

Determinants of Work Life Balance of Women Employees and Their Outcome in Select Service Sectors

Dr. K. Thriveni Kumari,

Professor and Head, Department of Management, Don Bosco Institute of Management Studies and Computer Applications, Kumbalgotu, Bangalore, Karnataka, India. kthrivenikumari@gmail.com

Abstract - In the recent times, the issue of work-life balance has gained more attention due to the reason that an individual's work life and personal life may present contradictory hassle on one another. But, today both the spheres are equally important. Work-life balance refers to maintaining the balance among performing roles and responsibilities at work and at home. It is one of the most challenging issues being faced by the women employees in the 21st century. This problem is more for women employees because of the type of roles they play at home and the spillover of personal life over work life and vice-versa.

Based on the contemporary problem, the present research is done. The study aims to examine work-life balance of women employees and analyze various factors affecting work-life balance. The women employees in Bangalore city constitute universe for the study. The researcher has drawn 360 women employees working in various sectors like banking, insurance, IT, BPO, health care and education constituting 60 employees from each sector for the purpose of the study. Data was collected through a prearranged questionnaire and also the data was analyzed by applying statistics like mean, Standard Deviation and Correlation.

The study exposed that the levels of work-life balance of women workers in select service sectors of the study are significantly different. It has positive association with organizational commitment, employment satisfaction and retention whereas there is a negative association with absenteeism.

Women workforce is increasing and their contribution to the organizations is also considered to be valuable. It is necessary for the organizations to acknowledge women employees by providing more appropriate work-life balance measures for them. Striking a strong work-life balance is imperative for all the employees irrespective of the industry to which they belong.

KeyWords : *Work Life Balance, Women Employees, service sectors, absenteeism, job satisfaction, organization.*

I. INTRODUCTION

Work-life balance initiatives provide different benefits for employers such as talent attraction, talent retention, better motivation and increased productivity, reduced work stress and decrease in absenteeism and other costs, employer branding, and efficient work practices (Byrne, 2005; Pocock, 2005; and McPherson, 2007). The home-based work was linked to higher levels of performance and lower absenteeism (Nick & John 2005).

Arthur (2003) reported a positive relationship between the announcement of organizational work-life benefits and shareholders returns. Claremann (2007) emphasized that Work-life integration is an essential ingredient in sustainable business practice. Businesses that celebrate this reality are reaping the benefits in bottom-line performance

and they create organizations that are satisfying communities in which to work.

Both personal social support and work based social support are required for women. But generally women receive more personal social support than work based social support. It was observed that work-based social support was positively correlated with organizational commitment, job satisfaction and career accomplishment which implies that when women employees have more work based social support they will have high commitment & job satisfaction levels and experience career accomplishment; on the other hand personal social support was also related with job satisfaction and organizational commitment. Work – life balance may to some extent reconcile the relationship between social support and work outcomes (Wendy & Karen, 2007). Job satisfaction, physical health problem, work life conflict and turnover

intentions are some identified outcome factors of work-life balance of women employees (Sang and Dainty, 2007).

II. REVIEW OF LITERATURE

Extensive commitment to non-work roles negatively affects the commitment of life and affects the job performance which leads to family to work conflict (Christy & Jeffrey, 2010). Women's commitment and motivation are leading to better organizational performance especially when organizations are facing more competition and are subject to changes (Nwagbara and Akanji, 2012).

The research findings (Melin & Chang, 2010) about the relationships of work-family conflict with business and marriage outcomes in women indicated that a) family domains were more holey when compared to work domains b) work-family conflict negatively affects perceived business success and marriage satisfaction c) work to family conflict is a better predictor of marriage satisfaction, whereas family to work conflict is a better predictor of perceived business success.

Demographic or family variables are not related with organizational commitment and organizational commitment did not differ significantly between women with dependent children and childless women or women with non dependent children (Helen Lingard and Jasmine Lin, 2004). Jyothi & Jyothi (2012) opined that work-life balance policies affect employee performance, absenteeism, attrition, organizational commitment and employee engagement. They also highlighted that striking a healthy work-life balance of the employees enables the business to flourish and at the same time helps the employees to handle work easily while fulfilling other aspirations and responsibilities.

Work-family conflict is a conflict between different incompatible roles to be performed in the organization and family. This issue is of great concern as it affects employees' performance which in turn ultimately affects organizational performance. Sometimes due to severe contradictory roles, the organization has to lose most precious asset that is human resource (Rabia Aslam, 2011).

The research study findings of Elizabeth (2007) presented the reasons for the women quitting their jobs and leaving the workforce. The reasons include -to stay at home with their children, finding difficult to balance their lives and barriers that make difficult to move across organizations. Organizational variables other than individual variables predicted turnover intent (Phizacklea, 2002). Talent attraction, talent development and talent retention are challenges for the organization and organizations that seek to attract talent must provide opportunities for their development and balance in order to retain them (Nancy, 2005).

The research study aimed to explore the reasons for employees leaving the job and the results indicated that promotion opportunities and work family balance were the predictors of turnover intentions mainly for women while for men, it was the clarity of the job description that affected turnover intention. So it is important to develop gender based HRM policies to address the problem and retain the talented staff (Blomme & Avan & Tramp, 2010).

Work-life balance is one of the factors that affect women employees' retention in the company (Trauth, Quesenberry and Huang, 2009). Work-life balance has surpassed benefits and compensation as a vital factor of employee job satisfaction (Lewis, 2010). It was observed that job satisfaction is more influenced by work-related factors than family related factors (Samad, 2006). Work-life balance needs to deliver flexibility rather than any standard solution (Ken Roberts 2007).

It is important for the organization to understand problems that affect women in working life that can disturb their job satisfaction, readiness to give their best to the organization and in turn their performance (Makela, 2005). If employees do not have balance between work and non-work activities, it reduces psychological and physical well-being of employees (Frone *et al.*, 1997; Thomas and Ganster, 1995; Ma; Felstead *et al.*, 2002). Empirical research in the UK (Hyman *et al.*, 2003) indicated that employees reported excessive stress and emotional exhaustion due to encroachment of work demands into personal life (e.g., working during the week-end). Furthermore, employees perceived that their health was adversely affected due to the interference of work responsibilities into their personal lives (Hyman *et al.*, 2003). In addition to this, clear linkage was established between work-life imbalance and withdrawal behaviors, including tendency to stay away from work for non-legitimate reasons and tendency to quit the job. Work -life programmes provide benefits for both employers and employees and offer a win-win situation (Blomme & Tramp 2010).

Now-a-days, quality of work life is being used by the organizations as a strategic tool to attract and retain the employees and more importantly to enable them to maintain balance between work-life and personal life with equal focus on performance and commitment at work (Shalini and Bhawna, 2012).

There are no differences in satisfaction based on occupation or country and most demographic variables investigation did not have a significant relationship with satisfaction (Betty Jane, 2007). When the responsibilities attached to the personal life get neglected due to the tasks of the professional life, it leads to job dissatisfaction which results in forgetfulness, less commitment towards work, complaints from clients, losing regular clients and leaving the job at its extreme end (Prasadini Gamage, 2013). There

is a relation between work-life balance and career opportunities, recognition, work tasks, pay, benefits, superior subordinate relationship (Rani and Selvarani, 2001). The fact is that work-life balance is main driver of employees' satisfaction and to increase employee productivity and to retain them (Susi and Jawaharrani, 2011).

To determine the relationship between work-life balance and outcome variables like job satisfaction, absenteeism, organizational commitment and retention.

III. RESEARCH METHODOLOGY

Need for the study

In the present scenario, due to many changes happening in the work place and family systems, a vast majority of women are finding it difficult to achieve a desired Work-Life Balance. In comparison with men, women have more responsibilities at home. Though there are studies on Work-Life Balance, relatively there are fewer studies on determinants of work-life balance of women employees and their relationship with the outcome variables like job satisfaction, organizational commitment, absenteeism, retention and organizational commitment. Therefore there is a need to study about the determinant of work life balance and their outcome in selected sectors like IT, BPO, health care, education, insurance and banking.

Statement of the problem

Today, it has become more challenging and difficult for working women to discharge their roles at office and home and in the process experience work-life imbalance which will have undesirable consequences for them in the form of decreased job satisfaction, increased absenteeism, reduced organizational commitment and productivity, disengagement and high turnover intention. This happens when there is a imbalance work life balance and it varies from each sector. Therefore there is a need to analyze about the problem and study about the determents of the work life balance of women employees.

Objectives of the study

1. To determine the relationship between work-life balance and outcome variables like job satisfaction, absenteeism, organizational commitment and retention.
2. To find out if there is a significant difference in variables of work-life balance across select service sectors.

Scope of the study

The present study is confined to women employees in Bangalore city. Bangalore city is one of the cosmopolitan cities in India where many organizations in select sectors like Banking, Insurance, Education, IT, BPO and Health care are operating. Women employees who are working in different organizations covering different select sectors are considered for the purpose of the study.

The conceptual coverage of the study encompasses importance of work-life balance for women employees, factors of work-life balance, outcomes of work-life balance and organizational policies addressing work-life balance issues of employees.

Sample Design:

The women employees in Bangalore city constitute universe for the study. The researcher selected women employees working in various sectors like banking, insurance, IT, BPO, health care and education sector as the sample frame.

Sample Composition:

The sample size comprised of 360 working women employees selected from various professions and jobs. The sample respondents include doctors, teaching faculty, software engineers, customer relationship officers, bank employees, etc.

Table 1 presents the details of the sample units of different sectors in different areas of Bangalore.

Table 1 Geographical Sample Distribution in Select Service Sectors in Bangalore

Area/ Sector	East zone		West Zone		North Zone		South Zone		Total
	K.R.Puram (45)	White Field (45)	Electronic City (45)	HSR Layout (45)	Malleswaram (45)	Jalahalli (45)	Yelahanka (45)	Hebbal (45)	
Education	8	7	7	8	8	7	8	7	60
IT	7	8	8	7	7	8	8	7	60
BPO	7	8	8	7	7	8	7	8	60
Health care	7	8	7	8	8	7	8	7	60
Banking	8	7	7	8	7	8	7	8	60
Insurance	8	7	8	7	8	7	7	8	60

Sampling Method:

Simple random sampling method is used for the present study to ensure that different strata i.e. different sectors are adequately represented in the sample.

Data Collection:

Both primary and secondary data are collected for the purpose of the study. The survey method is used to gather primary information for the study. The required data is collected from the sample respondents with the help of a questionnaire designed for the purpose and through personal interviews also. The secondary data is collected from books, journals, magazines, websites, etc.

Questionnaire:

Based on the objectives of the study, questionnaire is designed. The questionnaire comprises few dichotomous (YES/NO) questions, few multiple choice questions and statements using Likert Scale method. Depending on the study a few declarative questions are also framed in the questionnaire. The questionnaire consists of basically two aspects of women employees.

a) Demographic aspects:

Questions relating to the respondent’s age, type of family, marital status, information relating to children, income, etc.

b) Factors of work-life balance and organizational policies:

Questions on factors of work –life balance and organizational policies like organizational support to their work, maternity leave, job security, health provisions to remove the stress, any other policies etc are included in the second part of the questionnaire.

Reliability of the questionnaire

Cronbach’s Alpha	Number of items
0.712	31

Statistical Tools Used for Research:

The tools that are used for analyzing data are correlation, mean and standard deviation.

Hypothesis :

- **H₀**: There is no significant relationship between work-life balance and outcome variables like job satisfaction, absenteeism, organizational commitment and retention.
- **H_a**: There is significant relationship between work-life balance and variables like job satisfaction, absenteeism, organizational commitment and retention.

STATISTICAL TOOL APPLIED :CORRELATION

Table 2: Correlation Variables

Correlation variables	Mean	Std. Deviation	N
Work-life balance	1.18	.845	360
Organizational commitment	1.29	.899	360
Job Satisfaction	1.48	.793	360
Absenteeism	1.15	1.321	360
Retention	.37	.484	360

Table 2 shows the descriptive statistics of correlation variables. Mean and standard deviation for the variables i.e. work-life balance, organizational commitment, job satisfaction, absenteeism and turnover are presented in the table.

Relationship between Work-Life Balance and Outcome Variables

Table 3 Correlation values

		WLB	OC	JS	ABS	RE
Work-life balance	Pearson Correlation	1	.324**	.101*	-.122*	.226**
	Sig. (2-tailed)		.000	.054	.021	.000
	N	360	360	360	360	360
Organizational Commitment	Pearson Correlation	.324**	1	.386**	-.183**	.003
	Sig. (2-tailed)	.000		.000	.000	.958
	N	360	360	360	360	360
Job Satisfaction	Pearson Correlation	.101*	.386**	1	-.205**	-.143**
	Sig. (2-tailed)	.054	.000		.000	.007
	N	360	360	360	360	360
Absenteeism	Pearson Correlation	-.122*	-.183**	-.205**	1	-.065
	Sig. (2-tailed)	.021	.000	.000		.219
	N	360	360	360	360	360
Retention	Pearson Correlation	.226**	.003	-.143**	-.065	1
	Sig. (2-tailed)	.000	.958	.007	.219	
	N	360	360	360	360	360

** Correlation is significant at the 0.05 level (2-tailed).

The hypothesis is tested using correlation. The correlation results have shown that there is association among work-life balance and other variables like organizational commitment, job satisfaction, absenteeism and retention. The following are the results of the correlation:

The results indicated that the correlation between work-life balance and organizational commitment is 0.324, which shows that there is positive association among them and p value is 0.000 which is less than 0.05, the assumed level of significance.

The correlation between work-life balance and job satisfaction is 0.101, which shows that there is a positive association between them and p value is 0.054 which is equal to 0.05, the assumed level of significance.

Correlation between work-life balance and absenteeism is -0.122, which says there is a negative association among them and the p value is 0.017 which is less than 0.05, assumed level of significance.

The correlation between work-life balance and retention is 0.226, which shows that is positive relationship between them and the p value is 0.000 which is less than 0.05, the assumed level of significance.

Table 4: Comparative Analysis (Mean Score and ANOVA) among the outcome of the determinant variables in work Life Balance

Outcomes of work life balance/ Service Sectors	Education	IT	BP O	Health care	Banking	Insurance	ANOVA (p-value)
WLB	3.65	3.63	3.93	3.86	3.98	3.77	0.002
OC	3.27	3.45	3.23	3.55	3.33	3.40	0.011
JS	4.11	4.27	4.15	4.23	4.22	4.13	0.000
AB	2.22	1.98	2.32	2.15	2.03	1.93	0.000
RE	2.32	2.43	2.53	2.35	2.03	2.33	0.002

The table-4 explains about the comparative analysis among the outcome of the determinant variables in work life balance of women employees among the selected service sectors. The analysis is explained by using the mean score value. The bolded values indicated the highest ranking among the variable selected in the sector. ANOVA in the table gives the significance value of the variables in the selected sectors and the p-value (0.05) of the variables shows that there is significance difference among the variables and the selected sectors of the study.

IV. FINDINGS

The hypothesis is tested using correlation. The correlation results have shown that there is association among work-life balance and variables like organizational commitment, job satisfaction, absenteeism and turnover. The following are the results of the correlation:

- ❖ The correlation among work-life balance and organizational commitment is positive and statistically significant.
- ❖ The correlation among work-life balance and job satisfaction is positive and statistically significant.
- ❖ The correlation among work-life balance and absenteeism is negative and statistically significant.
- ❖ The correlation among work-life balance and retention is positive and statistically significant.
- ❖ There is significance difference among the variables (Organisational Commitment, Job Satisfaction, Intention to Quit, absenteeism) and the selected sectors (Education, IT,BPO, Health Care, Banking, Insurance) of the study.

V. SUGGESTIONS

The results of the study indicated that there is relationship between work-life balance of employees and their job satisfaction, organizational commitment, absenteeism and intention to quit. These factors are of vital importance to the organization. Hence the organizations have to facilitate work-life balance for its employees who will bring positive results for the organization. By enabling better work-life balance for its employees, it can create employee engagement as it is a two-way street.

VI. CONCLUSION

Therefore by the study we can conclude that job satisfaction, organizational commitment, absenteeism and intention to quit are the major determinants of work life balance for women employees. These determinants are to be identified by the organizations for better outcome such as good job satisfaction, organizational commitment, low absenteeism and intention to quit.

REFERENCES OF THE STUDY

- [1] Arthur.M.M., Share Price Reaction to work family initiatives: an institutional perspective”, Academy of Management journal, Vol.46, No.4, 2003, pp. 497-505.
- [2] Betty Jane Punnett, Jo Ann Duffy, Suzy Fox, Ann Gregory, et al, Career success and satisfaction: a comparative study in nine countries, Women in Management Review, Bradford: Vol. 22, No. 5, 2007, pp. 371.
- [3] Byrne.U, “Work-life balance: Why are we talking about it at all?” Business Information Review, Vol 22, No.1, 2005, pp 53-59.
- [4] Christy H Weer, Jeffrey H Greenhaus, Frank Linnehan, Commitment to nonwork roles and job performance: Enrichment and conflict perspectives, Journal of Vocational Behavior. Orlando., Vol. 76, No. 2; Apr 2010, pp. 306.
- [5] Claremann, “The New York-life Pardigm”, NZ Business, (2007), p.20
- [6] Elizabeth A. Hamilton, Judith R. Gordon, Karen S. Whelan-Berry, Understanding the work-life conflict of never-

- married women without children, *Women in Management Review*, Bradford, Vol. 21, No. 5; 2006, pp. 393.
- [7] Felstead, A, Jewson, N, Phizacklea, A & Walters, S, 'Opportunities to work at home in the context of work-life balance', *Human Resource Management Journal*, vol.12, no.1, 2002, pp. 54-76.
- [8] Frone, MR, Russell, M & Cooper, ML, 'Relation of work-family conflict to health outcomes: A four-year longitudinal study of employed parents', *Journal of Occupational and Organizational Psychology*, vol.70, no.4, 1997, pp. 325-335.
- [9] Helen Lingard, Jasmine Lin, Career, family and work environment determinants of organizational commitment among women in the Australian construction industry, *Construction Management and Economics*. London, Vol. 22, No. 4; May 2004, pp. 409.
- [10] Hyman, J, Summers, J, 'Lacking balance? Work-life employment practices in the modern economy', *Personnel Review*, vol.33, no.4, 2004, pp.418-429.
- [11] Jeria L Quesenberry, Eileen M Trauth, Allison J Morgan, Understanding the "Mommy Tracks": A Framework for Analyzing Work-Family Balance in the IT Workforce, *Information Resources Management Journal*. Hershey, Vol. 19, no. 2; Apr-Jun 2006, pp. 37, 17 pgs.
- [12] Josephine Bourke, Karl Pajo, Kate Lewis, Elder care and Work-Life Balance: Exploring the Experiences of Female Small Business Owners, *New Zealand Journal of Employment Relations (Online)*. Auckland, Vol. 35, No. 1; 2010, pp. 17
- [13] Jyothi.V&Jyothi, "Assessing Work-life balance: From Emotional Intelligence and role Efficacy of Career women", *Advances in Management*, Vol.5.No.6, 2012, pp. 35-43.
- [14] Katherine J C Sang, Andrew R J Dainty, Stephen G Ison, Gender: a risk factor for occupational stress in the architectural profession? *Construction Management and Economics*. London, Vol. 25, No. 12; Dec 2007, pp. 1305.
- [15] Ken Roberts, University of Stirling, UK, University of Strathclyde, UK and University of Trier, Work-life balance - the sources of the contemporary problem and the probable outcomes; A review and interpretation of the evidence, *Employee Relations*, Bradford, Vol. 29, No. 4; 2007. pp. 334.
- [16] Liisa Mäkelä, Pregnancy and Leader-Follower Dyadic Relationships: A Research Agenda, *Equal Opportunities International*, Patrinton, Vol. 24, No. 3/4; 2005, pp. 50.
- [17] McPherson.M, "Work-Life Balance, employees Engagement and Discretionary Effort –A Review of the Evidence." *Equal Employment Opportunities Trust*, Auckland, New Zealand, 2007.
- [18] Melien Wu, Chen-Chieh Chang, Wen-Long Zhuang, Relationships of work-family conflict with business and marriage outcomes in Taiwanese copreneurial women, *The International Journal of Human Resource Management*, London, Vol. 21, No. 5; Apr 2010, pp. 742.
- [19] Nancy R Baldiga, Opportunity and Balance: Is Your Organization Ready to Provide Both? *Journal of Accountancy*, New York, Vol. 199, No. 5; May 2005, pp. 39.
- [20] Nick Bloom, John van Reenen, Management practices, work-life balance and productivity: A review of some recent evidence, *Oxford review of economic policy*, Vol 22, No-4, 2006, pp. 1-26.
- [21] Pocock B., "Work-Life 'Balance' in Australia: Limited Progress, Dim Prospects". *Asia Pacific Journal of Human Resources*, Vol. No. 43 (2), 2005, pp. 198-209.
- [22] Priasadini.Ganage, Work life conflict and job and family satisfaction of legal practitioners in Sri Lanka, *International journal of social science and interdisciplinary research*, Vol. No. 2(4), April 2013, pp. 1-10.
- [23] Rabia Aslam, Sadaf Shumaila, Mahwish Azhar and Shama Sadquat, Work-Family conflicts: Relationship between work life conflict and employee retention-A comparative study of public and private sector employees, *International Review of Business Research papers*, vol-1, No. 2, February 2011, pp.18-29.
- [24] R J Blomme, A van Rheede, D M Tromp, The use of the psychological contract to explain turnover intentions in the hospitality industry: a research study on the impact of gender on the turnover intentions of highly educated employees, *The International Journal of Human Resource Management*, London, Vol. 21, No. 1, Jan 2010, pp. 144.
- [25] Salthivel Rani, Kamalanabhan and Selvarani, Work-life balance reflections on Employee satisfaction, *Serbian Journal of Management* Vol. No. 6(1), 2001, pp. 85-96.
- [26] Sarminah Samad, Assessing the Effects of Work and Family Related Factors on Women Well-Being, *Journal of American Academy of Business*, Cambridge. Hollywood, Vol. 9, No. 1; Mar 2006, pp. 52.
- [27] Shalini Sheel, Dr.Bhawna Khosla Sindhvani, Shashank Goel, Sunit Pathak, Quality of work life, employee performance and career growth opportunities, *Zenith International Journal of Multidisciplinary Research* Vol-2, No. 2, February 2012, pp.13-21.
- [28] Susi.S.Jawaharani.K Work-life balance: The key driver of employee engagement, *Asian journal of management Research*, Vol-2, No.1, 2011, pp. 18-28.
- [29] Uzoechi Nwagbara and Babatunde, O. Akanji, Impact of work-life balance on the commitment and motivation of Nigerian women employees, *International Journal of Academic research in business and social sciences*, Vol. 2, No.3. March 2012.
- [30] Wendy C. Marcinkus, Karen S. Whelan-Berry, Judith R. Gordon, The relationship of social support to the work-family balance and work outcomes of midlife women, *Women in Management Review*, Bradford, Vol. 22, No. 2; 2007, pp. 86.