INTRODUCTION

Now a day's managing work life balance is a challenge for both employers and employees particularly in Financial service industry where employees are loaded with work at the same time they have to balance their personal life. Work life and personal life are two sides of the same coin. Creating and managing a balance between the work and personal life is considered to be a work life balance. Increasing work pressure, globalization and technological advancement has an impact on professional life and personal life. Work-life integration issue has become an agenda of board room meetings across the globe especially in India. A working person has multiple roles to play at a time at personal as well as organizational fronts, each demanding different skills and anticipations. When such role demands overlap and gets clashed, serious problems are faced by the employees. Moreover, in Financial services, the performance pressure is high leading to work stress reflected in personal life.

As a growing number of women vocalize the difficulty of "having it all" in today's world, their partners are increasingly voicing the same concern. In some ways it's even harder for men. There is a lot more ambiguity and uncertainty. The vast majority of today's fathers have a strong desire to be both present in their children's lives and able to succeed in the workplace.

While retaining the best employees is a perpetual challenge for most companies, it is proving to be especially so for financial firms in recent years. One of the consequences of the 2008 market meltdown was that Wall Street came under an increasing degree of regulatory scrutiny, while compensation levels in areas related to capital markets also declined. As a result, Wall Street is no longer the destination of choice for talented young people, many of whom are opting to start their own technology company instead.

Today's father spend nearly triple the amount of time with children than dads did in the 1960's, although they're still spending less time with kids than women are. To reflect this shift in priorities and roles, more companies should execute and expand their paternal leave policies and flexible work schedules aimed at allowing parents of both genders to succeed at work while fulfilling family obligations. Today, two out of three mothers are in employment. This means that once the maternity leave period of parenthood comes to an end, many working couples share childcare responsibilities
equally. As a result the role of the father has changed dramatically over the last 20 years and they want more flexibility and understanding from their employer. They are afraid to ask because of the perceived stigma and impact on their careers. The work-home balance refers to the equilibrium between the amount of time and effort devoted by a person to work and that devoted to other personal and social aspects of his or her life. Today's Indian families are more likely than those of past decades to feature two full-time working parents. It's important for working moms and dads in two-parent households to balance their jobs with their family responsibilities and to view the dynamics of sharing child care and household responsibilities.

Due to the continuous work load pressures, it leads to increase in employee stress factors. The continuous increase of employee stress levels affects their health physically, mentally and psychologically. By comparing life as a cycle, one wheel is a work and another wheel is a family life. Both the wheel should run parallel. If load increases on one side, then the life becomes unbalanced.

**Problem Statement of the Research**

Dual-income families have become the norm, with 60 percent of married couples now sharing the breadwinning responsibilities (compared to just 25 percent in 1960), and as women have been working more out of the house, men have been doing more in it. Our society still thinks of work-life balance as a woman's issue. Lack of Flexibility, high work pressures, longer working hours are stressing out the employees. Males are considered as minority in work life balance sphere. The interaction between workplace and family life is becoming increasingly complex for working parents especially Fathers, as they endeavour to balance work and caring responsibilities. Working arrangements are still not sufficiently flexible to enable parents to fulfil their dual working and caring roles and work-life balance policies are often limited both in terms of organisational availability and take-up, especially for fathers. Rigid nine to five working hours have led to all kinds of problems for parents including: scheduling difficulties associated with dropping off/picking up children from crèches, childminders and schools. Working dads are as likely as working moms to say that they would prefer to be home with their children, but must work for financial reasons. It is also noted that half of fathers say that they have difficulty balancing work and family. The impact of
the job stress is not balancing the employee work-life. On the name of relieving stress most of the employees are consuming the alcoholic beverage to overcome the stress.

**Top Work-Life Balance concerns driving Working Fathers away from their Family are:**

- My Organisation doesn't give me Paternity Leave.
- My Organisation does not consider important Family Issues.
- My Organisation expects me to work 24x7.
- My Boss doesn't know when to push for extra hours of effort and when to push for more normal hours.
- I am stuck in the middle of Wife and Parents.

**Need of the research** - Work/Life Balance in finance industry is infamous for being one of the most difficult sectors to achieve work/life balance, because of its long hours and intensely competitive nature. On an average, one in three financial analysts works **between 50 and 70 hours per week**. While financial analysts enjoy above-average compensation and growth prospects, as with any other demanding profession, there is a cost in terms of high stress levels and limited time for self and family. Employees are connected 24/7 on email or their phones, resulting in no time for either work or home.

**Scope of the research** The scope of the research will be limited to working Fathers, who are Middle level employees in Financial Services in Mumbai. Middle Level Managers are important link between Top Management and Lower Management. Middle managers need information from above to know what the strategy is and information from below to track progress and current conditions. Middle managers spend their time determining specific tactics for reaching organizational objectives set by top management.

Like public opinion, many employer policies have also ignored this shift in the psyches of working dads. Just 14% of companies offer any paid paternity leave and, according to the Boston College Center for Work & Family, a full 99% of working fathers feel that their boss "expects no change to occur to their working patterns as the result to their becoming parents." And roughly a third of men say that options like going part-time are looked down on at their jobs. Work-life professionals and organizations traditionally
have believed that programs designed to improve work-life integration for mothers would improve the work-life integration of all, including men, those without children, and those with elder-care responsibilities. Hence, the field moved from the language of work-family balance to that of work-life integration. Breakdown of the traditional male worker prototype.

<table>
<thead>
<tr>
<th>Stress</th>
<th>The Machine age</th>
<th>The Industrial age</th>
<th>The Network age</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work Life Balance</td>
<td>High</td>
<td>Higher</td>
<td>Highest</td>
</tr>
<tr>
<td>Men went to work. Life started only when they reach home.</td>
<td>Not only people are working at work but also at home.</td>
<td>24 hours work days split into compartments dedicated for life.</td>
<td></td>
</tr>
<tr>
<td>House Concerns</td>
<td>The men worked and women looked after the home responsibility</td>
<td>Both men and women worked, still women looked after house care.</td>
<td>Both men and women work and started shouldering home responsibilities almost equally.</td>
</tr>
</tbody>
</table>

Work life Balance doesn't mean equal status in terms of work life and personal life. Gender and associated role definitions, prevent men from being a part of the work life integration agenda at the individual, organizational, and societal levels. This is a male disadvantage. The fall out of this disadvantage is not just for men themselves(in the form of burnout and in the extreme case death due to "overwork"), but also for the lives of those around them. It is in the form of the physical and emotional absenteeism from the lives of the children, which in turn impacts the social and academic skills of the children. It is also in the form of lower fertility rates in countries like Singapore where having kids is being seen as a career cost by women who don't have any support from their spouses or work environment.

**REVIEW OF LITERATURE**

and programs are an investment in an organisation for improving productivity, reducing absenteeism, achieving improved customer services, better health, flexible working as well as satisfied and motivated workforce especially in banking industry.

2. Singh S. (2013) mentioned Role stress theory in his paper Titled "Work- Life Balance : A Literature Review" wherein the negative side of the work- family interaction has been put under the spotlight. Recently, the emphasis has shifted towards the investigation of the positive interaction between work and family role as well as roles outside work and family lives, and scholars have started to deliberate on the essence of work- life balance.

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

4. Murthy M. and Shastri S. (2015) observed various issues in Work Life Balance of Parents in the paper titled "A Qualitative Study on Work Life Balance of Employees working in private sector", like parenting issues: Need more time for children, Showing work frustration on children. Marital issues: Need more time of spouse, not able to give time to spouse. Role conflict/ Role guilt: Doubtful about how good they are in the roles that they play at home... eg. as a mother or as a daughter in law.

5. Phyllis and Yun (2002) mentioned strategies in paper titled "Effective work life strategies, working couples, work conditions, gender and life quality" focuses on dual earner families. It was concluded and discussed in the study that the work life strategies and work conditions are different among genders. For example, some families prefer husbands working for a long hour and women to work part time or fewer hours. Women report more stress and overload and lower levels of coping when compared to men. Job insecurity is similar in both men and women.

6. Kumaraswamy M., Ashwini S.(2015) in paper titled "Challenges in WLB of Married working Women" studied that it is important for employees to maintain a
healthy balance between work and their private lives. Generally those employees who have better work-life balance contribute more towards the success of the organization. The organization can render better service to the customers by having productive and efficient employees. Family sphere changes that have impacted the work life balance of individuals in today's context include nuclear families, single parent households, and dual earning parents, parents working at different locations and increasing household work.

7. Kumari L. (2012) in her study "Employees Perception on Work Life Balance and its relation with job satisfaction in Indian Public Sector Banks" emphasized that each of the Work life balance factors on its own is a salient predictor of job satisfaction and there is a significant gap between male and female respondents with the job satisfaction with reference to various factors of Work life balance. The result of the study had practical significance for human resource managers of especially banks to improve staff commitments and productivity along with designing recruitment and retention employees.

8. Shalini and Bhawna (2012) reported in their study, "Quality of work life balance" is being used by the organizations as a strategic tool to attract and retain the employees and more importantly to help them to maintain work life balance with equal attention on performance and commitment at work.

9. Santosh R. S., Jain R. (2016) in their paper "Study of Effect of Commuting & Working Hours on Work Life Balance of Working Fathers in Mumbai" proved that Long working hours and long commuting hours are seriously affecting the Work Life Balance of working fathers in metro cities. There is need to research and investigate further on this subject in order to improve lives and productivity of working men in metro cities of India.

10. Lazar I. (2010) in paper titled "The Role of Work Life Balance Practices in Order to Improve Organizational Performance", showcased that everyone benefits from good practice in work-life balance. For instance: business through easier recruitment, improved retention, and easier service delivery, as the labour market grows more skilled and experienced people are available to work; parents and careers, who can spend quality time at home as well as providing financial support through work; people
with disabilities, through improved access to work; and the workforce generally where they are better able to balance their work with other aspects of their lives.

11. Holly S. and Mohnen A. (2012) in the paper titled "Impact of working hours on work-life balance" connected working hours and satisfaction with desirable work-life balance. This balance is specific to each person and relates to satisfaction with a job and all other parts in life, especially family life and free time. Therefore, a good work-life balance results in high satisfaction. Their results show diverse perceptions and influences of job conditions on employees.

12. Isamu Y. and Toshiyuki M. (2012) in paper titled "Effect of Work-Life Balance Practices on Firm Productivity: Evidence from Japanese firm-level panel data" examined how firm practices contributing to worker attainment of Work life balance in Japanese firms from the 1990s. They have observed a positive Correlation between firm WLB practices and Firm's productivity. However, it is likely that this positive correlation results from the reverse causality in which firms with higher productivity tend to implement WLB practices because these firms can afford to introduce WLB practices and/or they face social pressure to fulfil Corporate Social Responsibility.

13. White M. et. al. highlighted the parameters in their paper titled ‘High-performance Management Practices, Working Hours and Work-Life Balance' regarding selected high-performance practices and working hours on work–life balance, analysed with data from national surveys of British employees in 1992 and 2000. Alongside long hours, which are a constant source of negative job-to-home spillover, certain ‘high-performance’ practices have become more strongly related to negative spillover during this period.

14. Drew E. et.al (2005) in paper titled "Work/Life balance: senior management champions or laggards?" represented a major contribution to our understanding of the factors that inhibit the adoption and promotion of work/life balance by senior managers in other organisations/sectors. It also demonstrates that while there is a willingness to discuss and countenance more flexibility there are serious negative perceptions about such arrangements that might contribute to work/life balance for managers and staff. There were generally negative views about WLB expressed by men and women in senior management. Men referred to the possible disruption caused by, and difficulty in balancing, WLB against business imperatives.
15. Gregory A. and Milner S. (2011) in paper titled "Fathers and work-life balance in France and the U.K: policy and practice" explored the impact of national institutional frameworks for work-life balance within the broader context of national fatherhood regimes on work organizations and on fathers' take-up of such measures, and the ways in which organizational (and sectoral) constraints shape. WLB policy provision and delivery, particularly as they relate to fathers. In the U.K, despite a discourse of gender neutrality, a tension between family law and employment law has been noted in this respect, while in France gendered assumptions about the provision of childcare mean that work-life balance policies are framed, sometimes explicitly, in terms of mother's need to reconcile home and family life.

16. Jonathon R. B. Halbesleben and Anthony R. Wheeler (2015) in paper titled "The costs and benefits of working with those you love: a demand/resource perspective on working with family" depicted that the role of working with family in the process of employee stress and well-being has been largely ignored in the research literature. This paper attempted to present a model, based on Edwards & Rothbard's (2000) writing in work-family linkages, to describe the role of working with family on employee stress and well-being. The model suggests that working with family leads to high levels of work-family role integration, which changes the manner in which work-family linkages function and provides unique demands and resources that shape the employees' stress experiences.

17. Edison A., Anthony R., Julius S. (2015) in paper titled "Working Father and their perceived Work-Life Balance with special reference to Hyundai motors (I) Private Limited at Chennai" focussed on two main aspects. On one hand, to measure the participants level of feeling towards their life-style and career. And on the other, to analyze whether the relationship differ on the initiative action taken by the organization to manage their work-life balance and the results points out that the participants those who have an experience between 2 years and 8 years; feel somewhat better about their work-life balance and apart from them. Participants those who have below 2 years and more than 8 years of experience; they do not feel well about their existing work life balance in the organisation.

explained that Emotional Intelligence of Working Fathers enable them to remain both a committed employee and a fully engaged parent. The role of fathers is of importance as their direct involvement with their children’s upbringing increases. The role of the father is changing. Fathers say that they want to spend more time with their children, and attitudes towards childcare and work are shifting.

19. Purohit M. (2013) in the paper titled "A Comparative Study of Work Life Balance in various Industrial Sectors in Pune region" highlighted Pune's Industry's realities with respect to work-life balance are segmentation of work and life domains of employees, inequality in work-life orientation of organizations. The implementation of work-life programs has both individual and organizational benefits. Effective work-life programs facilitate a symbiotic relationship between the employee and employer for mutual benefits. Employees who are better able to balance the demands on their time are more satisfied and content. In turn they are able to perform better.

20. Bhandari K., Soni H. (2015) in the paper titled "Impact of Gender, Age and Work Experience on satisfaction towards Work Life Balance (with special reference to Bank Of Baroda, Udaipur)" showed that Male employees are less satisfied than Female employees because female employees get maternity leave and males don't get any parental leave to take care of his newly born baby and his wife. Paternity benefit as retention tool is considered as main factor for work life balance of fathers. It's too hard for male employees to take time off during work to take personal/family matters as male employees have all the responsibility of family including his parents, wife and children rather than female employees. So company should be flexible with respect to family responsibilities.

21. Bhatnagar S., Sanadhya P. (2015) in paper titled "An analysis of Work-life balance among the Male and Female IT professionals in Pune (Maharashtra)" reference not done founded that there is no significant difference in work life imbalance across genders. The data analysis showed that the level of pressure of work and the impacts of work life balance were almost similar for both male and female employees. Negative impacts on the family lives of employees due to the pressure of work were statistically similar for both the genders, although the impacts seem to be even more visible in case of female employees. The regression analysis of the responses
captured clearly showed that Strain, Role Ambiguity and Time factors are the most pressing of all the work life balance issues faced by the employees of both the genders.

22. Linkow P. and Civian J. (2011) in the paper titled "Men and Work-life Integration- A Global Study" highlighted the gender stereotype that men derive their identities largely from work, and women largely from family and relationships, was not supported by the study. For the most part, men and women reported comparable work identity and personal/family identity. Work identification appears to be much higher in emerging markets. Both sources of identity were highly correlated with employee engagement in the emerging markets.

23. Kumari T. (2011) in the paper titled "Impact of Stress on Work-life Balance of Women employees with reference to BPO and Education sectors in Bangalore" analysed the impact of work life balance of women employees in Education and BPO sectors conclusion is drawn that stress level between the women employees is different in different sectors. Though there is difference in their professions based on the work and life balance we can say that stress level in the work environment might be different but they say that at home their stress level is equal. As per the results, stress level impact is different in both the sectors.

24. Doble N., Supriya M. V. (2010) in the paper titled "Gender Differences in the Perception of Work-life Balance" brings out with East West comparison. The study indicates that work-life balance issues here are quite similar to those in the West. With the increase in number of dual career couples in India, it is but natural that family friendly work practices must be adopted here too, as they would go a long way towards improving productivity and enhancing quality of work and family life. Flex time, home working, child care facilities and the option to work part time are facilities that need to be introduced.

25. Kakkar, Jyoti, Bhandari, Anuradha (2016) in the paper titled "A Study on Work-Life Balance in the Indian Service Sector from a Gender perspective" highlighted numerous studies on work-life balance issues faced by women at workplace, yet studies on this topic that focus on men are limited in number. Studies on gender differences are available in huge numbers, however, there are few studies that talk of work-life balance with reference to men, for either they have been ignored or have been taken for granted for being the stronger sex, be it at home or at the work
front. This stereotype that men face worldwide may be a reason for their not being able to capture the limelight that women have been able to when it comes to work-life balance issues.

26. Nayeem A., Tripathy M (2012) in the paper titled "Work-Life Balance among Teachers of Technical Institutions" mentioned that teaching is reported to have positive and negative experiences about work-life. This paper has examined the relationship of job satisfaction with Work-life Balance (WLB), turnover intentions and burnout levels of teachers. One of the key findings of this paper is that WLB is a major contributor toward Job satisfaction and male teachers feel more burnout compared to female teachers.

27. Vasanthi S., Chandra R. S. (2013) in the paper titled "Balancing the See-Saw of Work Life in Textile Industries with special reference to link up Textile private limited, Chennai" states that workers family life relationship is in the average level, juggling between the obligations towards the families and expectations of the organisation can have serious implications on the life of an individual. Importance of healthy and happy employees is correlated with better turnover and good decisions thus contributing to organisational goals. An assured good work life balance will not only attract young and talent persons and also used to retain the existing experienced talent.

28. Meharaj A. (2015) in the paper titled "Work-Life Balance of Faculty Members in Autonomous Colleges" represented Teaching as a very demanding job with a high level of responsibility. Excessive workload can lead to dangerous levels of stress, which in turn can adversely affect professional judgement and pupil care. Working hard and achieving is an important factor in maximizing personal fulfilment. However, overwork is as unhealthy for the staff as it is for the pupils. Work-life balance is equilibrium between the needs of the college and the needs of faculty members. Autonomous colleges operate on flexibility and goodwill. Faculty members are regularly performing additional duties or work late for the benefit of the pupils and the college.

29. Madipelli S., Sarma, Veluri V.S., Y. Chinnappaiah (2013) in the paper titled "Impact of Work Life Imbalance on Employee Personal Life- An Empirical study on select Insurance Employees" says that It is believed that male employees have more level of balance than female employees. To test this opinion, analysis was conducted on the basis of opinions of the employees and it was found that working
women are better in coping with her changing roles, than male employees. This is so because women are good in managing their domestic and career responsibilities. The young employees are successfully balancing their work and family, than the aged employees due to their different role conflicts.

30. Kannan P., Suma U (2015) in the paper titled "Managing Stress among Cooperative Bank employees in Palakkad district" says that about 80% of the respondents believed that they face high level of stress, which may be due to both professional and personal reasons. Stress in banking sector is mostly due to excess of work pressure and work-life imbalance the organization should support and encourage taking up roles that help them to balance work and family.

31. Satuluri P., Reddy S. (2013) in the paper titled "Effects of Stress on Work-Life Balance-- A Study on Female Police Personnel" highlighted the imbalances in Female Police Constables of Andhra Pradesh and to find the impact of demographics of the respondents on their stress. The results revealed that there was a positive correlation between stress and work-life balance, and stress was the predictor of work-life balance.

32. Sinha D. (2013) in the paper titled "Study of Work-Life Balance @ CCIL (India), Noida" It is found that the work-life balance among the employees at CCIL is moderate to good. The organization believes that the work life balance will ensure higher levels of productivity from employees thereby reaping the benefits for the organization in long run. CCIL is quite innovative in implementing employee centric policies and considers human resources to be its most valuable assets. From the study it is well identified that quality of work-life is good amongst the employees at CCIL.

33. Bhatia Y. and Srilatha. S (2015) in the paper titled "Work-Life Balance and Gender Differences in Middle Level Managers in India" - The results indicates that Women are more affected than men due to work-family conflict because they traditionally spend more hours in household work than men. Women managers consistently report significantly higher job, family role conflict, which is accompanied by higher mental and physiological strains than men.

34. Ujvala Rajadhyaksha (2012) in the paper titled "Work-Life Balance in South East Asia: The Indian Experience" represented angle of social for work-life initiatives. Such a perspective requires greater reliance on governmental policy in
addition to organizational incentive to balance work-family demands. At the moment, however there is an absence of a governing policy at the national level to guide work-family efforts for varied segments of workers in the country. There is absence of policy initiatives or organizational interventions for workers in the unorganized sector.

35. Mohanty A., Kesari L. (2016) in the paper titled "Work-Life Balance Challenges for Indian Employees: Socio-Cultural Implications and Strategies" - conducted interviews with some of the Indian HR managers working in manufacturing, IT and Telecom sectors in India. They have said that the MNC’s have come up with initiatives to offer provisions such as flexi-time, paid paternity leave, childcare facilities and tools such as video conferencing to reduce commuting to office. At the same time no formal initiatives have been taken to improve WLB. The slow and differential HR policy response in India as compared to western countries can be attributed to the political ideologies, slow pace of change in socio-demographic structure & attitude of employers.