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IMPACT OF WORK LIFE BALANCE ON WORKING WOMEN JOB SATISFACTION

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ABSTRACT

The core purpose of this study is to analyze the impact of work life balance on working women job satisfaction. The data is collected keeping in consideration of demographic factors and factors affect for job satisfaction. Factors involved are job satisfaction and work life balance with respect to Working hours, Working conditions, work life balance programs, employee intention to the change in job and work pressure. Data is collected using both primary and secondary sources. Primary data is collected through questionnaires where secondary data is collected through past research, journals and online web-sites. In primary data collection a total of 150 questionnaires are distributed among the working women of different sectors. The data is analyzed using SPSS, tests applied is correlation and regression. The findings suggest that work life balance has a significant impact on working women job satisfaction. This research can be beneficial for organizations to improve their policies, benefit programs and work distribution and in making job changes inside the organisation. This research can be utilized as a light for organizations to pay attention to such factors, because their benefits are not only for working women but can benefit organizations in the long run especially to maintain work force of the institution.

KEYWORDS

work life balance, job satisfaction, working women.

1. INTRODUCTION

Managing work life balance (WLB) has become an issue for both the employees and HR departments since WLB tensions may reduce performance, overall job satisfaction and finally increase the fluctuation rate. Having a balance between job and non work is a biggest challenge for the professional people. The role of working women has changed throughout the world due to economic conditions and social demands. This has resulted in a scenario in which working women have tremendous pressure to develop a career as robust as their male counterparts while sustaining active engagement in personal life. The ever-increasing work pressure is taking a toll on the working women leaving them with less time for themselves. The increasing responsibilities on the personal front with the technological blessings like advanced mobile phones, notepads, etc. that keeps work life integrated with personal life also creates stress on personal and professional fronts in this knowledge age. This affects the person's physical, emotional and social well-being. Thus, achieving work life balance is a necessity for working women to have a good quality of life.

The development and the rapid growth of the business world have created new activities and open new opportunities to the business organizations. Globalization also has made the organizations hard to retain their competitive advantage in market. This has affected organizations, has become more competitive and it has become a big challenge for them.

These changes have affect not only in business activities but also in culture and perception of the working women. Most of the Organizational changes happen due to down-sizing, mergers or acquisitions and radical changes in technology have changed the work setups. The employees in present are more involved in their jobs than past times. The working hours, work pressure, high demanding jobs, use of sophisticated technology made it difficult for working women to keep a balance between their job and work commitments.

Businesses are facing increasing demands to raise efficiency and becoming more responsive to customers and employees. No longer is it just a matter of remuneration and promotional prospects; job seekers are increasingly making employment decisions on how well their current or potential workplace can support a balance between personal lives and paid occupation.

Considerable research has already been conducted on work life balance and employee satisfaction. Several research has been conducted on this issue and more efforts are being suggested to the bigger organizations, especially, the banking sector where longer working hours is a particular norm, to restore a work-life balance for the better good of the social and family life of the work force. Findings showed that job satisfaction at top level of management has negative correlation with family to work interference, family to work interference and stress and job satisfaction has positive correlation with job autonomy. Job satisfaction at the middle level of employees decreases when work life conflict and stress increases. Job satisfaction at the lower level of employees has negative correlation with stress and family to work interference and positive correlation with job autonomy.

2. BACKGROUND OF THE STUDY

The core purpose of this study is to analyze the impact of work life balance on working women job satisfaction in all sectors. The current context of globalization and the changing nature of work have provided the impetus for this topic. Intensification of work and technology that blurs the boundary between work and the rest of life provides challenges for one and all. Competition and customer pressure have forced companies to rationalise and restructure, and as a consequence less people have to do more work (Poelmans et al. 2008).

In considering the impact of work life balance on working women job satisfaction it is at the core of issues central to human resource development. It is a measure of how happy employees are with their job and working environment. Keeping the morale high among employees can be of tremendous benefit to the company, as employees would be more likely to produce more, take fewer days off, and stay loyal to the company. The current work scenario is marked by intense pressure, constant deadlines, changing demographics, fast pace of change, increased use of technology and the virtual workplace. There are many factors found in improving and maintaining high employee satisfaction, which institutions would do well to implement.

Job satisfaction is not the same as motivation, although it is clearly linked. Job design aims to enhance job satisfaction and performance; methods include job rotation, job enlargement and job enrichment. Other influences on satisfaction include the management style and culture, employee involvement, empowerment and autonomous work groups, pay, work responsibilities, variety of tasks, promotional opportunities the work itself and co-workers. Under work life balance other terms that are used to refer to this domain include, work-family conflict, work-family integration, family friendly policies.

The following documentation is a research report based on analyzing the impact of work life balance on the job satisfaction of working women. Furthermore, with an intensive study of those factors with use of questionnaires, data will be gathered which will be analyzed for the impact of each factor. The data will be collected keeping in consideration features such as gender, age, managerial position and tenure of job. Factors involved are job satisfaction and work life balance with respect to working conditions, work life balance programs, employee intention to change/leave job, work pressure/stress and Working hours.

3. RESEARCH PROBLEM

Mostly Indian Organizations timings are from 9 am to 5 pm in India but originally there is no time limit so women employees have to work for longer hours due to unpredictable workflows, and fast work places with tight deadlines, which is also a reason of concern. As a result, many have reported experiencing stress and work life imbalance.

Therefore, as the research problem it has formulated the following problem statement;

How does the work life balance on women employee, impact on job satisfaction?

Further the study is being conducted in order to research the impact of work life balance on job satisfaction.

4. RESEARCH QUESTIONS

The research paper intends to examine employees experience of the work life balance linkage and how they cope and deal with it. The main research questions are discussed as following:

Q1. What are the main work life balance linkage experienced by the women employees?

There are five main work-life balance factors discussed through-out the research model. The Literature helps to identify these as the different dimensions, in order to find out the work life balance and discuss how the behavior of employees are related to each other as well as what are the effects of each on work-life balance of women employees.

Q2. What relationship exists between work life balance and job satisfaction on employees?

This research sought to determine whether job satisfaction differs by work life, and whether there is a relationship between work life and job satisfaction. In addition, this study used professional experiences as control variables. These variables are selected because previous studies have shown that such professional experience factors are related to work life balance and job satisfaction.

5. OBJECTIVES OF THE STUDY

To empirically study the significance and impacts of work life balance on job satisfaction of women employees of all sectors. Thus the objective of this study is to examine the impact of work life balance on employee job satisfaction. This research can be helpful for organizations to identify the factors which influence the employee work-life balance and the job satisfaction in the result and take decisions by the management to restore this balance.

As result fulfillment of following objectives is the main purpose behind conducting the research:

Main Objective

To find out the relationship of work life balance on job satisfaction among women employees.

Specific Objective

1. To identify the factors which influence the employee work-life balance and the job satisfaction.
2. To find out the level of work life balance and job satisfaction and make measures to eliminate them by management decisions.

6. SIGNIFICANCE OF THE STUDY

INDIA is a developing country. There are many industries, which are enriching our economy. The significance of this research is that selected scope has not been undertaken by any research in the area of work life balance and job satisfaction until this. Since all sectors spend considerable amount of money and time for their women employees' benefits and services, it is most important for these organizations to understand those factors which may occurs its employee work life and job satisfaction in increasing the organization performance can be enhanced and achieve organization goals.

The findings of the study will help:

- To identify the prevalent type of work life balance in all sectors.

The study contributes to existing body of knowledge by providing an insight into relationship exist between work life balances and job satisfaction among the women employees. Globalization has brought tremendous changes in working conditions thus give rise to various issues and problems for women employees.

- To identify HR coping mechanisms for achieving Work Life Balance.

The study will help to get awareness about the issues and problems faced by women employees at work place that will be of beneficial for organizations and institutions to formulate strategies that will booster satisfaction level and maintain a healthy work life balance among womenemployees.

- Provide recommendations for better work-life balance policies, and strategies.

Ultimately it supports the managements to enhance organizations effectiveness and efficiency through identifying different factors effect to women employee work-life and job satisfaction. Through that they could build up and introduce new policies and strategies in order to eliminate the issues faced bywomen employees.

7. DEFINITION OF TERMS

7.1 Work-Life Balance

Work and Life have been rather loosely defined in literature (Guest 2002) where work is paid employment and life is everything outside of the formal employment but is usually used to denote the realm of family or home life (Ransome 2007). The concept is loosely defined and is seen to derive from gender division of labour and this renders work life balance its narrow focus (Ransome 2007). Further, balance implies an equal distribution of work and the rest of life. It is not possible to ensure that at all times there is an equal distribution among these. According to Guest, the term Work-Life Balance is in itself a misnomer (Guest 2002). Given the fluid nature of needs and responsibilities and their changing nature at different life stages, the division of activity will neither be easy to measure nor equal, and therefore notions of negotiation, cooperation and compromise, reciprocity and complementarities might be better terms than balance (Ransome 2007).

7.2 Job Satisfaction

Job satisfaction is the level of contentment a person feels regarding his or her job. This feeling is mainly based on an individual's perception of satisfaction. Job satisfaction can be influenced by a person's ability to complete required tasks, the level of communication in an organization, and the way management treats employees.

Job satisfaction falls into two levels: affective job satisfaction and cognitive job satisfaction. Affective job satisfaction is a person's emotional feeling about the job as a whole. Cognitive job satisfaction is how satisfied employees feel concerning some aspect of their job, such as pay, hours, or benefits.

7.3 Working Women

Women in the workforce earning wages or a salary are part of a modern phenomenon, one that developed at the same time as the growth of paid employment for men, but women have been challenged by inequality in the workforce. Until modern times, legal and cultural practices, combined with the inertia of longstanding religious and educational conventions, restricted women's entry and participation in the workforce. Economic dependency upon men, and consequently the poor socio-economic status of women, have had the same impact, particularly as occupations have become professionalized over the 19th and 20th centuries.

8. LITERATURE SURVEY

Fatima & Rehman (2012) conducted research to examine role ambiguity and role conflict effect on employee's job satisfaction as well as leaving intention. Data is gathered from 120 teachers from Rawalpindi and Islamabad universities in Pakistan. SPSS and Regression Analysis are used to analyze the data. The results indicate that job role conflict and role ambiguity are negatively related to job satisfaction and positively related to job leaving intentions.

Gayatri & Ramakrishnan (2013) conducted study to investigate the concept of quality of work life and to analyze nature of relationship it has with job satisfaction. The result indicates that the concept of work life quality is multidimensional and it influence employee's use of skills, knowledge, relationship with other and professional interaction and collaboration. Positive relationship exists between job satisfaction and quality of work.

Yadav & Dabhade (2013) conducted research to analyze the relationship that exists between work life balance and job satisfaction of the working women. Sample is collected from education sector and banking sector. Data is collected from 150 women employees 75 women from each sector. Authenticity of data is analyzed through application of standard deviation. The results indicate that work life balance and job satisfaction share significant relationship.

Varatharaj & Vasantha (2012) conducted the study to examine relationship job satisfaction have with work life balance in women. Data is collected from 250 Service Sectors working women in Chennai city through questionnaire. Data is analyzed through, Correlation, Chi-Square test, Wallis Test and Kruskals. Result shows strong positive relationship exists between job satisfaction and work life balance.

9. HYPOTHESIS

- H1: There is a significant relationship between working hours and women employee job satisfaction.
 H2: There is a significant relationship between working conditions and women employee job satisfaction.
 H3: There is a significant relationship between work pressure and women employee job satisfaction.
 H4: There is a significant relationship between change of job and women employee job satisfaction.
 H5: There is a significant relationship between Work Life balance programs and women employee job satisfaction.

10. RESEARCH METHODOLOGY

As a measure of data collection, it uses a self-structured questionnaire which includes closed questions in retrieving data and current status of factors affecting job satisfaction through work life balance.

Primary data is collected through questionnaires with five point Likertscale of Strongly Agree, Agree, Neutral, Agree and Strongly Disagree and secondary data has also been collected from books, magazines, research journals and web sites etc.

From all women employees in different positions of all sectors here it has a counting of 150 heads as the sample where it is selected from the G*Power tool analysis.

The researcher has selected probability sampling design for the study in which simple random sampling is used. Researchers preferred simple random sample over the others because it provides the assurance that sample will accurately reflect the population on the basis of criteria used for simple random sampling (Cooper & Emory, 1995) (Johnson & Christensen, 2010). Sampling method is selected depending on the population since there are several number of women employees and each element has a known and equal chance of being selected simple random sampling method is taken.

Data are being analyzed in identifying the relationship and impact of work life balance factors on job satisfaction of women employees of all sectors. Therefore, the analysis is more Object Oriented.

Quantitative data analysis tools are used to analyze the collected data. Descriptive statistics are used to describe and interpret the results of the study. Correlation analysis more specifically Pearson correlation coefficient is used to measure the degree of association between selected work life balance and employee job satisfaction. From inferential statistics, Regression analysis is used to test the hypothesis of the study.

Data is being analyzed through Statistical Package for Social Sciences (SPSS). Descriptive Statistics, Correlation and Regression analysis has been applied to draw the results of the study.

11. DISCUSSION

H1: There is a significant relationship between Working hours and women employee job satisfaction.

39.0% variance in women employee job satisfaction is enlightened by work life balance, which is evident by the value of $R=0.390$, at $p=0.648$ illustrates the model's goodness of fit, Significant positive relationship between predictor and predicted variable is evident by the value of $t=0.458$. Therefore, based on the results it can be inferred with confidence that H1 is rejected.

H2: There is a significant relationship between Working conditions and employee job satisfaction.

40.6% variance in women employee job satisfaction is enlightened by work life balance, which is evident by the value of $R=0.406$, at $p=0.674$ illustrates the model's goodness of fit. Significant positive relationship between predictor and predicted variable is evident by the value of $t=0.422$. Hence, on the basis of these results it can be inferred with confidence that H2 is rejected.

H3: There is a significant relationship between Work pressure and women employee job satisfaction.

75.3% variance in women employee job satisfaction is enlightened by employee participation, which is evident by the value of $R=0.753$, at $p=0.000$ illustrates the model's goodness of fit. Significant positive relationship between predictor and predicted variable is evident by the value of $t=4.242$. Therefore, on the basis of these results it can be inferred with confidence that H3 is accepted.

H4: There is a significant relationship between Change of job and employee job satisfaction.

75.6% variance in employee job satisfaction is enlightened by Merit based promotions & performance based pay, which is evident by the value of $R=0.756$, at $p=0.00$ illustrates the model's goodness of fit, Significant positive relationship between predictor and predicted variable is evident by the value of $t=3.832$. Therefore, based on the results it can be inferred with confidence that H4 is accepted.

H5: There is a significant relationship between Work-life balance programs and employee job satisfaction.

74.0% variance in employee job satisfaction is enlightened by grievance handling procedure, which is evident by the value of $R=0.740$, at $p=0.001$ illustrates the model's goodness of fit, which is not satisfactory. Significant positive relationship between predictor and predicted variable is evident by the value of $t=3.527$. Hence, on the basis of these results it can be inferred with confidence that H5 is accepted.

This study has reported the findings from the statistical procedures used to answer the research questions. This study incorporates to researcher's efforts to recognize the impact of work life balance on women employee job satisfaction in all sectors. Specifically, the study is guided by two research questions:

1. What are the main work life balance linkages experienced by the women employees?
2. What relationship exists between work life balance and job satisfaction on women employees?

The study identified that there is a significance and a correlation among work life balance and job satisfaction and the linkages which it has strong effect for that significant and correlation. Moreover, some of the factors used in measures of work life balance are significant and with job satisfaction where some are not.

According to the analysis the hypotheses that are tested and happened to be insignificant are;

H1: There is a significant relationship between working hours and women employee job satisfaction.

H2: There is a significant relationship between working conditions and women employee job satisfaction. Where the following three hypotheses are found highly significant;

H3: There is a significant relationship between Work pressure and women employee job satisfaction.

H4: There is a significant relationship between Change of job and women employee job satisfaction.

H5: There is a significant relationship between Work-life balance programs and women employee job satisfaction.

Previous studies also support findings of this study. Parvin and Kabir (2011) from their study shows that organizations should provide work life balance facilities to their employees so that employees can perform their duties effectively and leads organization to the success. Ezra and Deckman (1991) revealed in their research that satisfaction with work/life balance is a major component of employee's job satisfaction.

This study has found out that there is a significant correlation relation of work life balance programs on working women employee job satisfaction in all sectors. It is supported by other studies also. Findings of the current study further revealed that work life balance is significantly positively correlated with job satisfaction so by increasing the work life balance the job satisfaction of employees could also be increased.

12. RECOMMENDATIONS

The overall goals and objectives of the organisations would be achieved if and only if women employees are satisfied with the job. This could be achieved through different work life balance experiences. Through the source for women employees' satisfaction, they become loyal and willing to stay in the organizations because,

job satisfaction of women employees reduces absenteeism and turn over intentions in organizations. Moreover, the need and expectations of women employees also play a vital role in increasing of employees' satisfaction through implementing two ways of communications and then by continually evaluating the work life balance practices of the organisations as well.

Organisations should revise and make an adjustment on certain rules and procedures that hinders the employees not to perform with their maximum effort since it has an effect on employees' level of satisfaction. It is recommended that the management of respective organisations should be able to increase the level of commitment in organisations by increasing satisfaction with the specified work life balance practices.

Each organisation has to create a link between work pressure, change of job and WLB programs for the job satisfaction by preparing job descriptions and specifications; deciding terms and conditions of WLB policies; inside and outside the organisations and should take other necessary measurements as well.

13. SUGGESTIONS FOR THE FUTURE RESEARCH

This study examined the impact of work life balance and job satisfaction of women employees of all sectors. This study can be replicated with samples as a whole of all sectors women employees.

Analyzing satisfaction levels across work life balance and job satisfaction can help management to identify factors that contribute to the satisfaction or dissatisfaction of the women employee of the organisation. It is suggested that researchers need to pay more attention to different other factors in future studies of work life balance on job satisfaction behaviours.

Relationships with colleagues, subordinates and superiors, as well as perceptions of culture and climate of the institution, can significantly impact on job satisfaction (Hagedorn, 2000). Even though this dataset does not report these variables for individuals, it is believed that these are important factors for assessing work life balance linkages on job satisfaction of women separately in particular. In order to explore this matter in depth, it is suggested that interviews with focus group should be carried out, especially with women. An extension of the quantitative survey, interviews will add rich data to fill the voids left by the survey in addition to complimenting the survey data by allowing continuing employees to express in their own words their perceptions of their work life balance and job satisfaction. The qualitative data, therefore, drives this research. The feedback will support and strengthen the findings of this research. The mixed-method study will contribute more as the issues will be explored in depth rather than solely based on the numbers and figures.

Job satisfaction continues to be a challenging variable to predict, in part because there are number of facts that contribute to job satisfaction rather work life balance. Further research to determine the variables that affect job satisfaction should be conducted, such as using confirmatory factor analysis. Confirmatory factor analysis also allows the researcher to test the hypothesis that a relationship between the job satisfaction variables and their underlying latent construct(s) exists. Because this study used data solely from all sectors, it would be useful to know whether or not similar results can be found with the organisations as a whole.

14. LIMITATIONS OF THE STUDY

There are some common limitations for the researches of same also include in this as well, the sample size chosen for the above studies is not a true sample of the population which results in failure to generalize the results. Therefore, their results may not be applicable to all sectors as a whole.

Modernization of the organisations has resulted in increased use of information and communication technology. Even though, stress due to information technology was not considered much.

Though focus is mainly towards studying work-life and job satisfaction level in all sectors, the same with respect to some organisations are very narrow.

Time has become one of the major limitations as it has to involve in other academic activities, therefore it has to run out of time in meeting projects tasks due to other pre-set priorities.

The research is carried out in Indian content so the world environment is not considered where it could be found other different factors as results.

15. CONCLUSION

The goal of this study is to augment the knowledge of impact of work life balance on women employee job satisfaction. This study revealed work life balance is significantly associated with job satisfaction. However, this study did not explore the level of satisfaction among gender across employees. This study focused primarily on analyzing work life balance on job satisfaction across five factors of Working hours, Working conditions, work pressure, change of job and WLB programs without considering the variety of demographic and professional variables.

In summary, this study has added information to understanding all sectors organisations as having complex social scenarios with a variety of work conditions among organizations. The findings of this study offer suggestions for improvement of job satisfaction through work life balance.

- It is suggested that consideration be given to the development of guidelines in order to ensure that work load should not affects the WLB of women employees. Whereas women employees can reduce the pressure of work by prioritizing their work.
- Top management should realize the importance of work life balance and its adverse effect on job satisfaction.
- The need of policy is required to cater this problem. Different policies and strategies are needed for the people at different type jobs and at different stages of their career.

For the institution it is intended, the use of this information can include policy making to improve women employees work conditions, managerial processes, guidance for work life balance practices, and inform about valuable aspects of organizational change. In a broader sense, the study also revealed that work environment is not only related to how they feel in their workplace, but also how they think about their life.

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