

A STUDY ON WORKLIFE BALANCE OF WORKING WOMEN: A QUANTITATIVE APPROACH

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Abstract: Women empowerment means to give autonomy to women in all spheres of life that results in women contributing and availing results of efforts at par with men. But in context to India where on one side women are increasingly being welcomed to share economic responsibilities, domestic and social obligations are still believed to be key women’s lookout. With this change in socio-economic structure, the role of women has changed tremendously. This has placed pressure on working women to develop their career and compete with their male counterparts along with satisfying demands of non-work domains, constituting work-life im/balance issue. A work-life balance refers to ability of individual to maintain a healthy balance between their work roles, their personal responsibilities, and family life. This may affect them at mental, physical as well as emotional level. Thus achieving work life balance is inevitable to have a good and healthy life. This paper examines the work-life balance of working women of Surat and Navsari city and studies work-life balance across selected demographic variable. Descriptive study was undertaken and the responses were collected with the help of questionnaire from 100 working women of Surat city and Navsari city. The result of the study shows the way in which women balance between work and non-work domain and the level of work life balance as perceived by them.

Introduction

As every change is countered by the change in approach so as to adapt with the change. These techno-socio-economic change is also forcing working women to find new ways of adapting for achieving work life balance. According to a recent study conducted by Ernst & Young (2016), nearly one-third of millennials say managing their work, family, and personal responsibilities has become more difficult in the last five years. Moreover 75% of millennials want the ability to work flexibly and still be on track for promotion. If a company trusts their employees and employees understand and are committed to company expectations, a flexible schedule, going back to school, or any other personal growth endeavor or family-related activity should never get in the way of promotion or advancement. (GEMBA Marketing, 2016) This paper investigates approach adopted by the todays’ women (millennials) to achieve work life balance and level of work life balance.

The issue of work life balance was primeval the evidence of work life balance can be traced only in early 1930's before when W.K. Kellogg Company created four six hour shifts to replace the traditional three daily eight-hour shifts, and the new shifts resulted in increased employee morale and efficiency (Lockwood, 2003). And it took six decades (1986) from then to explicitly mention term "work/life Balance". It was in the mid-1801s the concept of work-life balance was explicitly mentioned as dichotomy- "the work-leisure" (Burke, Peter 1995).

Work life balance was initially conceived in terms of work family conflict, more of like role conflict where the two or more roles (work related role and family related roles) sets exert pressure for their compliance and compliance of one set makes compliance of another very difficult. (Kahn et al., 1964, Greenhaus and Beutell 1985 Grzywacz and Marks, 2000, Hill, et al. 2001). Another perspective of Work-life balance that was extensively studied Greenhaus & Powell (2006) is Enrichment Model of WLB. They defined work-family enrichment as "the extent to which experiences in one role improve the quality of life in the other role".

Keeping in view both negative as well as positive spillover, research explained work life balance as an act of balancing and managing both work and family deriving equal satisfaction from both. This made work-life balance to seen from temporal perspective. (Clark, 2000; Kirchmeyer, 2000) Thus WLB can be understood as the state of wellbeing resulting from healthy designing of temporal and spatial boundaries of work and life aspects.

Literature Review

Harrington, et.al. (2015) in their report titled "How Millennials Navigate Their Careers- A Young Adult Views on Work, Life and Success" surveyed 1100 millennials across five multinational company based in USA. 44% of the respondents were females and the findings shows that 81% of female millennials work life balance as career success measurement is very or extremely important. Also majority have reported that life outside work is more important than career to shape their identity. Mental and physical health is the top most priority regardless of gender.

2015 report titled "Global generations: A global study on work-life challenges across generations" by EY. Of 9699 respondents under study, research shows that one-third of full-time workers say that managing work-life has become more difficult in the last five years. Younger generations and parents are harder hit than others, plus workers in certain countries we surveyed. Though in case of Indian respondent the attitude of millennials and generation X do not differ. Also Women (35%) found managing work-life to be slightly more difficult than men (32%). excessive overtime hours (71%) and a boss who doesn't allow you to work flexibly (69%) were among the top five reasons to quit the job.

A report from Deloitte (2016) has found that the world's Millennials express little loyalty to their employers and feel that the majority of businesses have little motivation beyond profit. It also found that many

Millennials are planning near-term exits from their employers while placing their personal values and interests ahead of organizational goals. Companies that offer their employees opportunities to progress and a degree of flexibility (such as remote working possibilities) are also attractive to younger workers. Interestingly, Millennials attach little importance to the reputation Majority of the study undertaken on WLB uses Fishers’ instrument to study dimensions of WLB.

While according to Forbes Statistics 2016 the most important factor for choosing a job by millennial is good Work life balance. Literature review fails to identify any studies have been undertaken on women millennials in Indian context that investigates the shift of approach from traditional WLB model to WLI.

Research Methodology

The focal objectives of the present descriptive study were:

- To determine the level of work-life balance as perceived by FMPs in Surat city and Navsari City.
- To study the difference in perception of FMP towards work life balance across selected occupations.
- To study work-life balance across priority in life and approach adopted to strive work life balance by FMPs in Surat city and Navsari City.

The subject scope of present study is confine to study work life balance on Fisher’s model. The study confines to four type of millennial women professional of Surat city and Navsari city. The time period of study is from 2015- 2016.

The study sample comprised of 100 millennial women respondent across three profession who are usually not covered by overtime legislations and not directly compensated for additional work time. They would have higher autonomy at work with more cognitive work demands and are able to perform a portion of job related duties

outside premises time. The plan is table 1.

Table 1:- Sampling Plan

Unit of the study:	Millennial Women Professionals (Teachers of HEI, Engineers and Doctors) of Surat and Navsari city.
Sampling method:	Non probability Purposive sampling technique
Sample Size:	34 Engineers, 33 Doctors and 33 Teachers

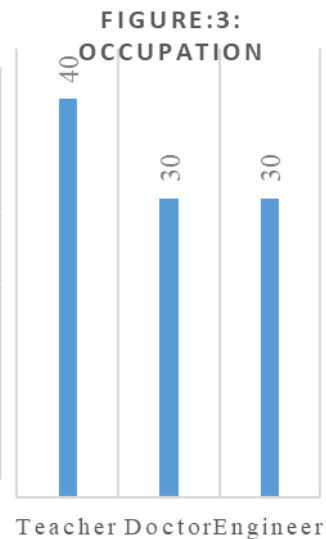
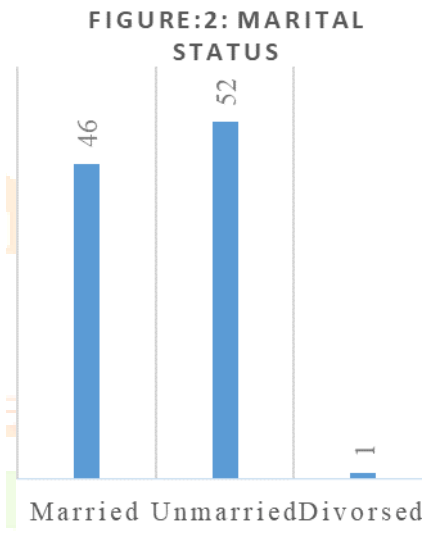
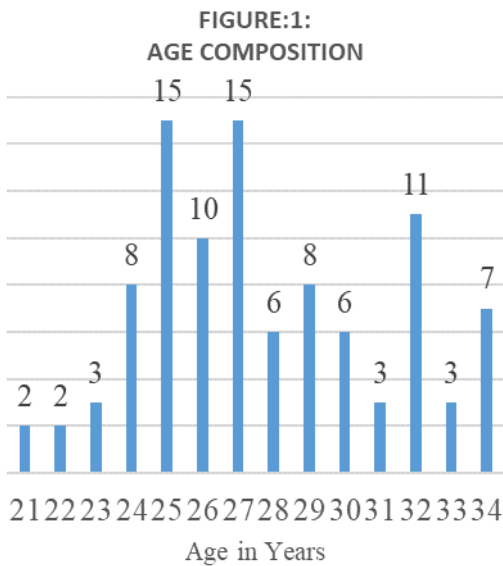
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Source: Developed for this research

The respondents were selected purposively so as to construct well balanced sample across profession. Two type of information were collected for the purpose of study, theoretical and empirical. The former was gathered through publications and books while the empirical information was collected through a survey. The empirical data were collected with the help of scheduled questionnaire. The questionnaire was divided into two section, demographic variable and 17 WLB variables. Descriptive as well as inferential statistics were used to analyses the data.

Result

- The age composition, marital status and occupation of FMPs are represented by figures 1, 2 and 3 respectively.



Source: Developed for this research
According to the res

each 65% of the FMPs gives priority to non-work life that includes mostly family followed by social circle of friends and close relatives. While 35% of FMPs gives priority to work life (Figure 4)

FIGURE: 4:- PRIORITY IN LIFE

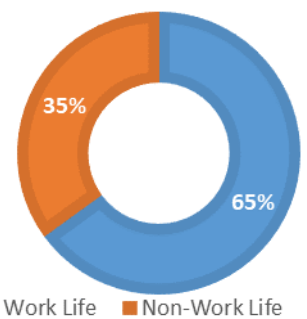
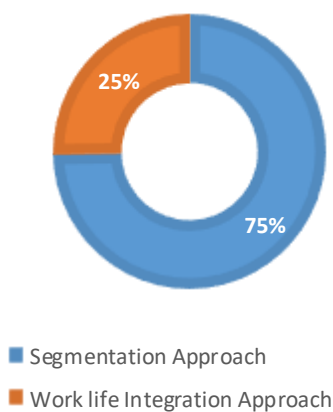


FIGURE:5:- PREFERENCE OF THICK BOUNDARY BETWEEN WORK AND NON-WORK DOMAINS



Source: De

Out of total respondent 25

percentage of FMPs prefers thick boundary between work and non-work domain suggesting they prefer segmentation approach to achieve balance between work and non-work life, while 75 percentage of FMPs do not prefer boundary between work and non-work domain.

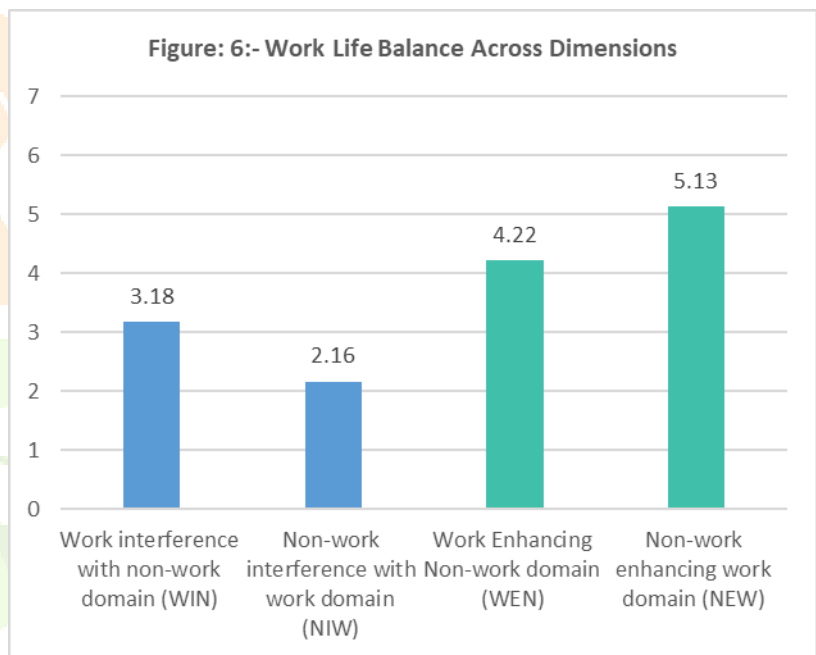
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The null hypothesis that there is no structural relationship among fifteen aspects of work life balance as given by fisher’s model is rejected at 99 percent. The table 2 shows test statistics.

Table: 2:- Factor Analysis Test Statistics		
Extraction Method	Principal Component Analysis.	
Rotation Method	Varimax with Kaiser Normalization.	
Sampling Adequacy	KMO	0.764
Test of Spehericity	Bartlett’s Test	Chi-Square: 512.414 P value: 0.000

Source: Developed for this research

Four factors were extracted with eigen value more than one namely Work interference with non-work domain (WIN), Non-work interference with work domain (NIW), Work Enhancing Non-work domain (WEN), Non-work enhancing work domain (NEW) in order of variance explained by the respective factor. The total percentage of variance explained by these factors is 61.97 percent.



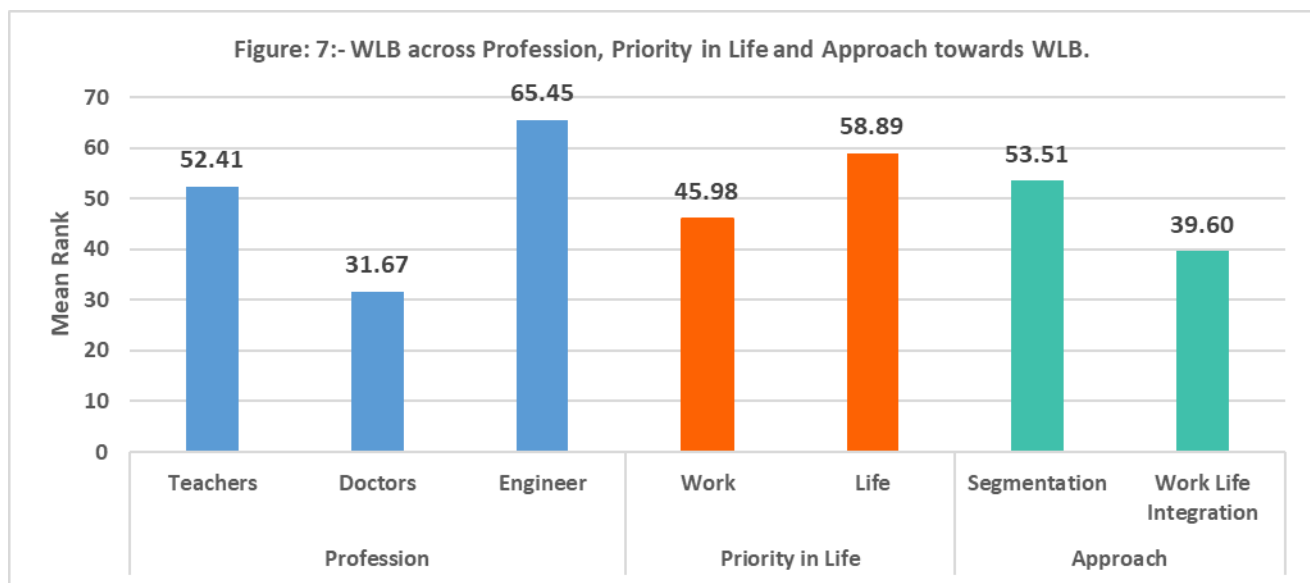
With weighted average mean of 3.18 on scale of seven the FMPs agree that

Source: Developed for this research

their work slightly interfere with their non-work life and with weighted average mean of 2.16 on scale of seven FMPs finds non-work domain moderately interfering with work domain. The aforesaid two factors suggests the existence of negative spillover among work and non-work domain. The third factors with weighted average mean of 4.22 on scale of seven FMPs are neutral on the positive spillover or enhancement of non-work domain by work domain. While with weighted average mean of 5.13 on scale of seven FMPs agrees that non-work domain slightly enhances work domain. WEN and NEW represents positive spillover among do Thus it is evident that there are both positive as well as negative spillover among the two domains. These factors were further used in calculating work life balance index. Each factor were given weighted according to respective eigen values derived by principal component analysis. The work life balance index of FMPs is 0.553.

Further the research found statistically significant difference between work life balance of FMPs across three occupation, priority given by FMPs and preferences towards thick boundaries between work and non-work domain. (Figure 7)

Figure: 7 WLB across Profession, Priority in Life and Approach towards WLB.



Source: Developed for this research

Thus the research concludes that the work life balance index of female millennial professionals of Surat city and Navsari City is 0.553. The perception of work life balance of FMPs significantly differs across profession. FMPs giving priority to work domain experiences better work life balance compared to those giving priority was non-work domain and FMPs who adopted work life integration approach experience better quality of work life than female who opted for segmentation approach to work life balance.

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