



A STUDY ON STATISTICAL ANALYSIS OF “WORK LIFE BALANCE AMONG WOMEN EMPLOYEES” AT AN APPAREL MANUFACTURING UNIT IN TIRUPUR

Dr. Biswaranjan Ghosh¹ and Dr. A. Bhuvaneshwari²

¹Associate Professor, Sardar Vallabhbhai Patel International School of Textiles and Management, Coimbatore.

².Associate Professor, Department of BBA, Nehru Arts and Science College, Coimbatore .



ABSTRACT

Work-Life Balance (WLB) is a state of equilibrium achieved between employee's primary job responsibilities and personal commitments. In the current scenario, managing time for both career and personal aspects of life is challenging for both employees and employers. The disparity in managing time often generates low productivity, dissatisfied employees, deprived performance and vice versa. The objective of this study was to know if the women employees manage their Work-Life Balance and to find the related attributes and parameters that contribute to their work-life balance. The primary data is collected through research questionnaire and personal interview. Descriptive research was used to find out the characteristic feature of the respondents. The hypotheses were framed on the basis of the relationship between colleagues, compensation policy, job satisfaction, welfare facility and organizational climate. The findings from this study reveal that the following parameters will significantly influence work-life balance:-

- Supportive Colleagues / Managers (Conducive Work environment)
- Flexible working hours
- Transport facility (to optimize travel hours)
- Customized Policy to meet individual employee's need.

KEYWORDS: *Conducive work environment, Flexible working hours, Relationship between peers and managers, Welfare facility and Work-life conflict.*

INTRODUCTION:

The challenge to enthrone work-life balance lies in creating a work environment which is supportive of a woman employee to balance her 2Ps of life i.e. Professional and Personal Life. The role of women in the 21st century, both within organization & family is highly demanding and hence work-life balance has become extremely challenging. This research has shown that women employees are experiencing a high level of conflict between work and family, especially due to longer working hours and job commitments. They have a dilemma in deciding their priority of work over family life. This would result in low productivity, peer conflicts, lack of commitments and eventually ends in low or abysmal performance. In such situations, the organization can focus on assisting employees to manage work-life balance through flexible working hours, suitable work environment, transport facility and redress personal grievances through organizational counseling. Training them on managing time for self, stress and change could be of great help in keeping their morale on a higher note. The organization can implement work-life balance programs by identifying the required parameters. This can ensure that the programs have the desired effect on both employees and the organization. As a result, the organization would see the growth in productivity and performance while the women employees would be happy with their work-life balance.

REVIEW OF LITERATURE

Higgins & Duxbury, 2005; Howard, D'Onofrio & Boles, 2004, The effective management of employees' work-life balance (WLB) requires organizations to recognize and account for the array of non-work roles that impact on their working lives.

Broers, 2005, It is believed that balancing a successful career with a personal or family life can be challenging and impact on a person's satisfaction in their work and personal life's roles.

Gonyea & Goggins, 1992; Liddicoat, 1999; MacInnes, 2006, American businesses were the first to develop and implement family-friendly initiatives in the 1970s.

Liddicoat, 1999; White, Hill, McGovern, Mills & Smeaton, 2003, It is commonly asserted that WLB policies evolved from family-friendly initiatives.

Lewis & Cooper, 1995, The desire to maintain an adequate standard of living; and the changing structure of families, particularly the decline in family size, delayed parenthood and the increase in solo parents.

Dex & Scheibl, 1999; Hyman, Baldry, Scholarios & Bunzel, 2003; Liddicoat, 1999, Work-life balance debate emerged regarding the desirability of ensuring a greater balance between work and one's private life for all employees irrespective of family status.

Bloom, Kretschmer & van Reenen 2006; Gambles, Lewis & Rapoport, 2006; Major & Germano, 2006, A number of these strategies are said to undermine an individual's sense of work-life balance includes: increasing and varying the number of hours people work, increased work intensity as a result of downsizing and restructuring, and the adoption of technological advances in information technology.

Bonney, 2005; Green, 2001; NZCTU, 2002, The dispersion of working hours is more varied as more people are working outside the traditional 'nine to five' shift.

Dawson, McCulloch and Baker 2001, The impact of long hours and the perception that work is increasingly intense has a negative overall effect on individuals in terms of their physical and mental well being.

IMPORTANCE OF THE STUDY

In this competitive and dynamic world, employee's presence is required 24/7 by the organization. Technological advances and changing work culture has formulated a new sphere of the environment in most of the organizations. More often the employees find it difficult to adjust to the ever changing demand and unable to cope up with their job and personal life. As a consequence, employee's health and work performance get deteriorated. So, it's imperative for an organization to provide a framework for balanced lifestyle to all its employees and train them for a balanced professional and personal life.

STATEMENT OF THE PROBLEM

One of the prime challenges for an organization is to offer a work atmosphere amiable for a work-life balance. This calls for identification of the various parameters, drivers and inhibitors influencing work-life balance which in turn need to translate into policies for implementation of the same. A win-win metrics both for the organization and the employees (more importantly women employees since this constitutes a majority of the workforce under the subject of study) is desirable in this context. Since, an optimal productivity is the most desired objective of any workplace; this study has been conducted to understand the gap between the existing work-life balance policies of the organization viz a vis the desired level of satisfaction. This will become the basis to recommend revised policies which will ensure a better work-life balance and thereby facilitating optimal Productivity.

OBJECTIVES OF THE STUDY

1. To study whether the women employees get balanced between their work and family.
2. To find the related parameters and attributes that help to balance their personal and work life.

HYPOTHESIS

H₀: There is some significant difference between the age of the employees and work-life balance.

H₁: There is no significant difference between the age of the employees and work-life balance factors.

RESEARCH METHODOLOGY

Descriptive research is applied to study the respondents and characteristic features of the women employee’s work life balance working at Apparel manufacturing organization in Tirupur. Non-probabilistic convenient sampling method was adopted to collect the primary data and the total numbers of respondents were 75. The researcher has applied primary data collection through questionnaire and personal interview; secondary data from the company records and indirect observation method. The statistical tools used are Percentage Analysis and Chi-Square Test.

ANALYSIS AND INTERPRETATION

Table 1: Socio-economic profile of the Employees

Category	Variable	No. of Respondents	Percentage
Age	Below 20	0	0%
	21 – 30	60	80%
	31 – 40	13	17%
	41 – 50	2	3%
	Above 50	0	0%
	Total	75	100
Marital Status	Married	43	57%
	Unmarried	32	43%
	Total	75	100

Source: Primary data

Findings:

- ❖ 80% of the women employees are between 21 – 30 years and only 3% of the women employees are between 41 – 50 years.
- ❖ 57% of the women employees are married and 43% of women employees are single.

Table 2: Factors affecting Work-life Balance among the Women Employees

Category	Variable	No. of Respondents	Percentage
Working Hours	7-8 hours	32	43%
	8-9 hours	8	11%
	9-10 hours	20	26%
	More than 10 hours	15	20%
	Total	75	100
Category	Variable	No. of Respondents	Percentage
Working in Shift	General/Day shift (9.30am to 5.30pm)	63	84%
	Night (9.30pm to 6am)	0	0%
	Alternate (6.00pm to 9.00pm)	12	16%
	Total	75	100
Overtime Working Hours	Regularly	17	23%
	Rarely	17	23%

	Sometimes	17	23%
	No Overtime	24	31%
	Total	75	100
Opinion About the Time Spent at Work	Very Unhappy	0	0%
	Unhappy	5	6%
	In Different	9	12%
	Happy	22	30%
	Very Happy	39	52%
	Total	75	100
Feeling Tired or Depressed	Always	6	9%
	Often	5	6%
	Sometimes	15	20%
	Rarely	17	22%
	Never	32	43%
	Total	75	100

Category	Variable	No. of Respondents	Percentage
Ways to Manage Stress	Yoga	2	3%
	Meditation	2	3%
	Entertainment	28	37%
	Books	20	26%
	Music	200	100
	Total	75	100
Easy or Difficult to Take Leave	Most Difficult	56	74%
	Difficult	2	3%
	Easy	17	23%
	Total	75	100
Employee Satisfaction towards welfare measures	Dissatisfied	8	11%
	Neither Satisfied Nor Dissatisfied	7	9%
	Satisfied	60	80%
	Total	75	100

Findings:

- ❖ 43% of women employees are normally working hours in a day are 7-8 hours and 20% of women employees are working more than 10 hours a day.
- ❖ 84% of women employees are working on day shift and 16% are working on alternate shift.
- ❖ 31% of women employees not at all working more than two hours in overtime and remaining employees are working between half an hour to two hours per day.
- ❖ 52% of women employees who feel very happy about their time spent at work and women 6% of employees who feel unhappy about their time spent at work.
- ❖ 22% of women employees rarely feel stress about their work and 9% of women employees always feel stress about their work.
- ❖ 37% of the women employees prefer entertainment to manage their stress and 31% of the women employees prefer music to manage their stress.

- ❖ 74% of the women employees feel that it is most difficult to take leave and 23% of the women employees feel that it is easy to take leave.
- ❖ 80% of the women employees are satisfied and 11% of the women employees are dissatisfied with the welfare measures provided by the company.

CHI-SQUARE TEST

- ❖ To test the independence of two variables
- ❖ 0.05 is the significant level

1. Null Hypothesis (Ho) - There is no significant difference between the age of the employees and the factors mentioned in the Table 3.

Table 3: Age of the Employees and Factors Not Significant to Work-life Balance

S.No.	Factor	Calculated Value	Table Value	Degrees of Freedom	S/NS
1	Marital Status	4.02	9.210	2	NS
2	Work-Life Balance	0.786	9.210	2	NS
3	Work Over Time	3.319	7.841	6	NS
4	Feelings about Amount Time Spend at Work	2.689	7.841	6	NS
5	Feeling Tired or Depressed due to Work	5.535	7.344	8	NS
6	Manage Stress Arising due to Work	8.924	9.342	10	NS
7	Support of Colleagues and Superiors at Work	5.144	7.311	8	NS
8	Missing of Quality Time with Family due to Work	5.673	7.344	8	NS
9	Separate Provision for Work-Life Balance	4.890	5.989	4	NS
10	Respect given by Superior	.277	4.605	2	NS
11	Peaceful Sleep without Stress	3.687	7.841	6	NS
12	Hindrance in Balancing Personal and Professional Commitments	5.712	7.344	8	NS

(S= significant, NS= Not significant)

Since the calculated value is lesser than the table value, the null hypothesis (Ho) is accepted, i.e. there is no significant difference between the age of the employees and the factors mentioned in the Table 3.

2. Alternate Hypothesis (H1) – There is a significant difference between the age of the employees and the factors mentioned in the Table 4.

Table 4: Age of the Employees and Factors Significant to Work-life Balance

S.No.	Factor	Calculated Value	Table Value	Degrees of Freedom	S/NS
1	Normal Working Hours in a Day	7.981	7.841	6	S
2	Traveling Hours	6.933	6.626	5	S
3	Working in Shifts	9.346	9.210	2	S
4	Superiors Support in Balancing Work Life	9.731	7.841	6	S
5	Work Carried to Home Leads to Stress	9.970	7.841	6	S
6	Pressure due to Work Load by Superior	10.925	7.841	6	S

7	Good Day at Work Makes a Better Companion at Home	6.590	5.989	4	S
8	Refreshment in a Day	12.150	7.841	6	S

Since the calculated value is higher than the table value, the null hypothesis (Ho) is rejected and the alternate hypothesis (H1) is accepted, i.e. there is a significant difference between the age of the employees and the factors mentioned in the Table 4.

FINDINGS:

Women employees are comfortable with day schedules and their preferences are inclined towards day shifts. Flexible work hours are preferred only during exigencies but work from home has a good amount of appeal. Substantial support extended from Managers / Colleagues, results in high level of job satisfaction amongst the women employees. More importantly, they feel that it is a very important parameter towards work-life balance. Extended work hours tend to create stress in their routine especially when travel time is also higher. Reduced travel time may capacitate individuals for extended work hours on a need basis but not regularly. Welfare measures or facilities provided at workplace were cited as an important aspect of job satisfaction. Certain de-stressing environment (light music or radio in the background), recreation/refreshment facilities have some significance contributing towards happiness in the workplace. Support from home was not seen as a major factor towards job commitment, but the converse seems to be significant, i.e. job satisfaction or having a good day at work makes them a better companion at home.

SUGGESTIONS:

- ❖ Certain best practices contributing towards job satisfaction can be identified and strengthened.
- ❖ Recreational facilities for de-stressing along with flexible break hours can further boost productivity.
- ❖ Avoiding longer or extended working hours by effective day shift rotation / flexible timing in batches can be planned if feasible.
- ❖ Training on effective time management for self and work related aspects can help achieve their task objectives which would further help work life balance.

CONCLUSION

The organization can concentrate on those factors which have helped them bag 77% of women employees who have expressed satisfaction with their current work-life balance. Findings in this study indicate welfare measures, recreation/refreshment facilities along with good working environment or work culture in the form of supportive colleagues/superiors goes a long way in ensuring job satisfaction which in turn helps people balance life at home. Last but not the least, balanced work hours is critical and crucial to ensuring a better work-life balance.

LIMITATIONS OF THE STUDY

1. The study conducted pertains only to the specified number of women employees within an organization in a selected geography.
2. Though the purpose of the study was stated, women employees could have been reluctant to share the valid and real information in relation with the study, fearing reprisal from the employer.
3. The chance of negligence would have occurred in skip over of the questionnaires and multiple responses to a single question.
4. Almost 80% of the employees (respondent) fall between 21-30 yrs.

SCOPE FOR FURTHER STUDY

Work-life balance is one of the key motivational factors for employees. Organizations are broadening their scope of services across the World and functioning in non – conservative/traditional

approach. As an outcome, employees are engrossed in professional life and finding it hard to manage their personal life. Feasibility of customized work-life balance policy can be studied further which will be helpful in crafting HR policies.

REFERENCES

- 1) Kothari C R, Research Methodology, 2008 Methods and Technology, (2nd ed; New Delhi: New Age International. 2008).
- 2) Wayne F. Cascio, Quality of work life balance, 2008 (7th ed; Tata Mc Grew hill.2008)
- 3) Jahoda, 1992, Work-life balance.
- 4) Zedeck and Mosier, 1990, Explain the relationship between work and life outside work.
- 5) Higgins & Duxbury, 2005, The effective management of employees' work-life balance (WLB).
- 6) Hyman & Summers, 2004; Lewis, Rapoport & Gambles, 2003; Smithson & Stokoe, 2005, despite the literary attention given to the WLB.
- 7) Arrulappan, 2003, p.6; MacInnes 2006, p.225; Maxwell & McDougal, 2004, p.378 "work patterns so that everyone regardless of age, race or gender can find a rhythm that enables them more easily to combine work and their other responsibilities and aspirations"
- 8) Eikhof, Warhurst & Haunschild, 2007, It is believed that balancing a successful career with a personal or family life can be challenging and impact on a person's satisfaction in their work and personal life's roles
- 9) B.Ezhilarasu, K.T.Manivannan., Work Life Balance of Women Employees.
- 10) Kenexa,. Women are more positive than men.
- 11) Anne-Marie Slaughter,. 1950, director of policy planning in the State Department in part to spend more time with her family.
- 12) Liddicoat, L. (1999). Stakeholder perceptions of family friendly workplaces: Case studies of six New Zealand organisations. PhD Thesis, Massey University, Palmerston North, New Zealand.
- 13) Gornick, J.C., & Meyers, M.K. (2003). Families that work: Policies for reconciling parenthood and employment. New York: Russell and Sage Foundation.
- 14) Gonyea, J.G., & Googins, B.K. (1992). Linking the worlds of work and family: Beyond the productivity trap. Human Resource Management Journal, 31, 3, 227-248.
- 15) Dex, S., & Scheibl, F., (1999). Business performance and family-friendly policies. Journal of General Management, 24, 4, 22-37.
- 16) Houston, D. (2005). Work life balance in the 21st century. Basingstoke, England: Palgrave.
- 17) Gambles, R., Lewis, S., & Rapoport, R. (2006). The myth of work-life balance: The challenge of our time for men, women and societies. West Sussex, England: John Wiley & Sons.
- 18) Sparks, K., Faragher, B., & Cooper, C.L. (2001). Well-being and occupational health in the 21st century workplace. Journal of Occupational and Organizational Psychology, 74, 489-509.
- 19) Bonney, N. (2005). Overworked Britons? Part-time work and work-life balance. Work, Employment and Society, 19, 2, 391-401.
- 20) Jones, F., Kinman, G., & Payne, N. (2006). Work stress and health behaviours: A work-life balance issue. In F.Jones, R.J. Burke & M. Westman (Eds.), Work-life balance: A psychological perspective (pp.185-215). East Sussex: Psychology Press.
- 21) Dawson, D., McCulloch, K., & Baker, A. (2001). Extended working hours in Australia: Counting the costs. Retrieved 5 December, 2006.
- 22) Gambles, R., Lewis, S., & Rapoport, R. (2006). The myth of work-life balance: The challenge of our time for men, women and societies. West Sussex, England: John Wiley & Sons.



Dr. Biswaranjan Ghosh

Associate Professor, Sardar Vallabhbhai Patel International School of Textiles and Management, Coimbatore.



Dr. A. Bhuvaneshwari

Associate Professor, Department of BBA, Nehru Arts and Science College, Coimbatore .