

INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE & MANAGEMENT

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COMPARATIVE ANALYSIS OF LEVEL OF WORK LIFE BALANCE OF WOMEN EMPLOYEES IN INDIAN CORPORATE WITH SPECIAL REFERENCE TO THREE SECTORS

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ABSTRACT

Work-Life balance can be understood as the equilibrium point on see-saw, one side of which is occupied by personal goals & family responsibilities and the other side is occupied by workplace necessities. Work-life balance does not necessarily mean equal balance between work & personal life rather it is the happy medium between the maximum & minimum. Work life balance is seen more as women issue due to the traditional mindset, where the woman is considered primarily responsible for the smooth running of the day to day affairs of the family irrespective of her job profile and official responsibilities. Constant struggle and effort is required to maintain a balance between the work and personal life, and then only they can achieve their personal and professional goals. This paper examines level of work life balance of women employees in Indian corporate sector and then a comparison has been made to see that is there any difference in the level of work life balance exist among three sectors (Manufacturing, service, IT). It is a descriptive study and data has been collected from 400 women employees working under these three sectors on the basis of various statement related to work and life. Data has been collected through questionnaire from 20 companies. The study found that in all the sectors women has low to moderate level of work life balance

JEL CLASSIFICATION

J32, M5, M52.

KEYWORDS

family support program, level of work life balance, social commitment, self, work life imbalance, work life balance, Work and life.

1. INTRODUCTION

Work life balance is defined as a state of equilibrium in which the demands of both a person's job and personal life is equal. (It is the ability to effectively managing the juggling act between paid work and other activities that are important to people. (Lockwood, 2003) Work-Life Balance does not mean an equal balance. Trying to schedule an equal number of hours for each of your various work and personal activities is usually unrewarding and unrealistic. Your best individual work-life balance will vary over time, often on a daily basis. The right balance for you today will probably be different for you tomorrow. The right balances for you when you are single will be different when you marry, or if you have children; when you start a new career versus when you are nearing retirement. There is no perfect, one-size fits all, balance you should be striving for. The best work-life balance is different for each of us because we all have different priorities and different lives (Laxmipriya and Neena, 2008). For each and every individual there is a life at work and at home and also a life in which he has a space for leisure and if balance is not maintained between all these elements of life than there would be a conflict. As a result there would be an adverse effect on the professional life as well as it is all inter connected. If an individual is trying to avoid such imbalance then he would have to avoid such imbalance in the first place.

2. REVIEW OF LITERATURE

Lavanya & Thangavel (2014) identified the impact of demographic factors in the usage of work life balance practices in the organization. The study was descriptive in nature and data was collected from 273 women working in top IT companies in Chennai. Convenience sampling technique was used for data collection. The analysis has been done by using factor analysis and multiple regressions. The study found that level of management and annual income influence the take up of flexible work practice and age, number of dependents & level of management influence the use of work life balance practice related to career development practices.

Sinha Deepti (2013) examined the level of work life balance practices at CCIL (Carbon Continental India Ltd, Noida) and the level of satisfaction among employees with work life balance practice in the organization. The study was descriptive in nature and data was collected from 100 employees working in the organization. Non probability convenience sampling technique was used for data collection. The analysis has been done by using percentage method. The study found that work life balance practices at CCIL are between moderate to good. Employees are also satisfied with organizational practices and intend to spend many years of their life working for CCIL.

Reimara Valk & Vasanthi Srinivasan (2011) studied work-life balance of India women software professionals. The study attempted to understand how work & family related factors influence the work-life balance of India women in IT industry. Judgement sampling technique was used for data collection. Due care was taken to ensure that the sample represented women with varying marital & parental status. The data was collected from 13 female respondents working with Indian as well as Multinational IT companies. A semi-structured interview was used to collect data. The research revealed six broad themes which are relevant to the understanding of work-life balance of female IT professionals in India. The themes are familial influences on life choices, multi-role responsibilities & attempts to negotiate them, self identity, work-life challenges & coping strategies, organizational policies & practices and social support.

Gunavathy J.S. and Thenmozhi R. (2009) examined the extent of work life imbalance experienced by the software professional. It also examined the relationship between socio demographic variable and work life imbalance, factors effecting job and work-life imbalance of the respondents. It was a descriptive study based on primary data. The data was collected from 90 software professional in Chennai through questionnaire. The data was analysed through work life balance scale developed by Hayman and T test, ANOVA and f test is applied for calculating statistical significance. The findings of the study were that half of the employee fall in the category of low work life balance. There is no relationship between socio demographic variables and work life balance and also there is positive relationship between work life imbalance and psychological job demands.

Ratna Rajnish (2008) examined the level of work life balance that exists in different companies in IT sector and to find out factors causing imbalance face in work and life. The data has been collected through questionnaire from three companies TCS, WIPRO, TECH MAHINDRA. Random sampling was used for the selection

of sample. The data has been analyzed through Mean and S.D. The study found that employees are able to maintain a moderate level of balance in their personal & professional life in all the companies. The imbalance is maximum because of lack of support from work environment.

Gunavathy and Suganya (2007) examined the employee's view on the presence of work life imbalance and organization initiatives to promote the work life balance among employee. Secondly the study also found out the various factors causing imbalance in the life of respondent. It was a descriptive study based on primary data. The data was collected from 90 married women employee working in BPO'S in Chennai. The purposive sampling technique was adopted and the data is analysed through univariate and bi-variate analyse of variable, chi square Test. The study found that 2/3 of the respondent experience work life imbalance on account of their work and main cause of work life imbalance are related to work followed by time factor The various initiatives taken by organization are flexi timings ,training and mentoring etc.

3. OBJECTIVES OF THE STUDY

1. To study level of work life balance that exists in Indian corporate sector
2. To compare the employees level of work life balance among three sector.
3. To suggest measures to improve the of work life balance.

4. RESEARCH METHODOLOGY

The data for the study was collected from primary and as well as secondary source. This study seeks to compare the level of work life balance among three sector of Indian corporate. The Sample size of the research consists of 400 women working under three sectors of Indian corporate. These three sectors are IT sector; manufacturing sector and service sector. Number of respondents are 20 from each organization and 20 organization has been covered .Non probability convenient sampling has been used.20 women from each organisation and 20 organisation has been selected. The sample included in the study was drawn from Delhi and near capital region (NCR). These 400 women are working either on middle and lower level of the organization. Surveyed data has been collected from 194 employees of junior level and 206 from middle level. Primary data has been collected through questionnaire.

5. RESPONDENTS PROFILE

In Manufacturing Sector, according to marital status 44% are single and 56% are married.53% respondents belongs to junior level and 47% come in the of middle level. Acc to age category, 32% respondents belongs to the age group of below 18-25 years, 39% respondents belong to the age group of 26-30 yrs, and 29% respondents belong to the age group of above 30. According to education category 17% respondents having education up to 10+2, 14%having education up to graduation level, 14% respondents are B.Tech/B.E/MCA., 6% are general postgraduate and 49%are professionally post graduate (M.Tech/MBA/CA/ICWA) and this has come out to be largest portion in total. According to experience 35%are having experience up to 2 yr, 29%having experience of 2-5 yr,30% having experience of 30% and only 6% are having more than 10 yr of experiences.

In Service Sector, according to marital status 35% are single and 65% are married.52% respondents belongs to junior level and 48% come in the of middle level. Acc to age category, 16% respondents belongs to the age group of below 18-25 years, 49% respondents belong to the age group of 26-30 yrs, and 35% respondents belong to the age group of above. According to education category 1% respondents having education up to 10+2,17%having education up to graduation level, 22% respondents are B.Tech/B.E/MCA.,14% are general postgraduate and 46 % are professionally post graduate(M.Tech/MBA/CA/ICWA) and this has come out to be largest portion in total. According to experience 21% are having experience up to 2 yr, 31%having experience of 2-5 yr, 30% having experience of 5-10 yr and only 18% are having more than 10 yr of experiences.

In IT sector, according to marital status 56% are single and 44% are married.42% respondents belongs to junior level and 58% come in the of middle level. Acc to age category, 25% respondents belongs to the age group of below 18-25 years, 53% respondents belong to the age group of 26-30 yrs, and 22% respondents belong to the age group of above. According to education category 6% respondents having education up to 10+2,4 having education up to graduation level, 47% respondents are B.Tech/B.E/MCA.,4% are general postgraduate and 43 % are professionally post graduate(M.Tech/MBA/CA/ICWA) and this has come out to be largest portion in total. According to experience 26% are having experience up to 2 yr, 38%having experience of 2-5 yr, 31% having experience of 5-10yr and only 5% are having more than 10 yr of experiences.

6. RESULT AND DISCUSSION

TO FIND OUT THE LEVEL OF WORK LIFE BALANCE AMONG THREE SECTORS

The respondents were asked the various statements relating to work and life on 5 point scale from strongly disagree to strongly agree. These statements covered the following heads: child care and related activities, family affair, self health and care, social commitment and Productivity at work. High mean score indicate more time is available for that activity. The various statements were subjected to One way ANOVA. When there are more than two categories to compare we can apply One way ANOVA (Malhotra 2009). One of the assumptions for one way ANOVA is that there must be equality of variance among the various categories under consideration. Levene's test is a measure for the homogeneity of variance among the various categories. Sig values less than 0.05 indicates that the variance among the various categories is not the same. In this case an adjustment to F-test is used which was given by Welch. So in the following tables when Sig value of Levene's test is less than 0.05, Welch's Sig values are considered else the usual ANOVA Sig values are taken. Wherever the significant difference were found, the mean scores were compared to see the responses of the various categories. Further Post hoc analyses were performed wherever independent variable contained more than 2 categories. When there is equal variance among the categories, Tucky's method is the best method else Games-Howell method is preferred (Field, 2009).

For ascertaining the availability of time for work and life related activities among three sectors result is provided in Table-1.

TABLE-1 DESCRIPTIVE MEAN SCORES OF VARIOUS STATEMENTS AMONG THREE SECTOR WITH LEVENE / ANOVA/WELCH RESULTS

Statements	Manufacturing	Service	IT	Levene Sig Value	ANOVA Sig Value	Welch Sig Value
Q 1 a) My present job give me enough time for Routine work of Children	2.6	2.62	2.39	.003		.281
Q 1 b) My present job give me enough time for Education of children	2.74	2.74	2.77	.504	.980	
Q 1 c) My present job give me enough time for playing with children	2.69	2.92	2.75	.197	.376	
Q 1 d) My present job give me enough time for shopping for children	2.74	2.74	2.98	.182	.306	
Q 1 e) My present job give me enough time for Picnic/ outing children	3.06	2.95	3.36	.005		.044
Q2a) I get time to take care of my parents/ in – laws.	2.56	2.68	2.45	.002		.043
Q2b)I have never missed any family function because of my work	2.01	2.61	2.31	.000		.000
Q 2c) I get back home on time after completion of my job.	2.80	3.19	2.73	.013		.000
Q 2d) I get sufficient time for managing my domestic chores.	2.95	3.10	3.01	.050	.419	.444
Q 3a) I usually meet the deadlines	2.78	3.04	2.85	.468	.203	.200
Q 3b) I am able to concentrate on my job .	3.08	2.71	3.07	.283		.024
Q 3c) I am satisfied with the amount of time I spend on the work.	2.71	2.81	3.05	.089	.103	.094
Q 3d) I am satisfied with my performance	2.33	2.86	3.10	.389	.000	
Q 4 a) I get sufficient time for sleeping.	2.76	2.84	2.89	.512	.654	.647
Q 4 b) I get sufficient time for eating.	2.90	3.24	3.29	.798	.007	.010
Q 4c) I get sufficient time for personal care	2.45	2.61	2.68	.254	.232	.201
Q 4d) I get sufficient time for entertainment	2.60	2.66	2.51	.072	.399	.397
Q 4e) I get sufficient time for hobbies.	2.50	2.54	2.45	.000	.711	.677
Q 5a) I get sufficient time for catching up with friends	2.49	2.88	2.82	.106	.003	.004
Q 5 b) I get sufficient time for catching up with relatives	2.58	2.86	2.75	.303	.078	
Q 5c) I get sufficient time for welfare of society	2.35	2.62	2.62	.542	.010	
Q 5d) I get sufficient time for attending social functions	2.45	2.67	2.67	.338	.000	

1(a), 1(b), 1(c), 1(d),2(d),2(a),3(c),4(a), 4(c), 4(d), 4(e),5(a) were not significantly different on the basis of sectors.

POST HOC TESTS

TABLE 2: POST HOC TEST RESULTS

Dependent Variable	Test			Sig
My present job give me enough time for Picnic/outing children.	Games-Howell	Service	Manufacturing IT	.811 .043*
I have never missed any family function because of my work.	Games-Howell	Service	Manufacturing IT	.000* ..010*
		IT	Manufacturing Service	.024* .010*
I get time to take care of my parents/ in – laws.	Games-Howell	Service	Manufacturing IT	.588 .033*
I get back home on time after completion of my job.	Games-Howell	Service	Manufacturing IT	.000* .007*
I am able to concentrate on my job .	Games-Howell	Service	Manufacturing IT	.089 .031*
I am satisfied with my performance	Tuckey HSD	Manufacturing	Service IT	.005* .000*
I get sufficient time for eating	Tuckey HSD	Manufacturing	Service IT	.019* .007*
I get sufficient time for catching up with friends	Tuckey HSD	Manufacturing	Service IT	.010* .004*
I get sufficient time for welfare of society.	Tuckey HSD	Manufacturing	Service IT	.007* .078*
I get sufficient time for attending social function.	Tuckey HSD	Service	Manufacturing IT	.000* .000*

* The mean difference is significant at the 0.05 level.

(*) represent the significance difference among sector

Post hoc analysis of table 1 of sectors revealed that IT sector employees differed significantly from service sector employees on availability of time for picnic/outing of children. IT sector employees are having more time for picnic/outing of children(M=3.36) in comparison of service sector employees for the reason that in IT sector.86% of employees work for 5 days in a week. Service sector employees differed significantly from IT sector and manufacturing sector employees for the statement coming back home on time. Service sector employees come back home more frequently (M=3.19) for the reason that in service sector working hours are fixed. Service sector employees differed significantly from IT sector, IT sector differed significantly from manufacturing employees and manufacturing employees differed significantly from service sector employees for availability of time for attending family. Service sector employees having (M=2.61) are getting more time for family functions because only 6.9% of people work more than 10 hours. Manufacturing sector having (M=2.01) are getting least time for attending family functions because they work more hours per day (only 13% employees work less than 8 hours) and about 58% of the employees work for 6 days in week. IT sector respondent have availability of time for attending family functions in between these two sectors having(M=2.31) it may be because they work more hours every day but 86% respondents work only 5 days in week. That gives them some time to attend family function on weekends. Service sector employees differed significantly from IT sector employees on availability of time for taking care of parents/in-laws . Service sector employees are having more time for taking care of parents/in-laws (M=2.68) in comparison of IT sector employees for the reason that in Service sector employees don't work in shifts. 86% of employees work for 5 days in a week. Service sector employees differed significantly from IT sector for concentration on job. IT sector employees(M=3.07) are more able to concentrate on job in comparison of service sector employees for the reason that various kinds of family support policies are provided to employees in this sector which help them to concentrate more on job. Manufacturing sector employees differed significantly from IT and service sector regarding the satisfaction of employees with performance. Manufacturing sector(M=2.71) employees are less satisfied with their performance it may be because 35% employees are having less than 2 yr experience and it will take more time to be fully productive in manufacturing sector in comparison of other two sectors and work targets are also high in this sector. Manufacturing sector employees differed significantly from IT and service sector for statement getting

sufficient time for eating. Manufacturing sector employees (M=2.90) are getting less time for eating because they have tangible goals and production target on daily or weekly basis in comparison of other two sectors and work pressure is also high that is why that did not get time for eating. Manufacturing sector employees differed significantly from IT and service sector for availability of time for catching up with friends, for welfare of society. Manufacturing sector respondents are getting less time for catching up with friends and for welfare of society for the reason that there are very less facilities are there to support the employees and make their life comfortable. Service sector employees differed significantly from IT sector and Manufacturing sector employees for getting sufficient time for attending social functions. Service sector employees (M=) are getting more time for attending social functions in comparison of other two sectors for the reason that service sector respondents are getting more time for attending family functions because of fixed or relaxed working hours every day.

FINDINGS

TABLE -3 COMPARATIVE MEAN SCORE OF LEVEL OF WORK LIFE BALANCE FOR ALL THREE SECTORS

	Manufacturing	Service	IT
Time for children	2.76	2.80	2.85
Time for Family commitment	2.64	2.78	2.77
Time for Social commitment	2.58	2.90	2.62
Self, health and Care	2.47	2.86	2.69
Productivity at work	2.72	2.85	3.02
Overall Mean	2.63	2.838	2.79

From the aggregate table given above it is clear that availability of time for children activities is maximum in case of IT sector and minimum for manufacturing sector. Availability of time for family commitment, for social commitment, for self health and care is maximum for service sector and minimum for manufacturing sector. Contribution towards work is maximum in case of IT sector and minimum for manufacturing sector. From the above discussion it can be concluded that in all the three sectors women employees have low to moderate level of work life balance but it is highest in case of service sector having mean value (2.83) and lowest in case of manufacturing sector having mean value (2.63) and IT sector lies in between these two sector having mean value (2.79).

7. RECOMMENDATIONS

FOR WOMEN EMPLOYEES

Set your priorities: Work life balance can't be achieved without effective priority setting. Many people spend long hours at work without knowing the effective time they spend actually working. Set your priorities and arrange your time at the office according to that.

Learn to say no: Whether it's a co-worker asking you to spearhead an extra project Or somebody else who is not important to u remember that it's OK to respectfully say no. When you quit doing the things you do only out of guilt or a false sense of obligation, you'll make more room in your life for the activities that are meaningful to you and bring you joy.

Leave work at work: With the technology to connect to anyone at any time from virtually anywhere, there may be no boundary between work and home — unless you create it. Make a conscious decision to separate work time from personal time. When you're with your family, for instance, turn off your cell phone and put away your laptop computer.

Time Management: Rather than thinking of the number of hours of work, think of the effective time spend at work. Many people spend a long time at work yet don't seem to accomplish their high impact activities. Track your activities and the amount of time you spend on them. **Organize:** Bringing your time into line isn't just a matter of scheduling. The mechanics of how you operate can be every bit as important. That means organizing most every element to allow as smooth a workflow as possible. Everything in your business should be set up using logical systems so anyone needing anything can find it when they need it. Eliminating clutter and the chaos it causes will give you a gift time of many hours every year.

Use the facilities available for WLB in organizations: WLB initiatives give employees flexibility and help ensure that dependents are cared for whilst employees are at work. Both work-to-family conflict and family-to-work conflict can be reduced when employees use WLB initiatives but not all employees make use of the initiatives that are available to them even when those initiatives would be helpful. Remember, striking a healthy work-life balance isn't a one-shot deal. Creating work-life balance is a continuous process as your family, interests and work life change. Periodically examine your priorities — and make changes, if necessary — to make sure you're keeping on track.

FOR ORGANIZATION

Maternity leave: it is proposed to increase the duration of leave from the 13 weeks to which working mothers are currently entitled to 13 months each. Another suggestion is to pay beneficiaries maternity leave benefits equal to unemployment benefits, since at present maternity leave is granted without pay and this acts as a disincentive to those entitled to such arrangements.

Childcare Centers at workplaces: A further recommendation is to establish nurseries and child activity centers at workplaces, which would offer timetables adapted to workers' needs, along with high-quality services and competitive prices. It is envisaged that such services would offer an important source of assistance to working parents. When they keep their child near to them they will feel more secure and it will help them to concentrate on job better

Part time working during early stage of Child Care: An innovative arrangement in employees' working hours is proposed allowing for the better organization of working time. It is recommended that male and female employees working full time should be entitled to work part time for a period of between six and 12 months in the child's first three years. When this period of part-time employment ends, they should be allowed to return to their previous full-time status. As an incentive to exercise this right, it is proposed that the employees would be granted unemployment benefit during the period of part-time employment.

Organize picnic and summer camp: For keeping employees happy, Company should organize picnic and summer camp for the children. This help female to feel more free and less guilt of not taking to their children on picnic because of their job.

Offer Flexibility: Work Life Balance initiatives can assist employers and employees to be productive and healthy in their work and community lives. Organizations can give employees greater flexibility in how they work. This will offer employers the competitive business edge in attracting and retaining employees.

Avoid as far possible the long hours of work for employees: Companies need to understand that long hours may lead to lower motivation, morale, turnover and productivity of employees and reputation in the labour market. There has long been recognition that happy employees are more productive and less likely to leave.

Endorse working from home one day per week: One day work from home facility should be provided to the women „it should help them to manage their domestic chores in better manner.

8. CONCLUSION

Work life balance is an important concern for all employees irrespective of the gender and organization in the present scenario. Every employee has right to live a healthy life and that can be achieved only when employees is able to maintain a balance between work and life. Work is important but life is another side of the coin which is also equally important. It consist of family time, time for self and time for social commitment. It is a known fact that only happy employee can contribute maximum to the organization and a happy employee is one how is able to maintain a balance so efforts should be made by the organization to help their employees to achieve work life balance.

9. IMPLICATION

The authors are of the opinion that the present study can make its contribution in two ways. First it indicates that the Level of work life balance of working women in Indian corporate and the activities on which this balance depend upon. Secondly, it analysed that there is no major difference in the women level of work life balance in these three sectors. So companies working in these three sectors will come to know the current situation of their women employees and can implement those work life balance policies which help them to achieve good work life balance.

10. LIMITATIONS

1. The fact that this study of 400 respondents out of a vast universe raises problem related to generalization & prediction. This study at hand may not be able to produce exact state of level of work life balance & factor causing imbalance in work & life.
2. The adoption of questionnaire method might have let to the reporting of false information by the respondent.
3. Due to time & cost constraints it was not possible to visit all the organization there by produce an exhaustive work.
4. Since the type of studies at hand are based on primary survey method where the possibilities of personal bias cannot be ruled out in the responses.
5. The researcher had a very tough time while collecting the data where a good number of the respondents were hesitant in lending the desired information and every time researcher had to convince them about the purpose of study. In spite of the researcher's repeated requests some of the respondents straight forwardly refused to fill the questionnaire on one pretext or the other.
6. While analyzing the data every precaution has been taken, but few topographical errors are bound to appear.
7. The study is contextual in a very specific setting and the information cannot be generalized to other settings.
8. The respondents covered are only from two levels, junior, middle level.

11. SCOPE FOR FURTHER RESEARCH

The researcher endeavored to explore all possible critical factors, however, like any other study, it study too has several limitations. For the future work, the following point may be considered:

- The present study was made only on IT, Service and manufacturing sectors. The scope of the work could be enlarged to many other sectors.
- The topic of Work-Life Balance is highly dynamic in present context. The data for the present study was collected in 2011- 2012. The Indian corporate sector has undergone numerous changes since then. It necessitates another study in present context.
- Various sectors covered in study are growing in leaps and bounds. The Results of the same study conducted in other part of India may present altogether different results.
- Effect of work life imbalance on health status of women can be analysed.
- Effect of work and life demands on job satisfaction and career developments of women can be another research area.
- Future research must focus on a wider sample in order to get more generalized results.

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