaction and the happiness quotient will increase.



RESEARCH FINDINGS

Out of 500 respondents, 112 respondents fall under age 25-30 years., 158 respondents fall under the age 30-35 years, 68 respondents fall under the age group of 35- 40 yrs, 112 respondents fall under the age 40-45 years and the remaining 50 respondents fall under the age of 45-50 and above years. 250(50%) respondents are female (wives) and 250 (50%) respondents are male (husbands). 181 (36.2%) respondents are from Delhi, 187 (37.4%) respondents are from Haryana and 132 (26.4%) respondents are from Faridabad. Out of 500 respondents, 158 (31.6%) respondents had certificate/diploma degree as educational qualification, 145 (29.0%) respondents had graduation degree, 124 (24.8%) respondents had Post Graduate degree and 73 (14.6%) respondents been doctorate. 202 (40.4%) respondents are living in joint household, 248 (49.6%) respondents are from nuclear household and 50(10%) respondents are from extended household. 270 (54%) have monthly income of 20k-35k, 159 (31.8%) respondents have monthly income of 35k-50k, 31 (6.2%) respondents have monthly income of 50k - 65k, and 40 (8%) respondents have monthly income of 65k and above. 228(45.6%) respondents have children and 272 (54.4%) respondents do not have children. 114 (22.8%) respondent’s spouse works in public sector and 386 (77.2%) respondent’s spouse works in private sector. 279 (55.8%) respondents in laws help them in taking care of their children, 74 (14.8%) respondent’s helpers/servants look after the children and 147 (29.4%) respondents’ keep the children in day care centres. 112 (22.4%) respondents work in IT sector, 158 (31.6%) respondents work in education sector, 71 (14.2%) respondents work in defence, 130 (26%) respondents work in banking sector and 29 (5.8%) respondents work in health sector (hospital). 224 (44.8%) respondents have been working for years and 276 (55.2%) have been working for months. 300 (60%) respondents were dual-career couples out of choice and 200 (40%) were not dual-career couples out of choice. 147 (29.4%) respondents are satisfied in terms of financial stability as dual career couples, 158 (31.6%) highly satisfied in terms of financial stability as dual career couples, 68 (13.6%) respondents were neutral, 74 (14.8%) respondents are unsatisfied in terms of financial stability and lastly, 53 (10.6%) respondents are highly unsatisfied with their financial stability as dual career couples. Out of 500 respondents 150 (30.0%) respondents said that they are unsatisfied in managing household chores, 180 (36%) respondents said that they are highly unsatisfied

in managing household chores, 66(13.2%) respondents were neutral on this, and 68 (13.6%) respondents said that they are satisfied whereas only 36 (7.2%) respondents said that they are highly satisfied in managing household chores. 141(28.2%) respondents said that they are unsatisfied with the time they get for family, 143(28.6%) respondents said that they are highly unsatisfied, 62(12.4%) respondents were neutral, 75(15%) respondents said that they are satisfied and only 79(15.8%) respondents said that they are highly satisfied with the time they get for family. 169(33.8%) respondents said that they are highly unsatisfied with the time they get for them self, 110(22%) respondents said that they are unsatisfied, 71(14.2%) respondents were neutral, 72(14.4%) respondents said that they are highly satisfied and only 78(15.6%) respondents said that they are satisfied with the time they get for them self. 140(28%) respondents are highly unsatisfied with the role and responsibility which they share at home, 143(28.6%) respondents are unsatisfied, 62(12.4%) respondents were neutral, 74(14.8%) respondents are satisfied, and only 81(16.2%) respondents are highly satisfied with the role and responsibility which they share at home. 156(31.2%) respondents said that they are highly unsatisfied with the role and responsibility which they share at workplace, 123(24.6%) respondents said that they are unsatisfied, 71(14.2%) respondents were neutral, 73(14.6%) respondents said that they are satisfied and only 77(15.4%) respondents said that they are highly satisfied with the role and responsibility which they share at workplace. 143(28.6%) respondents said that they are highly unsatisfied with the overall quality of life, 137(27.4%) respondents said that they are unsatisfied, 65(13%) respondents were neutral, 81(16.2%) respondents said that they are satisfied and only 74(14.8%) respondents said that they are highly satisfied with the overall quality of life. 150(30%) respondents said that they are highly unsatisfied with the socialization aspect of their life, 134(26.8%) respondents said that they are unsatisfied, 70(14%) respondents were neutral, 74(14.8%) respondents said that they are satisfied and only 72(14.4%) respondents said that they are highly satisfied with the socialization aspect of their life. 300(60%) respondents said that a good work - life balance policy makes the organization more effective and successful, whereas 200(40%) respondents said that a good work - life balance policy does not make the organization more effective and successful. 200(40%) respondents said that there is work-life balance policy in their organization and 300(60%)

work life balance, 60(12%) respondents said they rarely feel stressed due to improper work life balance, 180(36%) respondents said they always feel stressed due to improper work life balance and 148(29.6%) respondents said they often feel stressed due to improper work life balance. Out of 500 respondents 268(53.6%) respondents said that they have elders to take care of kids while they are at work and 232(46.4%) respondents said that they do not have elders to take care of kids while they are at work. Out of 500 respondents 192(38.4%) respondents work more than 12 hours, 169(33.8%) respondents work 9-12 hours for their profession and 139(27.8%) respondents work more than 12 hours. Out of 500 respondents 153(30.6%) respondents said that they never get time to take food on time, 130(26%) respondents said that they rarely get time to take food on time, 68(13.6%) respondents said that they sometimes get time to take food on time, 85(17%) respondents said that they often get time to take food on time and 64(12.8%) respondents said that they always get time to take food on time. Out of 500 respondents 175(35%) respondents strongly disagreed when they were asked about managing work and life in a balanced way, 115(23%) respondents disagreed 65(13%) respondents were neutral, 75(15%) respondents agreed, and only 70(14%) respondents strongly agreed that they can manage work and life in a balanced way. Out of 500 respondents 165(33%) respondents said that they strongly agree that they think about work when they are not at work, 135(27%) respondents said that they agree, 65(13%) respondents were neutral, 95(19%) respondents said that they disagree, and only 40(8%) respondents said that they strongly disagree on the same. Out of 500 respondents 190(38%) respondents said that they strongly agree that they spent too much time at work, 90(18%) respondents said that they agree, 100(20%) respondents were neutral, 70(14%) respondents said that they disagree and only 50(10%) respondents said that they strongly disagree on the same. Out of 500 respondents 155(31%) respondents said they strongly agree that they miss quality of time with family, friends because of work, 135(27%) respondents agree 75(15%) respondents were neutral, 90(18%) respondents disagree and only 45(9%) respondents strongly disagree with the same. Out of 500 respondents 155(31%) respondents strongly agree that they lose temper at home & at work, because of stress, 145(29%) respondents agree, 70(14%) respondents were neutral, 90(18%) respondents disagree and only 40(8%) respondents strongly disagree on the same. Out of 500 respondents 173(34.6%) respondents said ,

that problems in family because of work always effects on them, 103(20.6%) respondents said that it affects many times, 75(15%) respondents were neutral, 74(14.8%) respondents said that it affects sometimes and only 75(15%) respondents said that it does not affects them. Out of 500 respondents 170(34%) respondents said they could not take care of children's education and illness this always affects them, 105(21%) respondents said it affects many times, 70(14%) respondents were neutral, 75(15%) respondents said it affects sometimes and only 80(16%) respondents said that it does not affects them. Out of 500 respondents 185(37%) respondents said they are not getting good sleep this always affects them, 100(20%) respondents said it affects them many times, 75(15%) respondents were neutral, 75(15%) respondents said it affects them sometimes and only 65(13%) respondents said that they do not get good sleep does not affect them. Out of 500 respondents 137(27.4%) respondents said they give no time to hobbies, 144(28.8%) respondents said they have less than an hour for hobbies in a working day, 61(12.2%) respondents said they give 1 hour for their hobbies in a working day, 73(14.6%) respondents said that they give more than 1 hour to their hobbies and 85(17%) respondents said that they give between 1-2 hours to their hobbies. Out of 500 respondents 189(37.8%) respondents said that they ideally would like to work for some years, 173(34.6%) respondents said that ideally, they would like to work till their children grow up and 138(27.6%) respondents said that they are career driven people. Out of 500 respondents (155) 31% respondents said they are 'Segmentors', (all those dual career couples who are among segmentors can draw a line between work stress and the rest of their lives, allowing them to not think about work when they're at home. And (345) 69% respondents said that they are among 'Integrators' when it comes to work, it looms constantly in the background.

According to the results, the majority of DCC respondents said it would help parents-in-law to take care of their children. In addition, respondents said they were a couple of dual carriers of choice. Most of the respondents were very satisfied with their financial stability (very satisfied), but the majority of respondents did household chores with family and friends, their own time, and their family and their own time. He said he was very dissatisfied with what he did. We found that the majority of respondents were very dissatisfied with their roles and responsibilities at home and at work. Apart from that, DCC is very dissatisfied with the quality of life and socialization.

However, the majority of respondents agreed that a good work-life balance would make the organization more effective and successful. And every organization must have a positive "work-life balance" policy. When it comes to measuring work-life balance in the workplace, the majority of respondents said they had little view of work-life balance policies and rated them as very poor on a scale. The findings confirm that the majority of questioners are stressed by the imbalance between work and life and need to do something serious. At work, the division of labour is inflexible. In addition, the vast majority of people surveyed are unable to balance work and life. Due to the high-pressure load, they often think about work when they are not working. The findings also showed that DCCs spent more time on work than anything else in their lives. According to survey results, the majority of respondents often lose control at home or at work because they miss the quality of time with family and friends for work. According to the survey results, the majority of respondents are tired of doing household chores due to imbalances and work life, even family problems due to work, and stress at home is work in the office. You can't get in the way and take care of your child's education or illness. They couldn't sleep well. Also, the time spent on activities such as hobbies, activities, personal hygiene and recreation, meeting friends and family, exercise / yoga / meditation, etc. is negligible due to imbalances in work life. The Happiness Index has a positive impact on the work-life balance of dual-career couples working in Delhi NCR's Indian service sector, while gender stereotypes have a negative impact on the work-life balance of dual-career couples. I work in Delhi NCR's Indian Services Department. DCCs that work in the public sector have a better work-life balance than DCCs that work in the private sector. There are more men than women in the quotient of happiness, which is alarming!

DISCUSSION OF STRUCTURAL EQUATION MODELLING (SEM) RESULTS

For the present study structural equation modelling fitted the best among other models because all variables significantly and positively supported other variables. The structural relation between DCC and SAT turns out to be positive and significant. DCC and the level of satisfaction are positively associated in the Indian service sector. More specifically, within the service sector the WLB in public service sector witnessed positive and significant relation with the context of DCC.

So, we can say that the DCC and the SAT level are positively associated with public service sector. The structural relation between DCC and GS turns out to be positive and significant. DCC and GS are positively associated in the service sector. The gender stereotyping exists in dual career couples working in service sector. There is a structural relation between service sector DCC and happiness quotient. The happiness quotient has a positive impact on the work-life balance of dual-career couples working in Delhi NCR's Indian services sector. Happiness of service sector dual career couples was positively associated with the work-life balance. The satisfaction level of service sector DCC showed structural relation with happiness quotient. This means the more the satisfaction level of service sector dual career couples the more the happiness quotient. The satisfaction level of service sector DCC showed positive association with happiness quotient. If the satisfaction level increases the happiness will increase this is a perceptible fact among service sector DCC. Male has a positive impact in terms of HQ as compared with female in service sector DCC. This supports the traditional mindset that the male of the family is known to be the bread winner and women is the caregiver, and now when even women is contributing equally to bread winning process there must be an equal happiness quotient. But the reality shown through this study is that male has a positive impact in terms of happiness quotient as compared with the female among DCC. Moreover, there is an existence of gender stereotyping in work life balance of service sector DCC. The structural relation was established between gender stereotyping and work life balance of service sector DCC.

The structural relation was established between happiness quotients on work life balance of service sector DCC. It was observed from the present research study that there exists a positive impact of happiness quotient on the work life balance of DCC. Lastly, the structural relation was established, and it was observed that DCC working in public service sector have positive work life balance. Public service sector has a positive impact on DCC while creating work life balance.



CONCLUSION, SUGGESTIONS AND RECOMMENDATIONS

If each individual makes a choice rather than simply doing things just for the sake of doing it, then the entire meaning of life will change. The aim should be to learn how to improve well-being, cultivate great

leaders, better understand how happiness affects work, and how work affects happiness. If each Individual takes out time for self as explained in chapter 3 of this thesis under hypothetical framework, then HQ will increase on individual level this will lead to an overall growth of Happiness Quotient. It is proved from this empirical study that Happiness Quotient positively influences Work life balance of Dual career couples working in Indian Service Sector in Delhi-NCR. Just like the saying that the beauty lies in the eyes of the beholder, Happiness is a state of mind. Very few people genuinely experience happiness in today's hectic and fast-paced world. Happiness Quotient will increase when each one of us will take out time for self, and when self is Happy automatically the interpersonal and intrapersonal relationships both on personal front and on professional front will improve. It is clear that a happy "Me" will make me happy individual for all my roles and commitments either personal or professional. Changing the mind-set will also lead to correct actions like gender neutral behavior. This will control gender stereotyping which is prominent in our Indian Society. It was proved from this empirical study that Gender Stereotyping negatively influences Work life balance of dual career couples working in Indian Service Sector in Delhi-NCR. The ultimate aim of dual career couples from now on should be how to change such stereotyped and biased mind-set. If people of India win the unsaid war of gender stereotyping halfway is done in terms of achieving happiness quotient. There are two main approaches to work-life balance: "segmentors" and "integrators." Dual career couples who are among segmentors can draw a line between work stress and the rest of their lives, allowing them to not think about work when they're at home. But only 31% of DCC can successfully draw boundaries between work and life. Meanwhile, DCC who are 'Integrators,' by contrast, work looms constantly in the background, they not only find themselves checking email all evening, but pressing refresh on Gmail again and again to see if new work has come in. Unsurprisingly, half of these "Integrators" wish they could be more like "Segmentors." 69% of DCC falls under the integrators category. It was seen from the empirical study that individuals working in public sector have much better WLB in comparison with individuals working in Private Service sector. It can also be concluded that the Public-Private combination of DCC has a little better WLB as compared to the Private-Private combination of

dual career couples. Well, the time for “self” is somewhat missing in both the dual career couples from both the sectors but still the private- private & public- public combination of DCC are struggling little more. It was also observed that if the DCC are in the public sector, which means a Public-Public combination of dual career couple they are also not doing great when it comes to work life balance. The best among these combinations in terms of WLB and HQ are “Different- career-Different – sector dual career couples like Public-Private combination of dual career couples.

Quality determines quantity: People tend to spend time according to what they value. For example, if one’s personal life provides more fulfilment than one’s work /professional life, work may suffer as one pursues those aspects of one’s life that bring happiness. If someone is passionate about work and the fruits of his labour, you’ll commonly find him pouring himself into his vocation. When a balance of meaning and fulfilment are found in an individual’s work and personal life, therefore, he or she is more likely to experience an overall balance or blending of the two. Better time management leads to better balance: In all reality, finding and maintaining the spot where work and leisure blend well isn’t an option for everyone. At the same time, technological developments make it all, but certain couples become more attached to their work life while at home, and in some cases, their home life while at work. For example, it’s very common for people to check their work email when not at work and to check their personal email or texts while at work. If someone wants better work life balance, however, one has to dedicate time to one or the other and stick to it.

Everyone needs a break every now and again: Indians are pouring themselves into their work and not using vacation time. This phenomenon has been covered in countless articles and even poked at in commercials. But the time is there for a reason. Plan it. Use it.

It’s important to avoid distractions: If a dual career couple want more work life balance, it’s best to compartmentalize as much as they can. While at work, focus on work. Don’t be distracted by the outside world. In the same regard, when at home, sometimes it’s best to put their phone, computer, or whatever connections they have, away. Focus on life for a little while, and they might find that when they go back to their work, they’ll be more refreshed and produce a better work product.

Therefore, not all factors that contribute to our happiness are within our control some are beyond self; although we can create happiness by understanding what makes us happy and creating those conditions that increase our happiness. Following suggestions can be useful in this context.

RECOMMENDATIONS

1. Find a purpose: Purpose brings a deeper change in your perspective, thinking and attitude towards everything in this phenomenal life, it makes you feel that your life is worthy of living. This will not only give an individual all the opportunities to experience meaningfulness, happiness and fulfilment, but it will enable us to withstand suffering and hardship or pain.
2. To Know what makes you happy and pursue it: You can pursue your desires but make sure that in the process you use maturity along with prudence and do not make yourself unethical and unhappy.
3. Organize your life: In every possible way, including your home, professional life and other surrounding one must organize her/ his life. It increases your sense of control, order and regularity.
4. Develop your own philosophy of life and happiness: Developing own philosophy of living meaningful and happy life is vital; this can help you to find happiness without feeling guilty or conflicted.
5. Aim for happiness here and hereafter: While you may practice your religion and spirituality either for liberation or for a place in heaven, you should not ignore the importance of happiness in this life. Both are necessary for you physical, mental and spiritual Wellbeing.

The upshot of the argument is that all of us require a paradigm shift from "money cannot buy happiness" to "happiness can be created, delivered and administered". This delivery mechanism shall start from within first. Also, we all need to prioritize “Self”, “Happiness” and “Choices” later, move towards other things it must go beyond feel-good populism of a few welfare schemes. The focus should be on happiness, not as a concept but as a practical experience of it. The good news is that happiness can be created, taught and learnt if we use our “Free Will”.

REFERENCES

- A, Vasumathi (2018), 'Work life balance of women employees: a literature review', *International Journal of Services and Operations Management*, 29 100.10.1504/IJSOM.2018.10009105.
- Abubaker, Mahmoud & Bagley, Christopher. (2016), 'Work-Life Balance and the Needs of Female Employees in the Telecommunications Industry in a Developing Country: A Critical Realist Approach to Issues in Industrial and Organizational Social Psychology', *Comprehensive Psychology* 10.1177/2165222816648075.
- Adler P.S., Kwon S (2002), 'Social Capital: Prospects for a new concept', *Academy of Management Review*, 27 (1), 17-40.
- Allan C., Loudoun R., & Peetz D. (2007), 'Influences on work/non-work conflict', *Journal of sociology*, 43(3), 219-239.
- Altonji J. G., Anderson P. M., Azariadis C., Bar-Or Y., Beach C. M., Beaudry P., & Gunderson M. (2001), 'Cited Author Index Garnett Picot, eds. 2001', *Working Time in Comparative Perspective: Volume I-Patterns, Trends, and the Policy Implications of Earnings Inequality and Unemployment Kalamazoo, MI: WE Upjohn Institute for Employment Research*, 369
- Allen, Tammy. (2001), 'Family-Supportive Work Environments: The Role of Organizational Perceptions', *Journal of Vocational Behaviour*, 58, 414-435, 10.1006/jvbe.2000.1774.
- Anwar, Jamil & Hasnu, SAF & Yousaf, Saqib (2013), 'Work-Life Balance: What Organizations Should do to Create Balance?', *World Applied Sciences Journal*, 24, 1348-1354. 10.5829/idosi.wasj.2013.24.10.2593.
- Antai D., Oke A., Braithwaite P., & Anthony D. S. (2015), 'A 'Balanced' Life: Work-Life Balance and Sickness Absence in Four Nordic Countries', *The international journal of occupational and environmental medicine*, 6(4), 205–222 <https://doi.org/10.15171/ijoem.2015.667>
- Basu, Kaushik & Maertens, Annemie (2007), 'the Pattern and Causes of Economic Growth in India', *Oxford Review of Economic Policy*, 23. 143-167. 10.1093/oxrepl/grm012.
- Baker, Michael, (2000), 'Selecting a Research Methodology', *The Marketing Review* 1 373-397. 10.1362/1469347002530736.
- Barnett R. C., & Gareis K. C. (2006), 'Role theory perspectives on work and family the work and family handbook: Multi-disciplinary perspectives and approaches', 209-221.
- Bharathi S. V., & Mala E. P. (2016), 'A Study on the Determinants of Work–Life Balance of Women Employees in Information Technology Companies in India', *Global Business Review*, 17(3), 665–683. <https://doi.org/10.1177/0972150916630847>
- Bholra, Sarang Shankar (2005), 'Organisational Rejuvenation through Quality of Work Life', *Humanities and Social Sciences*, 40-2, (2005) pp. 57-64, Available at SSRN: <https://ssrn.com/abstract=2222560>.
- Blair-Loy M., & Wharton A. S. (2004), 'Organizational commitment and constraints on work-family policy use: Corporate flexibility policies in a global firm', *Sociological Perspectives*, 47(3), 243-267.
- Cameron, K. S., Ireland, R. D., Lussier, R. N., New, J. R., & Robbins, S. P. (2003). *Management textbooks as propaganda*, *Journal of Management Education*, 27(6), 711-729.
- Chaudhuri, Sanghamitra & Arora, Ridhi & Roy, Paramita (2020), 'Work–Life balance policies and organisational outcomes—a review of literature from the Indian context', *Industrial and Commercial Training*, 10.1108/ICT-01-2019-0003.
- Chen Z., Powell G. N., & Greenhaus J. H. (2009), 'Work-to-family conflict, positive spill over, and boundary management: A person-environment fit approach', *Journal of vocational behavior*, 74(1), 82-93.
- Chitnis V., & Wright D. (2007), 'Legacy of Colonialism: Law and Women's Rights in India', *Wash. & Lee L. Rev.*, 64, 1315.
- Clarkberg M., & Moen P. (2001). 'Understanding the time-squeeze: Married couples' preferred and actual work-hour strategies', *American Behavioral Scientist*, 44(7), 1115-1136.
- Darcy C., McCarthy A., Hill J., & Grady G. (2012), 'Work–life balance: One size fit all? An exploratory analysis of the differential effects of career stage', *European Management Journal*, 30(2), 111-120.
- Das S. P. (1981), 'Paraurethral cysts in women', *The Journal of urology*, 126(1), 41-43.

- De Cieri H., Holmes B., Abbott J., & Pettit T. (2002), 'Worklife balances strategies: progress and problems in Australian Organisations', Department of Management Monash University, Working Paper, 58(02).
- Draper D. C. (2013), 'The instructional effects of Knowledge-Based community of practice learning environment on student achievement and knowledge convergence', *Performance Improvement Quarterly*, 25(4), 67-89.
- Dumitru, Voichita & Cozman, Doina. (2012), 'the relationship between stress and personality factors', *Hum Vet Med*. 4.
- Duxbury L., & Smart R. (2011), 'The "myth of separate worlds": An exploration of how mobile technology has redefined work-life balance. In creating balance?', Springer, Berlin, Heidelberg, pp. 269-284.
- Edwards J. R., & Rothbard N. P. (2005), 'Work and Family Stress and Well-Being: An Integrative Model of Person-Environment Fit within and Between the Work and Family Domains'. In E. E. Kossek & S. J. Lambert (Eds.), *Work and life integration: Organizational, cultural, and individual perspectives*, Lawrence Erlbaum Associates Publishers, pp. 211-242.
- Emslie C., & Hunt K. (2009), 'Live to work'or 'work to live'? A qualitative study of gender and work-life balance among men and women in mid-life', *Gender Work & Organization*, 16(1), 151-172.
- Ferreira M. P., Serra F. A. R., & Pinto C. S. F. (2014), 'Culture and Hofstede (1980) in international business studies: A bibliometric study in top management journals', *REGE-Revista de Gestão*, 21(3), 379-399.
- Ferry G. (2019), 'Women in Science Encyclopedia Britannica, <https://www.britannica.com/topic/Women-in-Science-2100321>
- Fisher, Kimberly & Layte, Richard. (2004), 'Measuring Work-Life Balance Using Time Diary Data', *Research Institute on Professions (Forschungsinstitut Freie Berufe (FFB)) and The International Association for Time Use Research (IATUR)*, *electronic International Journal of Time Use Research* 1 1-13 10.13085/eIJTUR.1.1.1-13.
- Friedman D., & Trott C. (2000), 'An event-related potential study of encoding in young and older adults', *Neuropsychologia*, 38(5), 542-557.
- Gerson K. (2004), 'Understanding work and family through a gender lens Community', *Work & Family*, 7(2), 163-178.
- Golden L., Wiens-Tuers B., Lambert S. J., & Henly J. R. (2011), 'Working Time in the employment relationship: working time, perceived control and work-life balance', *Research handbook on the future of work and employment relations* Edward Elgar Publishing.
- <https://www.rbi.org.in/Scripts/ExternalResearchSchemes.aspx>
- Hämmig O., & Bauer G. (2009), 'Work-life imbalance and mental health among male and female employees in Switzerland', *International journal of public health*, 54(2), 88-95.
- Hargis Michael & Kotrba Lindsey & Baltas Boris (2011), 'what is really important: Examining the Relative Importance of Antecedents to Work-Family Conflict', *Journal of Managerial Issues*, 23, 386-408.
- Hartung, P. J., & Taber, B. J. (2008), 'Career construction and subjective well-being *Journal of Career Assessment*', 16(1), 75-85.
- Heskiä R., & McCarthy J. M. (2020), 'A work-family enrichment intervention: Transferring resources across life domains', *Journal of Applied Psychology*.
- Hiebert B. and Borgen W. (ed.) (2002), 'Technical and Vocational Education and Training in the Twenty-First Century: New Roles and Challenges for Guidance and Counselling', Paris, United Nations Educational, Scientific and Cultural Organization (UNESCO).
- <https://www.who.int/bulletin/volumes/89/4/11-020411.pdf?ua=1>
- Hyman J., & summers J. (2004), 'Lacking balance? Work-life employment practices in the modern economy', *Personnel Review*.
- Insch A., & Florek M. (2008), 'A great place to live, work and play: Conceptualising place satisfaction in the case of a city's residents in *Journal of place management and development*'.
- Iriberry Alicia & Leroy Gondy. (2009), 'A Life-Cycle Perspective on Online Community Success', *ACM Comput. Surv.*pg 41 10.1145/1459352.1459356.
- Jyothi Sree V., & Jyothi P. (2012), 'Assessing work-life balance: From emotional intelligence and role efficacy of career women', *Advances in Management*.

- Karson M. (1968), 'Handbook of Methods of Applied Statistics Volume I: Techniques of Computation Descriptive Methods, and Statistical Inference', Volume II: Planning of Surveys and Experiments. IM Chakravarti, RG Laha, and J. Roy, New York, John Wiley.
- Keene, Jennifer & Reynolds, John. (2005), 'the Job Costs of Family Demands Gender Differences in Negative Family-to-Work Spillover', *Journal of Family Issues - J FAM* ISS 26.275-299. 10.1177/0192513X04270219.
- Kelly E. L., Kossek E. E., Hammer L. B., Durham M., Bray J., Chermack K., Murphy L. A., & Kaskubar, D. (2008), 'Getting There from Here: Research on the Effects of Work-Family Initiatives on Work-Family Conflict and Business Outcomes', *the Academy of Management annals*, 2, 305–34 <https://doi.org/10.1080/19416520802211610>.
- Kossek Ellen & Pichler Shaun & Bodner Todd & Hammer Leslie (2011), 'Workplace social support and work-family conflict: A meta-analysis clarifying the influence of general and work-family-specific supervisor and organizational support', *Personnel psychology*, 64, 289-313.10.1111/j.1744-6570.2011.01211.x.
- Lauring, Jakob & Selmer, Jan. (2010), 'The supportive expatriate spouse: An ethnographic study of spouse involvement in expatriate careers', *International Business Review*, 19, 59-69. 10.1016/j.ibusrev.2009.09.006.
- Link: <https://www.un.org/youthenvoy/2013/07/un-women-the-united-nations-entity-for-gender-equality-and-the-empowerment-of-women/>
- M, Klaveren & Tijdens, Kea & Hughie-Williams, M. & Ramos Martín, Nuria. (2009), 'An overview of women's work and employment in Indonesia', *AIAS working papers*.
- Mahomed R. (2013), 'Gender and cultural identity negotiation of educated South African Indian mothers not pursuing careers (Doctoral dissertation, University of Pretoria)'.
- Malhotra Y. (1996), 'Organizational Learning and Learning Organizations: An Overview'.
- <http://www.brint.com/papers/orglrng.htm>
- Malhotra N. K., & Malhotra N. K. (2012), 'Basic marketing research: Integration of social media', Boston: Pearson.
- Mccarthy, Alma & Darcy, Colette & Grady, G. (2010), 'Work-Life Balance Policy and Practice: Understanding Line Manager Attitudes and Behaviors', *Human Resource Management Review* 20. 158. 10.1016/j.hrmr.2009.12.001.
- McDonald P., Pini B., & Bradley L. (2007), 'Freedom or fallout in local government How work-life culture impacts employees using flexible work practices', *The International Journal of Human Resource Management*, 18(4), 602-622.
- Mensch B., Arends-Kuenning, M., & Jain, A. (1996), 'The impact of the quality of family planning services on contraceptive use in Peru', *Studies in family Planning*, 59-75.
- Moen P and Yu. (2000), 'Effective work life strategies: Working couples, work conditions, gender and life quality', *Social Problems*, Volume 47(3), pp. 291-326.
- Munir F., Randall R., Yarker J., & Nielsen K. (2009), 'The influence of employer support on employee management of chronic health conditions at work', *Journal of Occupational Rehabilitation*, 19(4), 333-344.
- Mughal F., Ahmad M., Gondal A. M., Awan T. M., & Chaudhry I. G. (2010), 'Repercussions of stressors on employee work-life balance: analysing the banking industry of Pakistan', *Journal for Global Business Advancement*, 3(4), 325-347.
- Naeim F., & Kelly J. M. (1999), 'Design of seismic isolated structures: from theory to practice', John Wiley & Sons.
- Nath, Subash & Sahu, Maheswar & Patra, Soumendra (2010), 'Cross-Cultural Effects on Internet Buying Behavior: An Empirical Study'.
- Noviati N. (2018), 'An Application Of Comic Strip In Increasing Speaking Skill To The Tenth Grade Of Sma N 22 Of Palembang', *Jurnal Dosen Universitas PGRI Palembang*.
- Noviati N. (2020), 'Improving The Students' writing Skill through Looping Strategy to the Seventh Grade Students of Junior High School 15 of Palembang Holistics, 12(2).

- Oktosatrio, Suhendro (2018), 'Investigating the Relationship between Work-Life-Balance and Motivation of the Employees: Evidences from the Local Government of Jakarta', *International Journal of Academic Research in Business and Social Sciences*, Vol. 8, No. 2, pp. 205-221.
- Oshi P., Carrington E.A., Wang L., Ketel C.S., Miller E.L., Jones R.S., Simon J.A. (2008), 'Dominant alleles identify SET domain residues required for histone methyltransferase of Polycomb repressive complex', *J. Biol. Chem.* 283(41): 27757--27766.
- Pichler S., Livingston B. A., Ruggs E. N., & Varma A. (2016), 'The dark side of high-performance work systems: Implications for workplace incivility, work-family conflict, and abusive supervision', In *Understanding the High-Performance Workplace*, (pp. 249-269).
- Pichler F. (2009), 'Determinants of work-life balance: Shortcomings in the contemporary measurement of WLB in large-scale surveys', *Social indicators research*, 92(3), 449-469.
- Powell G. N., & Greenhaus J. H. (2010), 'Sex, gender, and the work-to-family interface: Exploring negative and positive interdependencies', *Academy of Management Journal*, 53(3), 513-534.
- Puccinelli N. M., & Tickle-Degnen L. (2004), 'Knowing too much about others: Moderators of the relationship between eavesdropping and rapport in social interaction', *Journal of Nonverbal Behavior*, 28(4), 223-243.
- Roberts, Ken, (2007), 'Work-life balance-the sources of the contemporary problem and the probable outcomes', *Employee Relations*, 29, 334-351, 10.1108/01425450710759181.
- Ruhm, C. J. (2004), 'Parental Employment and Child Cognitive Development', *the Journal of Human Resources*, 39(1), 155-192. <https://doi.org/10.2307/3559009>.
- Selmer, Jan & Lauring, Jakob. (2015), 'Work engagement and intercultural adjustment', *International Journal of Cross-Cultural Management* 16 10.1177/1470595815622491.
- Setiawan A. R., & Saputri W. E. (2020), 'Pembelajaran Literasi Sainifik untuk Pendidikan Dasar. Media Penelitian Pendidikan', *Jurnal Penelitian dalam Bidang Pendidikan dan Pengajaran*, 14(2), 144-152.
- Shamoo A. E., & Resnik D. B. (2009), 'Responsible conduct of research Oxford University Press'.
- Shah, R. A. (2015), 'Work-life balance and gender: A study of professionals in India', *Review of Management*, 5(1/2), 5-18.
- Shepard M. P., Orsi A. J., Mahon M. M., & Carroll R. M. (2002), 'Mixed-Methods Research with Vulnerable Families', *Journal of Family Nursing*, 8(4), 334-352. <https://doi.org/10.1177/107484002237511>.
- Silberbauer K. (2015), 'Benefits of Dual-Career Support for Expatriate Spouses', *International Journal of Business and Management*, 3(2), 66-84.
- Skinner Q. (1978), 'The foundations of modern political thought: Volume 2', *The Age of Reformation (Vol. 2)*. Cambridge University Press.
- Smith, Jennifer & Gardner, Dianne, (2007), 'Factors affecting employee use of work-life balance initiatives', *New Zealand Journal of Psychology*, 36, 3-12, 10.2307/30034926.
- Sparks K., Cooper C., Fried Y., & Shirom A. (1997), 'The effects of hours of work on health: A meta-analytic review', *Journal of Occupational and Organizational Psychology*, 70(4), 391-408. <https://doi.org/10.1111/j.2044-8325.1997.tb00656.x>
- Sullivan C., & Smithson J. (2007), 'Perspectives of homeworkers and their partners on working flexibility and gender equity', *The International Journal of Human Resource Management*, 18(3), 448-461.
- Sweet, S., & Moen, P. (2012), 'Dual earners preparing for job loss: Agency, linked lives, and resilience', *Work and Occupations*, 39(1), 35-70.
- Tausig, Mark & Fenwick, Rudy. (2001), 'Unbinding Time: Alternate Work Schedules and Work-Life Balance', *Journal of Family and Economic Issues* 22 101-119. 10.1023/A: 1016626028720.
- Ten Brummelhuis, L. L., & Van Der Lippe, T. (2010), 'Effective work-life balance support for various household structures. Human Resource Management: Published in Cooperation with the School of Business Administration', *The University of Michigan and in alliance with the Society of Human Resources Management*, 49(2), 173-193