



Work Life Balance And Its Influence On Job Outcomes: A Study Of Satisfaction And Performance Among Female Employees

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Abstract

Work-life balance forms a major characteristic of the quality of work and life of individuals especially women, who are trying to deal with multiple roles (e.g. employee, partner, and career). The balance does not always denote an equal distribution of time, energy or other resources between the work and non-work domains but is a highly individualized and an impulsive concept of being able to manage one's work, family and personal life in a self-fulfilling way. This research study is exploratory and empirical study in nature. Simple random sampling method was used to collect data from 100 Female employees working across various IT Companies in Gwalior District. Data was analyzed through SPSS and Regression analysis was applied to check the hypotheses of the study. The findings state that work life balance is having significant impact on job satisfaction and employee performance.

Keywords: Work life balance, Job Satisfaction, IT, Female, Employees

Introduction

Good quality of life would always mean to lead a life that is contented, healthy and successful. Maintaining harmony between work and life amidst household chores and childcare signifies the concept of Work-life Balance. Guthrie, 2012 estimated WLB to be significant for both organizations and people, contributing in their productivity improvement and hence, impacting the performance of organizations positively. Therefore, work-life balance policies comes into play, allowing the organization to cut costing and maintain the turnover ratio under control improving the overall productivity (Helmle et al., 2014). Ultimately a happy employee is considered to be a productive employee (Joo and Lee, 2017, Abualoush et al., 2017) and there exists an association between the two.

Work-life balance forms a major characteristic of the quality of work and life of individuals especially women, who are trying to deal with multiple roles (e.g. employee, partner, and career). The balance does not always denote an equal distribution of time, energy or other resources between the work and non-work domains but is a highly individualized and an impulsive concept of being able to manage one's work, family and personal life in a self-fulfilling way.

Work-life balance initiatives intended to facilitate employees in balancing their work and personal lives have become a necessity for many employers today rather than needs of the employees. This necessitates organizations to adopt human resource strategies and policies, accommodating the work-life needs of a diverse workforce in the current business environment. The demands of family life involving role expectations in the family and support to the spouse, child raising, care of the elderly at home have also an effect on work-life balance since they demand more time and energy which has a significant effect on work life balance. **Background of the Study**

With the increased pace of urbanization, women's participation in education and mass literacy campaigns, our modern economic sector has witnessed mass entrance of women workers, combining domestic duties with paid employment outside their home. Introduction to various educational programmes has greatly influenced women's position giving a raise in their standards and eventually boosting their confidence level especially in urban areas. Rapid development could be seen with regard to women's career development. This has provided women with broad outlook, created awareness and increased their desire for personal growth. This, along with financial pressure, has influenced women's decision to enter the work force.

The need for workers to balance work and home life increased substantially with increasing diverse workforce with more and more women engaging in paid labour. Also dual career families, single parent families were among others (Brough & Kelling, 2002; Frone, Russell & Cooper, 1992; Frone & Yardley, 1996).

Statement of the Problem

The daily confirmations around us are the evidences of what workers face as a result of multiple demands on their time. Women are an integral part of the paid labour force that cannot be dispensed with (Barnett, Marshall & Sayer, 1992). Quite a lot of demographic changes including more working mothers, dual career couples and working single parents make one ponder on the influence of work on families' lifestyles, and how women juggle demands of the job and family (Frone, 2003). This implies that women combine two jobs at the same time: as paid employees and as mothers or wives but the association between reproductive role and productive role is relatively incompatible because both roles are demanding (Isuigo-Abanihe, 2011).

Average Indian woman will probably feel irresponsible if her family duties and responsibilities are not pleasing to her. In a sense, the interplay between work and family demands, pressures on employees and organizations are indeed some of the most significant contemporary phenomena of employment in the manufacturing and construction sector, which is characterized with long work hours, weekend work and overtime that make working hours longer and more tedious resulting in more pressures on women working in the sector. Although several studies have assessed the challenges of women in paid work with emphasis on productivity and organisational commitment, not much has been done on female IT sectors with reference to the impact of work life balance on job satisfaction and turnover among women because of their inability to cope with the demands of their work and family roles. This study, therefore, will fill this gap by investigating the work-life balance policies that may have helped or deterred female IT sectors from balancing their family and work obligations.

Review of Literature

K. Agha, F. T. Azmi, & A. Irfan (2017) conducted a study on work-life balance and job satisfaction: an empirical study focusing on higher education teachers in Oman. The objective of study is to measure work-life balance, teaching and job satisfaction of teachers in the higher education institutions in the Sultanate of Oman to explore the relationship between work-life balance, teaching satisfaction and job satisfaction. A total of 1769 teachers from private institutions were contacted, and out of the total of 2717 employees in the government institutions, 1500 could be approached owing to a refusal of certain institutions to participate in the survey. Data was collected from the sample organizations primarily through postal mails, e-mails and personal visits. Findings of the study revealed that while work interference with personal life and personal life interference with work had a negative relationship with job satisfaction, work and personal life enhancement had a positive relationship with job satisfaction.

G. Balamurugan & M. Sreeleka (2020) conducted a study on work life balance of women employees in IT sector. The purpose is how the women employees are balanced and Satisfied in IT sector. The primary data were collected through the structured questionnaire. The study found the work life balance of women employees plays a vital role in IT sectors. So, mostly in IT sector the women employee faces more difficulties in managing their personal life and professional life. The work life balance is influenced by different factors are demographic variables, individual variables.

V. Vishnukanth Rao et al. (2022) conducted a study on the work-life balance of female employees at university in sultanate of Oman. A study was conducted to identify the challenges and opportunities faced by female employees in education institutions and how well the female employees can manage their professional life and personal life. It is a descriptive study conducted to find the opinions of female employees towards work life balance at University in Oman. The population of the proposed research include all female teaching staff of the University (population is 83) by including all the departments (BSD, ELC, Engineering and IT). The sample size is 68 with (95% confidence level). The instrument consists of demographic variables and Likert five point scales to know the opinions of female employees and some closed and open-end questions were used to get proper responses. After collecting the data, SPSS-22 is used for analysing the data by using parametric tests. A one way ANOVA was conducted to compare the opinions of female employees towards work environment. From the analysis it is evident that there is a difference of opinion among female employees of the University towards work environment.

Dr. Mary Sudharshini Fernando (2024) Major objective of the study is to determine the factors affecting work-life balance and to examine the effect of work life balance on Job performance. among working women during work from home through a study of 50 ladies working in the IT area in Pondicherry. The primary data is collected by using primary methods such as questionnaires. Majority of the respondents expressed that there is no separate policy for work life balance in their organisation and many people were doing work overtime. Also, management has not done much in terms of designing and implementing effective work life balance policies and practices. If the personal and professional lives of female employees are balanced, they can devote more time to their children and can focus on their upbringing. It was found that the number of hours worked per week, the amount and frequency of overtime, and inflexible work schedule increase the likelihood of employees to experience conflict between their work and family roles as it kills their time to perform family related activities. Also, there is significant positive relationship and impact of work life balance on employee's professional life. Study also revealed some of employees feel so stressed that they are not able to handle family responsibilities even after coming from workplace as they feel so tired and exhausted because of long working hours. Breaks are also very short so they were not able to take proper rest. However, their company provides no policy as such to help their employees meet their family commitment. The analysis also reveals that five factors namely, Job Nature, Work Load, Job Environment, Organizational Support, and Family Domain constitute work-life-balance of women professionals. The result of correlation analysis also confirms the positive correlation among the above five factors.

Objectives of the study

1. To study the prevalence of "Work-Life-Balance" problem among working women of IT Companies and impact on their social and personal life.
2. To identify how work life balance could help in simplifying lives of working women.
2. To recommend and suggest ways for improving Work Life Balance.

Research Methodology

This research study is exploratory and empirical study in nature to understand the work life balance in female employees. Simple random sampling method was used to gather information from respondents of the study. Female employees working in Gwalior District across various IT companies have been selected as population of the study.

Sample size

There totally 120 questionnaires were printed and distributed to the female employees directly, with assumption that respondents may fill the questionnaire casually which will result in error. As expected 100 questionnaires were filled correctly, which were found useable and surveys are valid and being collected, which is 83.3% response rate over the whole survey. The overall sample size for the study was 100 female employees.

Questionnaire Design & Scale Measurement

The questionnaire has two parts. First part contains question related to demographic variable and work-family balance policy in organisation. Second part comprised closed-ended items to measure variables used in the study. These items were measured on a five-point Likert scale that ranged from “strongly disagree” to “strongly agree”. Work life balance was measured using Hayman (2009) & Carlson et.al (2000) scale, Job satisfaction was measured using Brayfield and Rothe (1951) scale. Data was analyzed by using SPSS Version 24.0 for Windows software; the reliability and validity of the measures are tested; and the regression was applied to check the hypotheses of the study.

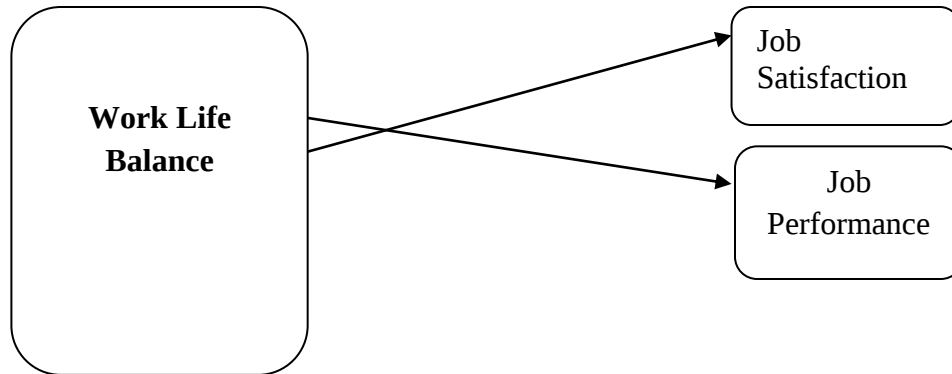
Conceptual Framework of the Study

Work-life balance, in its broadest sense, is defined as a satisfactory level of participation or fit between the numerous roles in a person's life (Hudson, 2015). It is about the interaction between paid work and other activities, including unpaid work in families and community, leisure and personal development. Clark (2019) defines work-life balance as contentment and good functioning at work and at home with negligible role conflicts. Barrera (2017) proposes a situation that involves employers working constructively with their employees to put in place arrangements, which take into account the needs of the business as well as the non-work aspects of employee's lives. These arrangements and applications are facilities which are utilized by organizations to gain advantage to balance the voluntary employees personal and work lives. These advantageous facilities are-flexible working hours, autonomy in the work facilities (Dwyer, Jamieson & Moxham, 2017), choosing the hours of start and end of the work, tele-working, home working, electronic working, family permissions, assistance programs for employees, counselling services, child care services etc. Employees and employers are both middle to the subsequent use and successful accomplishment of these policies and practices. Work Life Balance initiatives can be broadly divided into four dominant categories which include flexible working arrangement (home working, compressed hours); leave arrangement (annual leave, Parental leave); dependent care assistance (Child care arrangements and Crèche) and general services (Employment assistant programs) (De Cieri & Bardoel, 2019). Organizations can implement various work-life balance initiatives that may assist employees to better balance their work and family responsibilities, gain improvements in well-being and provide organizational benefits (Greenhaus, 2019). There are a large variety of family friendly policies which include, but are not limited to the following: flexible working hours, job sharing, part-time work, compressed work weeks, parental leave, telecommuting, on-site child care facility (Hartel, 2017). Employee Performance in a firm is a very important area in the workplace. It can be interpreted equal to the quality of work performed by the employee. It can help the firm increase and utilize the capacity of the human resources it has.

Research Model of the Study

Independent Variable

Dependent Variable



Hypotheses of Study

H1: There is impact of Work Life Balance on Job Satisfaction of Female Employees.

H2: There is impact of Work Life Balance on Job Performance of female employees.

Data Analysis

Table No. 1 Reliability test for all variables

Variables	Cronbach's Alpha	No of Items
Work Life Balance	.865	25
Job Satisfaction	.852	14
Job Performance	.847	10

Results shown in the above table state that the value of Cronbach's Alpha for Work Life Balance is 0.865, the value of Cronbach's Alpha for Job Satisfaction is 0.852 and the value of Cronbach's Alpha for Job Performance is 0.847. This indicates that all the items in questionnaire are highly reliable.

H1: There is impact of Work Life Balance on Job Satisfaction of Female Employees.

Table No. 2 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.803 ^a	.645	.644	2.54125	.645	541.025	1	98	.000	1.719

a. Predictors: (Constant), work life balance

b. Dependent Variable: job satisfaction

Table No. 3 ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3493.915	1	3493.915	541.025	.000 ^b
	Residual	1924.472	98	6.458		
	Total	5418.387	99			

a. Dependent Variable: job satisfaction

b. Predictors: (Constant), work life balance

Table No. 4 Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	6.016	.594		10.126	.000		
	Work life balance	.643	.728	.803	23.260	.000	1.000	1.000

a. Dependent Variable: job satisfaction

The result of regression analysis shows that the Value of F is 541.025, which overall shows the goodness of fit of fitted regression model. From above table it can be concluded that the fitted model is significant as P-value of F statistics is 0.000 and it is less than level of significance level ($\alpha = 5\%$). Value of t is 10.126 and R square value is .645, which indicates 64.5 % of variance in Job Satisfaction is explained by Work Life Balance. Thus, our hypothesis is accepted. This indicates that there is impact of Work Life Balance on Job Satisfaction of Female Employees.

H2: There is impact of Work Life Balance on Job Performance of female employees.**Table No. 5 Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. Change	
1	.811 ^a	.658	.657	2.05231	.658	574.602	1	98	.000	1.798

a. Predictors: (Constant), work life balance

b. Dependent Variable: job performance

Table No. 6 ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2420.222	1	2420.222	574.602	.000 ^b
	Residual	1255.175	98	4.212		
	Total	3675.397	99			

a. Dependent Variable: job performance

b. Predictors: (Constant), work life balance

Table No. 7 Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	2.658	.480		5.540	.000		
Work life balance	.535	.722	.811	23.971	.000	1.000	1.000

a. Dependent Variable: job performance

The result of regression analysis shows that the Value of F is 574.602, which overall shows the goodness of fit of fitted regression model. From above table it can be concluded that the fitted model is significant as P-value of F statistics is 0.000 and it is less than level of significance level ($\alpha = 5\%$). Value of t is 5.540 and R square value is .658, which indicates 65.8 % of variance in Job Performance is explained by Work Life Balance. Thus, our hypothesis is accepted. This indicates that there is impact of Work Life Balance on Job Performance of female employees.

Conclusion

The main objective of this study is to analyze the impact of work life balance on job satisfaction and job performance. Regression analysis was applied to check the hypotheses of the study. Result of the study shows that work life balance is having positive and significant impact on job satisfaction and job performance. Study suggests that Organizations should implement flexible working hours and remote work options to accommodate the diverse needs of their female employees. Flexible scheduling allows women to better manage their professional responsibilities alongside family commitments, reducing stress and improving job satisfaction. The study suggests that more women are likely to stay in the workforce if offered flexible work options that align with their personal and family needs. Providing on-site childcare services or partnering with childcare centers can directly address the work-life conflict women often experience.

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