
WORK LIFE BALANCE FACTORS OF WOMEN IN UNORGANISED SECTOR AND ITS IMPACT ON PERFORMANCE RELATED OUTCOME VARIABLES: A CROSS CORRELATION STUDY

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ABSTRACT

The issue of work-life balance has become the hot topic in the current day scenario. Sverko et al (2002) emphasized that change in technology, values and demographic trends contributed to the emergent relevance of work-life balance in industrialized societies. It is supplemented by other factors which include increasing complexity of work, change in nature of family and the extended number of women entering the workforce. Work-life balance refers to the divergence between the work place demands and the demands of personal life. The present study is descriptive in nature. The variables influencing the work life balance are purely tested and the relationship may be varying from sample to sample. The factors influencing the work life balance are work environment factors and job related factors. The correlation between the selected variables is tested in the current paper. The various factors of work life balance observed in the study, are highly correlated with each other and have a reasonably good level of significance.

Keywords: *Self Management, Social Skills, Job Stress, Work Related Outcomes, Performance*

INTRODUCTION

In the traditional era, the women were confined to household work like cooking, washing, cleaning, taking care of children, etc. They were considered as home makers and were deprived of the right or opportunity to go outside

home. But now the story is different. Apart from home maker role, they also have a significant role to engage even outside the home. With the increase in cost of living on one hand and the improved education and employment opportunities on the other hand, both husband and wife started working and many families became dual earners. The growth of higher education has improved job prospects for women and resulted in the move from stay-at-home mothers to thriving professional women. Over a period of time women accomplished remarkable progress in every walk of life and made a noteworthy mark in the respective fields. But there is no significant change in performing the role of home maker.

The issue of work-life balance has become the hot topic in the current day scenario. Sverko et al (2002) emphasized that change in technology, values and demographic trends contributed to the emergent relevance of work-life balance in industrialized societies. It is supplemented by other factors which include increasing complexity of work, change in nature of family and the extended number of women entering the workforce. Work-life balance refers to the divergence between the work place demands and the demands of personal life. When either side becomes unbalanced for extended periods of time, the effect is likely to be visible in unhealthy symptoms (fatigue, stress, depression, etc.). A lack of synchronization between domestic life and work life causes great personal and financial hardship, both to the individual and the company.

THE CONCEPT

The concept of work-life balance is based on the notion that paid work & personal life should be seen less as competing priorities than as complementary elements of full life. Work-life balance is about improving people's quality of life & widening access to paid employment & career opportunities. A work-life balance supports staffs who wish to have a greater involvement in public life & in the community (Simonetta Manfredi & Michelle Holliday, 2004).

Dundas (2008) argues that work-life balance is about effectively managing the juggling act between paid work and all other activities that are important to people such as family, community activities, voluntary work, personal development and leisure and recreation.

Greenhaus et al (2003) define work-life balance as the extent to which an individual is equally engaged in – and equally satisfied with – his or her work role and family role.

REVIEW OF LITERATURE

Konrad and Mangel (2000) concluded that the Work-life balance policies have a stronger positive impact on productivity when women comprised a larger percentage of the workforce and when a higher percentage of professionals were employed. Allen and et.al. (2000) also found that as WFC increased, job satisfaction decreased among individuals of both genders in diverse professions, various career stages and from different countries.

Fisher-McAuley et.al., (2003) in their paper titled “Modelling the relationship between work life balance and organizational outcomes” explain role as the totality of formal tasks, informal tasks and acts as organized by an individual. Each individual is a member of social systems and the expectation as well as demand of one may put pressure on the other.

Supriti Dubey, Ruchi Saxena & Neetu Bajpai, (2010) in their article titled “Work life balance: can women be both bearer and manager” put forth that WLB is about people having measure of control over when, where and how they work. The core of WLB could also be summed as achievement with enjoyment. WLB can lead to a healthy synergy in the working environment of an organization and its employees. A balanced life is one where the employees spread their energy and efforts through emotional, intellectual, imaginative, spiritual and physical levels on the key areas of importance.

Ramanathan & Vanitha (2011) “Work-Life Balance-A primitive Channel Source for work culture at workplace with special reference to IT employees in India” state work culture is the image building process for any organization and to its employees, the prevailing work culture in an organization will make employees put their contribution towards the work and responsibilities and help the organization to move towards its desired objectives and mission.

Susi & Jawaharran (2011) in their article titled “Work-Life Balance: The key driver of employee engagement” narrated that the workplace culture comprises the employee’s attitudes, belief systems, value systems, work ethics, behavior which characterize the functioning of a group or organizations. Workplace culture includes the beliefs, attitudes, practices, norms and customs that characterize a workplace.

RESEARCH METHODOLOGY

For the purpose of study, the women working in unorganized sector in Rangareddy district is selected. The present study is descriptive in nature. The variables influencing the work life balance are purely tested and the relationship may be varying from sample to sample. The factors influencing

the work life balance are work environment factors and job related factors. The correlation between the selected variables is tested in the current paper. The sample size used for the study is 542. The sample data is collected using a pre tested structured questionnaire (Reliability alpha of the questionnaire is observed at 0.8169). The variables are scaled using the 5 point likert's technique and analyzed using the SPSS version 28.0. The results are explained in the following lines.

DATA ANALYSIS AND RESULTS DISCUSSION

Table 1: Correlation Analysis of the Factors of Work Life Balance

| Work life balance | F1 | F2 | F3 | F4 |
|-------------------|-------|---------|---------|---------|
| F1 | 1.000 | 0.567** | 0.580** | 0.557** |
| F2 | | 1.000 | 0.505** | 0.432** |
| F3 | | | 1.000 | 0.497** |
| F4 | | | | 1.000 |

Note: ** Denotes significant at 1% level

Where F1-Self-awareness, F2-Self-management, F3-Social awareness and F4-Relationship management

Table 1 shows the correlation analysis of factors of work life balance namely, self-awareness, self-management, social awareness and relationship management. The level of significance values ($p < 0.01$) strongly reveal that the work life balance factors are highly correlated with one another. The correlation coefficients of work life balance factors range from 0.432 to 0.580.

Table 2: Correlation Analysis Between Work Environment and Work Life Balance Factors

| Factors of Work life balance | Work Environment |
|------------------------------|------------------|
| Self-Awareness | 0.419** |
| Self-Management | 0.390** |
| Social Awareness | 0.375** |
| Relationship Management | 0.356** |
| Overall Work life balance | 0.479** |

Note: ** Denotes significant at 1% level

Table 2 presents the correlation analysis between work environment and work life balance factors. There is a positive significant relationship between

work environment and self-awareness ($r=0.419$, $p<0.01$), self-management ($r=0.390$, $p<0.01$), social awareness ($r=0.375$, $p<0.01$), relationship management ($r=0.356$, $p<0.01$) and overall work life balance ($r=0.476$, $p<0.01$). It specifies that if the employees possessed more work life balance dimensions, then they will feel the good work environment in the organization.

Table 3: Correlation Analysis between Job Stress and Work Life Balance Factors

| Factors of Work life balance | Job Stress |
|-------------------------------------|-------------------|
| Self-Awareness | -0.499** |
| Self-Management | -0.432** |
| Social Awareness | -0.452** |
| Relationship Management | -0.418** |
| Overall Work life balance | -0.562** |

Note: ** Denotes significant at 1% level

Table 3 presents the correlation analysis between job stress and work life balance factors. From the significance values ($p<0.01$), Job stress is a negative relationship between the work life balance factors namely, self-awareness, self-management, social awareness, relationship management and overall work life balance. The correlation coefficients of work life balance factors versus job stress are ranging from -0.562 to -0.418. The negative relationship between the factors unveils that if the employees had high levels of self-awareness, self-management, social awareness and relationship management in the organization, then they will be less stress related to the job.

Table 4: Correlation Analysis between Job Satisfaction and Work Life Balance Factors

| Factors of Work life balance | Job Satisfaction |
|-------------------------------------|-------------------------|
| Self-Awareness | 0.472** |
| Self-Management | 0.417** |
| Social Awareness | 0.464** |
| Relationship Management | 0.426** |
| Overall Work life balance | 0.556** |

Note: ** Denotes significant at 1% level

Table 4 provides the correlation analysis of factors of work life balance and job satisfaction. The level of significance values ($p<0.01$) indicate that there is a positive linear relationship between job satisfaction and work life

balance factors. The correlation coefficients of job satisfaction versus self-awareness, self-management, social awareness, relationship management and overall work life balance are 0.472, 0.417, 0.464, 0.426 and 0.556 respectively. In addition, the sign of correlation coefficient (+ve) unveils that if the employees had a high level of work life balance dimensions, then they will be more satisfied with their job.

Table 5: Correlation Analysis between Job Performance and Work Life Balance Factors

| Factors of Work life balance | Job Performance |
|-------------------------------------|------------------------|
| Self-Awareness | 0.458** |
| Self-Management | 0.423** |
| Social Awareness | 0.430** |
| Relationship Management | 0.385** |
| Overall Work life balance | 0.529** |

Note: ** Denotes significant at 1% level

Table 5 presents the correlation analysis of work life balance factors and job performance. The findings ($p < 0.01$) indicate that job performance is a positive and significant relationship with all work life balance dimensions namely, self-awareness, self-management, social awareness and relationship management. The correlation coefficients of job performance versus work life balance factors are ranging from 0.385 to 0.529. Based on the sign of correlation coefficients (+ve), the work life balance factors enhance the job performance among employees.

Table 6: Correlation Analysis between Turnover Intention and Work Life Balance Factors

| Factors of Work life balance | Turnover Intention |
|-------------------------------------|---------------------------|
| Self-Awareness | -0.440** |
| Self-Management | -0.397** |
| Social Awareness | -0.417** |
| Relationship Management | -0.397** |
| Overall Work life balance | -0.515** |

Note: ** Denotes significant at 1% level

Table 6 shows the correlation analysis between turnover intention and work life balance factors. From the significance value ($p < 0.01$), there is a negative linear relationship between turnover intention and work life balance

factors namely, self-awareness, self-management, social awareness and relationship management. The correlation coefficients of turnover intention versus work life balance factors are ranging from -0.515 to -0.397. In addition, the negative sign of correlation coefficient reveals that if the employees possessed high work life balance in the organization, then they will be less intention to leave the job.

Table 7: Correlation Analysis between Job Related Factors

| Factors of Work life balance | Work Environment | Job Stress | Job Satisfaction | Job Performance | Turnover Intention |
|-------------------------------------|-------------------------|-------------------|-------------------------|------------------------|---------------------------|
| Work Environment | 1 | -0.602** | 0.719** | 0.756** | -0.606** |
| Job Stress | | 1 | -0.557** | -0.611** | 0.646** |
| Job Satisfaction | | | 1 | 0.726** | -0.589** |
| Job Performance | | | | 1 | -0.644** |
| Turnover Intention | | | | | 1 |

Note: ** Denotes significant at 1% level

Table 7 explains that the factor work environment is a positive relationship between job satisfaction and performance while it is a negative relationship between job stress and turnover intention. Hence, if the employees received good working environment in the organization, then they will be more satisfaction with job and will do good perform in their job. Likewise, job stress is a negative relationship between job satisfaction and job performance while it is a positive relationship between turnover intentions. It reveals that perhaps the employees had more stress due to their job, then they will not be satisfied with the job and their job performance will be low. Also, they will retain more intention to leave the organization.

Job satisfaction is a positive relationship between job performances while it is a negative relationship between turnover intentions. Hence, Employees who have more satisfaction with their job perform well in the organization and do not intend to leave the organization. Finally, job performance is a negative relationship between turnover intentions.

SUMMARY AND CONCLUSION

The various factors of work life balance observed in the study, are highly correlated with each other and have a reasonably good level of significance. In addition, where ever the relationships should be inverse and negative, the results are observed accordingly. Hence, the variables used in the study are found to be good and reliable.

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