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## A Study On Impact Of Work Life Balance And Difficulties Faced By Employed Couples Of Job Performance In Tamilnadu

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### Abstract

Due to rapidly changing business environment, the organization are notable to provide secure employment and that is why the attitudes and values of people in work are also changing and they are less willing to display unconditional commitment to the organization and as noted by Guest, 2002, the decline of work as central life interest along with conflicting demands of work results in an imbalance between work and rest of life. The attitude towards life too is rapidly changing among the youth today. They believe in working hard and partying harder. They like to travel, socialize, pursue hobbies, take up adventure sports etc. When they do not get time for these activities, they are gripped by frustration and unhappiness.

**Key word: Conflict, Stress, Job Performance and Difficulties**

### Introduction

Work life balance refers to the effective management of multiple responsibilities at work, at home, and in the other aspects of life. It is an issue that is important both to the organizations and to employees. In the current economic scenario, organizations are hard pressed for higher productivity and need employees with improved work-life balance as an employee with better work-life balance will contribute more meaningfully towards the organizational growth and success (Naithani, 2010). This issue has come to the fore due to multitude of changes in the work place, in employee demographics and in the family sphere.

Global labour market is becoming highly competitive and companies are outsourcing to reduce the labour costs. As a consequence, the employees feel impelled to put in longer hours to achieve and possibly exceed the employers' expectations in order to secure their jobs. Thus, the 'long hours culture' and '24/7 life style' has come to dominate the lives of highly educated and skilled professionals and managerial personnel. A few decades earlier, it was widely expected that new technology would shorten the working hours and bring respite and leisure to the work force.

But instead of bringing relief and leisure, the developed technology has left the workers, especially professionals, with little time free from paid work. In fact, technology has blurred the line separating

office from home and now the employees are expected to be available for office work, even while at home, because of the facilities that IT networking has placed at our disposal. The present global environment has thrown up new challenges where workforce has to coordinate with the western markets that are almost 10 hours behind. Thus, the work has become more taxing and burdensome. These pressures and demands of work, reflected both in longer hours, more exhaustion and the growth of evening and weekend work, leaves little 'quality' time for the family leading to problems like, juvenile crime and drug abuse among the children. Moreover, these work pressures are also having a direct impact on the health of the employees.

### Review of Literature

**Gobbel (2011)** in his study pictures the mental agony the newly adopted parent's experience. Adoptive parents have been made to face the bitter truth of infertility, a failed pregnancy or the death of their child after which they take decision of adopting. The adoptive parents have a sense of dejection and defeat instilled into their minds. The intricacies of the adoption process lead to feelings of helplessness in adoptive parents. They become sensitive about lightest of actions of the child that in some way show rejection. They complain of not experiencing an intimacy with their adopted child. The grief of the adoptive parents continues as the child grows up since the adoptee can never fully meet the expectations of the adoptive parents. Adoptive parents feel that they are never meant to be parents. They tend to worry that the child might know of adoption and at times are struck by depression with the thought of them not being the real parents of their child. Sometimes they become overprotective about the child. Alternatively some feel they are entitled to be parents thus turning careless about parenting.

**McKay et al., (2010)** described post adoption wellbeing in a study. Adoptive mothers scored significantly lower on both the anxiety and depression when compared to both biological mothers and controls (married women without children). Subsequently positive affect scores for adoptive mothers were significantly higher (indicative of more positive affect) when compared to biological mothers and controls.

**Hassani, (2010)** the infertility stress has an impact on marriage adjustment and the quality of life of the couples. All infertile women suffer from infertility stress in different degrees and nearly half of them have marriage maladjustments and the two variables have strong correlation. It is quite obvious that the amount of maladjustment vary due to the intensity of the stressful experiences caused by infertility. Infertility and the whole treatment period with the stress resulted, leave less time and energy for the couples to have fun and pleasure from togetherness and this in turn increases the mutual stress and influences marriage satisfaction. It is almost guaranteed that the sexual relationship of a couple will be affected. In fact many couples often refrain from sexual intercourse except during the time of the woman's ovulation, a practice that rarely has positive emotional consequence.

**James et al., (2009)** investigators reported that marital strain may develop over time and men with newly diagnosed infertility may begin to experience increasing marital strain over time. The underlying quality of marriage may influence or predispose men to personal, marital, or sexual strains and these problems may be unrelated to and predate the diagnosis of infertility. Strong marriages may help to protect individuals from the psychosocial stressors of an infertility diagnosis and subsequent treatment. When a medical basis for infertility has been discovered the infertile partner usually feels a sense of guilt that they have compromised their spouse's ability to have a child. Carried to the extreme particularly if the marriage is not strong to begin with, the infertile partner may actively threaten to leave the marriage to free their spouse to procreate with someone else.

Alternatively the fertile partner may engage in actions to influence the dissolution of the marriage. The marital relationship can be strained or lost because of fears that the fertile partner will leave the infertile partner.

**Fontenot (2007)** in the study revealed that when studying adoptive families throughout life course important benefits can be determined. Marital and adoption experiences most often recursively benefit one another in adoptive families. The study involving qualitative interviews with 43 adoptive couples specifically exploring changes in adoptive family's developmental life cycle at key transactional or nodal events reveals occurrence of a 'magnifying effect', usually benefiting both

adoptive parents and children. Regarding adoptive family life, there is a 'magnifying effect' as couples and families progress well in multiple dimensions throughout adoptive family life cycle. Adoptive families that adjust well during earlier transitional stages will most likely continue to be successful in their future adjustments at other key transitional events like entrance to school and teenage years.

### Significance of the Study

The study's findings will help to identify the individual, family, and work related variables related to work life balance. Thus the study would help the industry practitioners to: (a) understand the work life balance and its various dimensions;(b) understand the relationship between individual related variables; family related variables; and work life balance and design interventions for enhancing emotional intelligence of working professionals and also design support systems to enable the working professionals to shoulder their family responsibilities, and thus, reduce interference of family life in work; and (c) redesign work related variables such as task variety, task autonomy and work schedule flexibility so as to improve work life balance of working professionals. In addition the study will help in taking stock of the existing programmes for enhancing work life balance and evolving strategies for strengthening those existing programmes. The industry would be able to formulate policies for recruitment, development and deployment of professionals, thus leading to better talent management and reduction in costs.

### Objectives of the Study

1. To study the family and work life of the working professionals through personal, family and work domain variables.
2. To examine the relative importance of career and family roles in the study area.

### Hypotheses of the Study

There is no significant difference in the mean scores on difficulties faced by employee couples which affect their job performance.

There is no significant difference in the mean scores on demand of job which affect job performance among the respondents.

### Research Design

Methodology used in this study was of both qualitative quantitative. However, participatory approaches were used for gathering information that was used in guiding the survey and enriching analysis and interpretation of the survey results. Both cases were simultaneously and sequentially utilized to collect the required information. A simple cross- section survey design was applied to collect the data, where households of the farmers in the projected areas were given an equal chance of being selected for the survey.

The size of the sample was 500 and simply random sampling method. The researcher interviewed 500 employed working couples of private and government schools in Namakkal District of Tamilnadu, the respondents those who have given complete information were chosen for the study.

**TABLE NO. 1**  
**AGE AND IMPACT OF ROLE CONFLICT & STRESS ON JOB PERFORMANCE**

Age	Respondent		Affects your job performance-overall mean score			SD
			Mean	Range		
	No	%		Min	Max	
Up to 35 years	128	25.6	2.17	1.27	3.00	0.45
36-45 years	219	43.8	2.41	1.00	3.00	0.45
46-55 years	153	30.6	2.40	1.33	2.93	0.54
<b>Total</b>	<b>500</b>	<b>100</b>	<b>2.34</b>	<b>1.00</b>	<b>3.00</b>	<b>0.49</b>
F val.(df:3,496)= 11.32*						

\*- significant at 5 % level

From the above table no.1 that the age among the respondents, 43.8 % of them belongs to 36 -45 years of age group, followed by 30 % belong to 46-55 years of age group of respondents. The analysis of variance showed that there is significant difference in the overall mean score among age groups of the respondents. The overall mean impact score on job performance ranged from 2.17 to 2.53 and it is higher in 36-45 years age group of respondents.

**TABLE NO. 2**  
**GENDER AND IMPACT OF ROLE CONFLICT & STRESS ON JOB PERFORMANCE**

Gender	Respondent		Affects your job performance-overall mean score			
			Mean	Range		SD
	No	%		Min	Max	
Male	179	35.8	2.26	1.33	2.93	0.46
Female	321	64.2	2.38	1.00	3.00	0.50
<b>Total</b>	<b>500</b>	<b>100</b>	<b>2.34</b>	<b>1.00</b>	<b>3.00</b>	<b>0.49</b>
Z val= -0.369 < 1.96 ns						

**Ns- Non significant at 5 % level**

Table no. 2 reveals that gender among the respondents, 64.2 % of the respondents are females, whereas the rest 35.8 % of the respondents are males. The Z test showed that there is no significant difference in the overall mean awareness among gender groups of the respondents. The overall mean impact score on job performance ranged from 2.26 to 2.38 and it is on par among gender group of respondents.

**TABLE NO. 3**  
**RELIGION AND IMPACT OF ROLE CONFLICT & STRESS ON JOB PERFORMANCE**

Religion	Respondent		Affects your job performance-overall mean score			
			Mean	Range		SD
	No	%		Min	Max	
Hindu	325	65.0	2.39	1.27	3.00	0.46
Christians	147	29.4	2.22	1.00	2.93	0.55
Muslims	28	5.6	2.46	2.07	3.00	0.35
<b>Total</b>	<b>500</b>	<b>100.0</b>	<b>2.34</b>	<b>1.00</b>	<b>3.00</b>	<b>0.49</b>
F val.(df:2,497)= 7.37 *						

**\*- significant at 5 % level**

From the above table no. 3 those religions among the respondents 65 % of the respondents are Hindus, followed by 29.4 % of the respondents are Christians. The analysis of variance showed that there is significant difference in the overall mean score among different religion groups of the respondents. The overall mean impact score on job performance ranged from 2.22 to 2.46 and it is higher among Muslims group of respondents.

**TABLE NO. 4**  
**COMMUNITY AND IMPACT OF ROLE CONFLICT & STRESS ON JOB PERFORMANCE**

Community	Respondent		Affects your job performance-overall mean score			
			Mean	Range		SD
	No	%		Min	Max	
BC	362	72.4	2.35	1.00	3.00	0.53
MBC	89	17.8	2.39	1.80	2.80	0.31
SC/ST	28	5.6	2.15	1.33	2.93	0.60
Others	21	4.2	2.22	2.07	2.67	0.18
<b>Total</b>	<b>500</b>	<b>100</b>	<b>2.34</b>	<b>1.00</b>	<b>3.00</b>	<b>0.49</b>
F val.(df:3,496)= 2.16 ns						

**Ns- Non significant at 5 % level**

The above table no. 4 shows that among the respondents, 72.4 % of them belong to BC, followed by 17.8 % of them belong to MBC. The analysis of variance showed that there is no significant difference in the mean score among Community groups of the respondents. The overall mean score of impact of role conflict & stress on job performance ranged from 2.15 to 2.39 and it is on par among Community group of respondents.

**TABLE NO. 5**  
**EDUCATIONAL QUALIFICATION AND IMPACT OF ROLE CONFLICT & STRESS ON JOB PERFORMANCE**

Educational qualification	Respondent		Affects your job performance-overall mean score			
	No	%	Mean	Range		SD
				Min	Max	
Up to HSC	37	7.4	2.13	1.60	2.93	0.39
Graduates	90	18.0	2.13	1.33	2.60	0.42
Post-graduate	346	69.2	2.42	1.00	3.00	0.51
ITI level	2	0.4	2.47	2.47	2.47	0.00
Diploma	17	3.4	2.45	2.27	2.93	0.24
Engineering	8	1.6	2.13	2.07	2.20	0.07
<b>Total</b>	<b>500</b>	<b>100</b>	<b>2.34</b>	<b>1.00</b>	<b>3.00</b>	<b>0.49</b>
F val.(df:5,494)= 7.41 *						

\*- significant at 5 % level

Above table no. 5 indicates the educational qualification among the respondents, 69.2 % of them are Post graduates, followed by 18 % of them are graduates. The analysis of variance showed that there is significant difference in the overall mean score among the education qualification groups of the respondents. The overall mean impact score on job performance ranged from 2.13 to 2.47 and it is higher among ITI group of respondents.

**TABLE NO. 6**  
**OCCUPATION AND IMPACT OF ROLE CONFLICT & STRESS ON JOB PERFORMANCE**

Occupation	Respondent		Affects your job performance-overall mean score			
	No	%	Mean	Range		SD
				Min	Max	
Government	373	74.6	2.42	1.27	3.00	0.48
Private	116	23.2	2.09	1.00	2.93	0.47
Contract basis	11	2.2	2.14	1.80	2.27	0.22
<b>Total</b>	<b>500</b>	<b>100</b>	<b>2.34</b>	<b>1.00</b>	<b>3.00</b>	<b>0.49</b>
F(2,497) val= 22.94*						

\*- significant at 5 % level

From the above table no. 6 that among the respondents, 74.6 % of the respondents are employed in Government, followed by 23.2 % of the respondents are employed in Private sectors. The analysis of variance showed that there is significant difference in the overall mean score among occupation groups of the respondents. The overall mean impact score on job performance ranged from 2.09 to 2.42 and it is higher among Government employees group of respondents.

**DIFFICULTIES FACED WHICH AFFECT THEIR JOB PERFORMANCE**

To estimate and compare the mean score on difficulties faced which affects your job performance, weighted average analysis is performed using three rating score by assigning 3 for high; 2 for average and 1 for low and the results are presented in the following tables.

Null Hypothesis:

There is no significant difference in the mean scores on difficulties faced by employee couples which affect their job performance.

**ANOVA TABLE**

SOURCE	DF	SS	MS	F
Between groups	14	393.770	28.126	58.03**
Within groups	7485	3628.172	0.485	

\*\* - Significant at 1 % level

The F is significant the null hypothesis of no difference in the mean agreeability scores on difficulties faced among the respondents is rejected and there is significant difference in the mean agreeability scores among respondents. The mean agreeability scores difficulties faced by employee couples which affect their job performance among the respondent is furnished below:

**TABLE NO. 7**  
**DIFFICULTY FACED WHICH AFFECT YOUR JOB**

SL. NO	DIFFICULTIES FACED	WEIGHTED AVERAGE SCORE	RANK
1	Giving the Day's Instruction to the house help	2.23	5
2	Preparing breakfast and lunch	1.88	11
3	Supervising children's homework	1.99	10
4	Getting them ready in time for school	1.84	14
5	Driving in the morning traffic	1.84	13
6	Dropping your kids in School	2.25	6
7	The time it takes to get ready for the work	2.37	3
8	Children in care of others	2.45	2
9	Attending Early meetings or functions in your institution	2.20	7
10	Caring for elders	2.03	9
11	Catching the institution vehicle on time	1.87	12
12	Purchasing household items like vegetables ,fruits and other things needed for family	1.76	15
13	Attending functions and going out with your relatives to temples, marriages ,picnic etc.,	2.26	4
14	Shifting family due to transfer from one place to another.	2.15	8
15	Admission of your children in school after getting transfer.	2.48	1

**Source: Primary data**

From the above table no. 7 that among the agreeability scores on difficulties faced by employee couples which affect their job performance, the mean score ranges from 1.76 to 2.48 and the difficulty faced 'Admission of your children in school after getting transfer' has secured higher mean score and stood at top, followed by 'Children in care of others' secured next higher score and stood at second, 'The time it takes to get ready for the work' secured next higher score and stood at third and finally ' Purchasing household items like vegetables ,fruits and other things needed for family' has secured least mean score and stood at last.

**DEMAND OF JOB WHICH AFFECT THEIR JOB PERFORMANCE**

Null Hypothesis:

There is no significant difference in the mean scores on demand of job which affect job performance among the respondents.

## ANOVA TABLE

SOURCE	DF	SS	MS	F
Between groups	14	227.152	16.225	31.96**
Within groups	7485	3800.137	0.508	

\*\* - Significant at 1 % level

The F is significant the null hypothesis of no difference in the mean scores on demand of job affects job performance among the respondents is rejected and there is significant difference in the mean scores among respondents. The mean scores among the respondent is furnished below:

**TABLE NO. 8**  
**DEMAND OF YOUR JOB WHICH AFFECT JOB PERFORMANCE**

SL. NO	DEMAND OF YOUR JOB	WEIGHTED AVERAGE SCORE	RANK
1	Having too much variety in your work	2.09	13
2	Too many interruptions in daily schedule	2.32	4
3	Working beyond normal working hours	2.22	7
4	Meeting performance indicators	2.04	14
5	Amount of new learning required for the job	1.84	15
6	Higher Authority s' Misunderstanding of your personal problems	2.55	1
7	High Expectations of your work from management / colleagues	2.05	13
8	Insufficient Financial Remuneration	2.11	10
9	Having to sit by the computer for a long time	2.27	6
10	Lack of team spirit among colleagues	2.46	2
11	Personality clashes at work	2.37	3
12	Colleagues demanding an early review of their work to beat deadlines ,even when they bring it close to the deadline	2.18	8
13	I have to help my colleagues with a task while mine remains undone.	2.16	9
14	Having to settle disputes between subordinates	2.10	11
15	Dealing with angry students/customers/visitors	2.30	5

Source: Primary data

The above table no. 8 demand of your job that among the agreeability scores on CRM practices, the mean score ranges from 1.84 to 2.55 and 'Higher authority's' Misunderstanding of your personal problems' has secured higher mean score and stood at top, followed by 'Lack of team spirit among colleagues' secured next higher score and stood at second, 'Personality clashes at work' has secured next higher score and stood at third and finally 'Amount of new learning required for the job' has least mean score and stood at last.

### Findings of the Study

Out of 500 respondents, 43.8 % of them belong to 36 -45 years of age group, followed by 30 % belong to 46-55 years of age group of respondents. The overall mean impact score on job performance ranged from 2.17 to 2.53 and it is higher in 36-45 years age group of respondents.

Among the respondents, 64.2 % of the respondents are females, whereas the rest 35.8 % of the respondents are males. The overall mean impact score on job performance ranged from 2.26 to 2.38 and it is on par among gender group of respondents.

Majority of the respondents, 65 % of the respondents are Hindus, followed by 29.4 % of the respondents are Christians. The overall mean impact score on job performance ranged from 2.22 to 2.46 and it is higher among Muslims group of respondents.

Over all the respondents, 72.4 % of them belong to BC, followed by 17.8 % of them belong to MBC. The overall mean score of impact of role conflict & stress on job performance ranged from 2.15 to 2.39 and it is on par among Community group of respondents.

Among the respondents, 69.2 % of them are Post graduates, followed by 18 % of them are graduates. The overall mean impact score on job performance ranged from 2.13 to 2.47 and it is higher among ITI group of respondents.

Among the respondents, 74.6 % of the respondents are employed in Government, followed by 23.2 % of the respondents are employed in Private sectors. The overall mean impact score on job performance ranged from 2.09 to 2.42 and it is higher among Government employees group of respondents.

The mean score ranges from 1.76 to 2.48 and the difficulty faced 'Admission of your children in school after getting transfer' has secured higher mean score and stood at top, followed by 'Children in care of others' secured next higher score and stood at second, 'The time it takes to get ready for the work' secured next higher score and stood at third.

### **Suggestions**

The government and private schools should often organize get together programmes and create good organizational climate in order to boost up the feelings of the teachers leading to reduction in occupational stress.

The Government of Tamil Nadu and private school management should jointly organize personality development courses, yoga courses and refresher courses for the teachers to enhance their personality traits and reduce their occupational stress.

It is found that the teachers are not happy with the lack of co-ordination among the staff. They should be provided practical training in human relations to achieve good rapport with their colleagues.

It is high time to prop up women to allow having job and promotions without any ambiguity consternation. Simultaneously, more family and career counseling centers are required to open including the semi urban areas so that proper awareness can be generated.

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