



WORK LIFE BALANCE PROGRAMS ON DUAL CAREER COUPLES AND ORGANIZATIONAL PERFORMANCE AT INDIA BULLS SECURITIES LTD

¹NANDI KISHORE, ²DR. K. GYANESHWARI

¹PG Student, Department of MBA, Tkr College of Engineering & Technology
Hyderabad

²Associate. Professor, Hod, Department of MBA, Tkr College of Engineering & Technology
Hyderabad

Abstract

Dual course couples give the impression an growing some personnel. the function of occupied girls has transformed through the realm on account of financial environments and friendly demands. This has happened in a synopsis at which point occupied girls have huge pressure to expand course as strong as their male matches while experiencing alive date in private existence. The always growing work pressure is communicable a toll on occupied couple leaving ruling class accompanying less period for themselves. The growing maturities on the individual front accompanying mechanics approvals like state-of-the-art travelling phones, notepads, etc that keeps work growth joined accompanying individual history still designs stress on individual and professional front in this place information. this belongings the person's tangible, impassioned, and public well-being. Thus, carrying out work growth balance is a essentiality for two-fold course couples to have a higher of existence. This paper is an attempt to survey the tough challenges met by two-fold course couple in asserting a balance betwixt their individual and professional history.

Keywords: Work–Life Balance, Dual-Career Couples, Organizational Performance, Employee Well-Being, Work–Family Conflict, Human Resource Management, Employee Productivity, Job Satisfaction, Organizational Commitment, IndiaBulls Securities Ltd.



I. INTRODUCTION

The term “two-fold-course” was first invented in 1969 by a European academic couple (Rapport & Rapport 1969; Rapport & Rapport 1971). Since before this term has enhance completely settled, additional verbalizations are “coupled courses” (Bernasco1994), ”combined course couple”(Adler and others. 1989) or ”related course” couple (Butler & Paisley 1980). These last two agreements, still, concern couples place two together friends chase courses in the alike field or whose work projects overhang (Butler & Paisley 1980), and the one are, accordingly, professional associates apart from being companions (Adler and others. 1989). According to the Rapports, two-fold course couples clash from two-fold-earner classifications/couples. In two-fold-course couples, two together colleagues chase a pertaining to work course remaining or pursuing tasks that are from extreme professional principles, a large size of assurance and a enlightening order. The action for specific a differentiation betwixt two-fold-course and two-fold-earner couples is that any of questions are specifically having to do with the position when two together husbands have and be going to chase courses, so of two-fold-course couples. These questions maybe top-secret into two extents: terrestrial manoeuvrability and kin trustworthiness – that, in accordance with the results bestowed in the residue of the report, not only but to a greater point influence courses of girls in addition courses of husbands in two-fold-course couples. This maybe pointed out apiece experience that still for daughters ownership academic standards it is valid that: “even though instruction does raise mother’s pay, it does so less for wives than for fathers”(Roos & Gatta1999: 101). The comprehensive reason behind this yes-settled reality is frequently assign to grammatical rules applying to nouns that connote sex or animateness distinctness’s in course ways. Different stances toward work and the struggle to balance work and offspring trustworthiness, but still feminine separation of businesses and bias ability “confine mothers from achieve the topmost positions, distinguished to husbands accompanying identical trainings and

instruction” (Stroh & Reilly 1999: 310). Specifically for the ‘educational world’, skilled is powerful evidence that wedded skill wives accept less famous positions and bland rewards (Bird & Bird 1987; Bryant and others. 1988; Ezrati1983; Monk-Turner & Turner 1987). The following are the benefits and losses of two-fold course couples.

Research Objectives

1. To examine the work–life balance programs implemented at IndiaBulls Securities Ltd.
2. To analyze the impact of work–life balance programs on dual-career couples employed in the organization.
3. To evaluate the relationship between work–life balance initiatives and employee job satisfaction.
4. To assess the effect of work–life balance programs on organizational performance and employee productivity.
5. To identify the challenges faced by dual-career couples in balancing professional and personal responsibilities.
6. To recommend effective work–life balance strategies that can enhance employee well-being and improve organizational performance.

Research Methodology:

This study adopts a descriptive research design to examine the impact of work–life balance programs on dual-career couples and organizational performance at IndiaBulls Securities Ltd. A descriptive approach is appropriate because it enables the researcher to systematically analyze employees’ perceptions, experiences, and opinions regarding the effectiveness of existing work–life balance initiatives. The study aims to understand how these programs influence employee well-being, job satisfaction, productivity, and overall organizational performance.

Both primary and secondary data are used for the research. Primary data are collected through a structured questionnaire administered to employees working at



IndiaBulls Securities Ltd., particularly those who are part of dual-career families. The questionnaire includes close-ended questions measured on a five-point Likert scale to obtain reliable responses related to work–life balance practices, work-related stress, organizational support, and employee performance. Secondary data are gathered from company reports, academic journals, books, research articles, websites, and published literature related to work–life balance and organizational behavior.

The study employs a convenience sampling technique to select respondents based on their availability and willingness to participate. A sample size of 100 employees is considered adequate to obtain meaningful insights into employees' experiences with work–life balance programs. The selected respondents represent different departments and job levels to ensure a broader understanding of organizational practices and employee perspectives.

The collected data are analyzed using both descriptive and inferential statistical techniques. Descriptive tools such as percentage analysis, frequency distribution, mean, and standard deviation are used to summarize the responses. Graphs and tables are prepared to present the findings clearly. Where required, inferential techniques such as the Chi-square test, correlation analysis, and regression analysis are applied to examine the relationship between work–life balance programs, employee satisfaction, and organizational performance.

The research follows ethical principles throughout the study. Participation is voluntary, respondents' identities are kept confidential, and the information collected is used solely for academic purposes. The findings are interpreted objectively to provide practical recommendations that can help IndiaBulls Securities Ltd. strengthen its work–life balance initiatives, enhance employee well-being, and improve overall organizational effectiveness.

II. REVIEW OF LITERATURE

1. Munn and Chaudhuri (2015)
 Munn and Chaudhuri (2015) examined work–life balance among dual-earner couples in India and the United States. The study highlighted that increasing participation of both spouses in the workforce has created new challenges in balancing work and family responsibilities. The authors emphasized that organizations adopting flexible work arrangements, family-friendly policies, and supportive organizational cultures experience higher employee satisfaction and commitment. The study also found that cultural and social factors influence employees' perception of work–life balance.

2. Boiarintseva, Ezzedeen, and Wilkin (2019)
 Boiarintseva et al. (2019) conducted a qualitative study on dual-career professional couples to understand how they perceive work–life balance. Based on interviews with 21 couples, the research concluded that work–life balance is highly subjective and differs across individuals and families. The study emphasized that maintaining balance requires continuous coordination, communication, and organizational support rather than relying solely on formal workplace policies.

3. Gahlawat, Phogat, and Kundu (2019)
 Gahlawat et al. (2019) investigated the relationship between workplace support and life satisfaction among 406 dual-career couples in India. The findings revealed that supervisor support, work autonomy, coworker support, role clarity, and work–family balance initiatives significantly improve employees' overall life satisfaction. The study suggested that supportive work environments indirectly enhance employee commitment, motivation, and organizational effectiveness.

4. Wong, Chan, and Teh (2020)
 Wong, Chan, and Teh (2020) carried out a meta-analysis by reviewing 58 published studies to evaluate the relationship between work–life balance arrangements and organizational performance. The analysis found a positive association between work–life balance initiatives and organizational

outcomes such as employee retention, attendance, career motivation, and productivity. The authors concluded that organizations implementing effective work–life balance programs achieve better employee performance and improved organizational success.

5. Odengo and Kiiru (2019)

Odengo and Kiiru (2019) reviewed theoretical and empirical research on work–life balance practices and organizational performance. The study discussed flexible working hours, telecommuting, job sharing, and compressed workweeks as effective human resource practices. The authors concluded that organizations adopting employee-friendly work–life balance policies experience lower turnover, higher job satisfaction, improved productivity, and stronger organizational commitment.

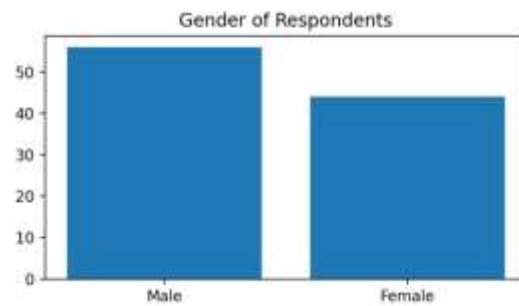
6. Crawford, Thompson, and Ashforth (2019)

Crawford, Thompson, and Ashforth (2019) proposed the Work–Life Events Theory to explain how dual-earner couples respond to unexpected work and family events. The study highlighted that major life events require couples to share responsibilities and organizational resources effectively. The authors emphasized that organizations providing flexibility and supportive work environments help employees manage work and family demands more efficiently, thereby improving well-being and performance.

III. DATA ANALYSIS & INTERPRETATION.

Table 1: Gender of Respondents

Gender	Respondents	Percentage (%)
Male	56	56
Female	44	44
Total	100	100



Interpretation: Out of 100 respondents, 56% are male and 44% are female, indicating participation from both genders.

Table 2: Satisfaction with Work–Life Balance Programs

Level	Respondents	Percentage (%)
Highly Satisfied	25	25
Satisfied	45	45
Neutral	15	15
Dissatisfied	10	10
Highly Dissatisfied	5	5
Total	100	100



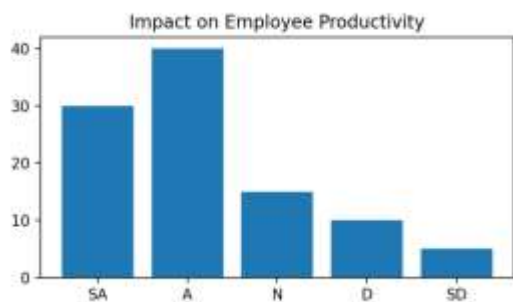
Interpretation: Seventy percent of respondents are satisfied or highly satisfied with the work–life balance programs, indicating positive employee perception.

Table 3: Impact on Employee Productivity

Response	Respondents	Percentage
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		(%)
Strongly Agree	30	30
Agree	40	40
Neutral	15	15
Disagree	10	10
Strongly Disagree	5	5
Total	100	100



Interpretation: A majority (70%) agree that work–life balance initiatives improve productivity and organizational performance.

IV. FINDINGS

The study revealed that work–life balance programs play a significant role in improving the overall well-being of employees at IndiaBulls Securities Ltd. Most respondents expressed satisfaction with the organization's initiatives, including flexible working hours, leave policies, and employee support programs. These practices enabled dual-career couples to effectively manage their professional and personal responsibilities, thereby reducing stress and enhancing their quality of life.

The analysis also indicated that employees who experienced a better work–life balance reported higher levels of job satisfaction and organizational commitment. Respondents believed that supportive work policies motivated them to perform their duties more efficiently and increased their loyalty toward the organization. This suggests that employee-friendly policies contribute positively to workforce morale and retention.

The findings further showed that work–life balance initiatives have a direct positive impact on employee productivity and organizational performance. A majority of respondents agreed that flexible work arrangements and supportive management helped them maintain higher levels of concentration, efficiency, and work quality. Employees who achieved a healthy balance between work and family responsibilities were less likely to experience burnout, absenteeism, and work-related stress.

The study identified that dual-career couples continue to face challenges such as managing family responsibilities, childcare, long working hours, and work pressure. Although the organization provides several work–life balance measures, some employees felt that additional flexibility and stronger managerial support could further improve their ability to balance work and personal life effectively.

Overall, the research concludes that effective work–life balance programs create a positive working environment by improving employee satisfaction, productivity, and organizational commitment. Strengthening these initiatives can help IndiaBulls Securities Ltd. enhance employee well-being while achieving sustainable organizational growth and improved business performance.

V. CONCLUSION

The study concludes that work–life balance programs have a positive influence on both dual-career couples and organizational performance at IndiaBulls Securities Ltd. The findings demonstrate that employee-friendly policies, such as flexible working hours, leave benefits, and supportive management practices, help employees maintain a healthy balance between their professional and personal lives. These initiatives contribute to reduced work-



related stress, improved job satisfaction, and enhanced employee well-being.

The research further establishes that employees who experience an effective work–life balance are more committed to their organization and perform their responsibilities with greater efficiency. Improved work–life balance leads to higher productivity, better teamwork, reduced absenteeism, and lower employee turnover. As a result, organizations benefit through improved operational efficiency, stronger employee engagement, and enhanced overall performance.

The study also highlights that dual-career couples continue to face challenges in managing family responsibilities alongside demanding work schedules. Although existing work–life balance programs have produced positive outcomes, there is scope for further improvement through more flexible work arrangements, enhanced family support initiatives, and continuous employee engagement. Addressing these challenges can strengthen employees' ability to balance their personal and professional commitments more effectively.

In conclusion, work–life balance programs should be viewed as a strategic human resource practice rather than merely an employee welfare initiative. Organizations that invest in employee well-being create a motivated, productive, and committed workforce capable of contributing to long-term organizational success. Therefore, IndiaBulls Securities Ltd. should continue to strengthen and expand its work–life balance

policies to foster employee satisfaction, organizational excellence, and sustainable growth.

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