

WORK-LIFE BALANCE OF WOMEN EMPLOYEES IN SERVICE SECTOR

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ABSTRACT

The purpose behind this **Research Paper** is to reflect on why work-life balance has become a key concern, and the likely outcomes of the extensive disappointment with contemporary work schedule. Business entities do not work in isolation; businesses occur by captivating the inputs from the world in the form of people, capital, resources and deliver goods and services as output. Managing people is so difficult than the management of other factors of production that it requires much qualitative input to preserve them to achieve organizational goals. Work-life balance is one among the various human resource concepts in the contemporary business environment. Today India is power in the global economy because of the talented educated Indian women. From last three decades, the change in the socio cultural environment has opened the gateway for women to enter and lead in the managerial roles in the corporate India. In the existing set-up where the primary responsibility of women is to maintain the household activities, women are overburdened and that generate a throw into turmoil in their work and life roles. Thus women are finding intricacy in the competing demands and responsibilities of work and family roles. Balancing the work and non work life of women employees is must for corporate sustainable development. In recent years, several studies have dealt with dual role conflict of working women in India. Moreover, there is an urgent need to focus on women's perspective as compared to societal or familiar perspective. There is a need for organizations to adopt human resource strategies and policies that accommodate the work-life needs of a diverse workforce in the current business environment. So, Questionnaire is designed with the objective of collecting personal data, factors affecting work-life balance, factors affecting work balance and life balance and problems due to ineffective work-life balance policies. Percentage analysis, factor analysis, multiple linear regression analysis, t-test and chi- square test have been employed to test the worthiness of data collected. The study reveals that various factors are responsible for affecting the work-life balance of women employees in service sector in between **July to December, 2013**.

Key words: Work-Life Balance (WLB), Demographic Variables, Work Place Rigidity, Work Place (WLB) Policies, Service Sector.

INTRODUCTION

The popular proverb "the hand that rocks the cradle rules the world" bluntly describes the confident, potential and dynamic women in the 21st century. Women have come a long way from barely rocking the cradle, now, to ruling the world. This essentially means that women whose role was traditionally to sit at home and keep house, has changed drastically. If one takes a closer look at any

industry/organization/institution, one will see that around 70 per cent of the employees are women. For example, when we visit a hospital, female workers are definitely outnumbering their male counterparts. One look at the service sector, one can notice a majority of women employees. The increased respect and need for women in both the productive sphere and the reproductive roles they have held, has led to a trend in human resource management towards equal opportunities in the workplace. In the case of women, the opportunity to work has too often created a double burden of work within and outside home. Recently, the International Centre for Research on Women (ICRW) attributed the reason for increased domestic violence to the gender-specific responsibilities such as preparing meals, caring for children and managing the household. And, if any woman is holding an executive position she has to take care of the office meeting, special seminars, etc, as well. To create a gender balance, role sharing and steps taken by the employer are required to facilitate and promote equal opportunities within the workplace and equal responsibilities at home.

CONCEPTUALIZATION OF WORK-LIFE BALANCE

Work-life balance is the term used to describe those practices at workplace that acknowledge and aim to support the needs of employees in achieving a balance between the demands of their family (life) and work lives. The work Foundation, earlier known as the Industrial Society, believes that 'Work-life balance is about people having a measure of control over when, where and how they work. It is achieved when an individual's right to a fulfilled life inside and outside paid work is accepted and respected as the work-life balance is about adjusting work patterns to achieve overall fulfillment. A good work-life balance enables the business to thrive and at the same time enables the employees to easily combine may exert conflicting demands on each other. Conflict is a normal part of women's life and is a natural result of the conflicting demands arising from multiple roles such as that of a mother, daughter, daughter-in-law, wife, friend and employee. work with other aspiration and responsibilities. Work-life balance should not be understood as suggesting an equal balance or scheduling equal number of hours for each one's work and personal activities. A positive work-life balance involves achievement and enjoyment. A good working definition of work-life balance may be meaningful daily achievement and enjoyment in each of the four quadrants of life-work, family, friends and self. The best work-life balance varies for an individual over time at different stages of career and age; different factors become important for an individual.

NEED FOR THE STUDY

Women's status has undergone profound changes. As a result a significant change has been noticed in the attitude of women's education and employment. Understanding, appreciating and integrating work-life issues concerns at the workplace are the buzzwords and a trend today in organizations with an objective of maximizing the performance and potential of people at work. This research paper emphasis this with a special focus on work-life balance of women employees. It aims at providing the society and its people not only a better insight on myriad work and life issues of women through this original reading but also helping them in transforming their attitudes and behaviors from traditional ones to more understanding and realistic ones. This study will help the society understand women better and appreciate the work they all do both at home and elsewhere and lead to the government and social institutions to come out with more supporting measures aimed at making the working woman's life easier and more dignified.

REVIEW OF LITERATURE

The literature review on Work-life Balance has been framed up in view of its gained popularity with the major aim to have prosperity of society and the realization of fulfilling lives for its employees by supporting the growth of every employee and the further development of the companies. The literature identifies its effect on various quality life conditions i.e. Job Satisfaction, Work Stress, Career Growth, Turnover, Absenteeism, Appreciation and competitive environment in context with Work-life Balance and its practices/policies.

Butler and Connolly (2003) suggest the following points for consideration in the development of a legislative framework for the effective design and introduction of family friendly policies; it could also apply in the context of **work-life balance policies**. It is generally agreed that work-life balance has become more difficult. Within the past decade or so, the global workplace has seen increased numbers of working women, dual-career and single parent families, and increased numbers of employees with eldercare responsibilities; a decrease in job security; and a blurring of work-family boundaries due to technological change (Brown, 2004; Duxbury & Higgins, 2001, 2003; Parker & Arthur, 2004).

Hyman and Summers (2004) classified seven major problems which are associated with current practices over **work-life balance** these are Unevenness of adoption across different sectors and organizations, lack of formalization of policies at organizational level, restricted employee voice over the introduction and implementation of policies, policies are primarily to meet business needs rather than those of employees, there is no evidence of reduction in working hours, tangible and intangible work intrusions into domestic life, domestic responsibilities are still conducted primarily by women irrespective of their employment status.

McDonald et al. (2005) there are five dimensions that affect organizational work-life culture these are lack of managerial support for **work-life balance**; perception of negative career consequences; organizational time expectations; the gendered nature of policy utilization; and perceptions of unfairness by employees with limited non-work responsibilities whereas changing the habits of employees does not necessarily imply a change in work-life balance particularly if the culture of the work environment does not change (Jim Bird, CEO of Worklifebalance.com).

Mathew & Panchanatham (2009a; 2009b) the changes in work culture have added to women's duties and responsibilities to their family as well as to society. Despite this newfound work culture, and even though more and more women are joining the workforce, women in managerial roles are limited. The probable reason for this phenomenon is the conflicts between competing work demands and **personal and family needs**.

Bilal, Muhammad, Zia-ur-Rehman, Muhammad and Raza, Irfan. (2010), says that Work life conflict has a damaging effect on job satisfaction, organizational commitment, productivity turnover, and absenteeism. On an individual level, **work-life conflict** is associated with employee burnout, mental health issues, substance abuse, and diminished family functioning.

Thus, work life balance is an important issue to the Banking industry, in terms of both organizational effectiveness and occupational health. Long and inflexible work hours are the most consistent predictor of work-life conflict among Banking employees, particularly those working in office. There is considerable resistance to the adoption of new ways of scheduling work within the banking industry.

Torrington *et al.*, (2011), there is no single universally acceptable definition of **work life balance**; a lot will depend on the frame of reference scholars are using. The meaning or interpretation of the term varies with the age, interest, value, personal circumstance and personality of each individual.

Borah (2012) referred it to a pleasurable or positive emotional feeling of an employee whereas Gupta and Sethi referred that —Job satisfaction may be termed as a reaction of an individual towards job (Gupta A., and Sethi J.A., 2012, p.58). According to Green, Even though the definitions vary, a commonality among them seems to be that job satisfaction is a job-related emotional reaction (p. 6). The term of Job satisfaction is referred by different researcher in a different way.

Ceniza- Levine C. (2013) expresses in an article in —Forbes woman that if you feel undervalued, decide first what would represent the appreciation you are seeking – is it words of praise?, is it a promotion?, is it a raise? However, an importance of considering trust over and above organizational efforts directed at supporting employees though a show of appreciation for their contribution and concern for their well-being. Employees can't enjoy their job if they are working with tactless and inflexible manager.

The Services Sector constitutes a large part of the Indian economy both in terms of employment potential and its contribution to national income. The Sector covers a wide range of activities from the

Newer services are entering into market place. Customer is becoming more and more dependent on services. Service organizations are looking for some innovative ways to improve their services. The techniques for effective service operations management are not fully developed as in manufacturing. It is because the characteristics of most service firms differ widely from those of manufacturing. The main features of a service, which distinguishes it from a product are; intangibility, heterogeneity, and inseparability of production and consumption. It therefore becomes an area of future research to apply concepts and tools developed in manufacturing domain to fit and benefit service organizations. If one look at the service sector, one can notice a majority of women employees. In the present day and age, women have excelled in academics and in a whole wide range of professions. The increased respect and need for women in both the productive sphere and the reproductive roles they have held, has led to trend in human resource management towards equal opportunities in the workplace. So, the sample of 300 women employees were collected from all the said above organizations such as Banking sector, Health sector, Telecom sector, Education , Hotels and Transportation Service sectors.

OBJECTIVES OF THE STUDY

The present study is carried with the following objectives, these are

1. To study the demographic profile of women employees working in Service sector.
2. To find out the factors affecting work life balance of women employees.
3. To analyze the factors influencing work balance and life balance of employees.
4. To examine the problems of women employees because of ineffective Work-Life balance policies in the Service Sector.
5. To study the level of satisfaction and dissatisfaction with respect to work life balance of Women employees in Service sector.
6. To offer suggestions for maintaining of Work-Life Balance qualitatively

RESEARCH METHODOLOGY

SAMPLE AND DATA

The research paper presents the analysis of the work life balance among different service sector employees and the research done to understand its influence on work and life. Due to the wide presence in the establishment of service sector in the country, the study has been carried out with reference to Service sector. The sample preferred for the study of work-life balance is 300 women employees and is known to practice all statutory and mandatory welfare measures within its milieu. Convenience sampling was administered for the purpose of study. The personal and face-to-face interview method has been implemented, and the data is collected by distributing well-designed questionnaire. The research study encompasses with various factors affecting the work-lifebalance of women employees in service sector. Third part examines the factors influencing on work balance and life balance of employees. The fourth The questionnaire consists of several close-ended questions and designed with four parts, the first part mainly hunted the information about the demographic profile of the respondents. It contains details about age, marital status, education, experience, designation, salary and dependents in the family. Second part and final part examines the problems faced by the employees due to ineffective work-life balance practices in service sector.

DATA ANALYSIS

The collected data has been analyzed with appropriate statistical techniques. Percentage analysis has been used to test the demographic profile of the respondents. The factors affecting work-life balance of service sector employees were analyzed with principal components factor analysis. The relative contribution of each of the six dimensions affecting the work-life balance of service sector employees was tested with multiple regression analysis. In order to test the factors influencing work balance and life balance of women employees, mean score and t-test were used. Garrett Score was administered to measure the problems of ineffective work-life balance policies. The level of satisfaction with respect to the demographic profile of employees was tested through adequate hypothesis; chi-square test was performed to test its relationship.

RESULTS AND DISCUSSIONS

TABLE: 1 ANALYSIS OF DEMOGRAPHIC PROFILE

Demographic Variables	Category	Frequency	Percentage
Age	Below 30 years	54	18%
	31-40 years	176	58.7
	Above 41 years	70	23.3
Marital status	Single	83	27.7
	Married	197	65.6
	Widow	14	4.7
	Divorced	6	2
Education	10 th	48	16
	UG	177	59
	PG	75	25
Experience	Less than 1 year	57	19
	1-5 years	105	35
	5-10 years	52	17.3
	More than 10 years	86	28.7
Designation	Junior level	48	16
	Middle level	177	59
	Senior level	75	25
Salary	Below 10,000	42	14
	10,000-25,000	183	61
	Above 25,000	75	25
Dependents	1	98	32.7
	2	122	40.6
	3	48	16
	4 & above	32	10.7

(Basis: Primary Data)

It could be evidenced from the above Table-1 that the age of the respondents are bifurcated into three divisions, 18% of respondents are less than the age group of 30 years, 58.7% of respondents are falling in the age group from 31 years to 40 years and remaining 23.3% of respondents are in the age group of more than 41 years. Marital status of the respondents shows that 65.6% are married and 27.7% are single and less than 4.7% & 2% belonging to divorced and widow category respectively.

The sample consisting of 16% respondents are 10th passed, 59% are undergraduate degree holders, followed by post graduate degree holders to the tune of 25% from the sample. 19% of the women employees are having experience less than one year 35% are having 1-5 years experience, 17.3 are having the 5-10 years experience and between 28.7 are having the more than 10 years experience. As per the designation 16% of the respondents are in the junior level, 59% belongs to middle level and 25% are in the senior level. 14% of the respondents are drawing salary below 10,000, 61% are in the range of 10,001 - 25,000 and 25% are drawing the salary above 25,000 per month. Number of dependents shows that 40.6% of respondents have to focus 2 dependents in their family.

Factor Analysis

The factors and issues regarding work-life balance are analyzed using principal component factor analysis, which are depicted in Table-2. To ensure the suitability of the instrument and to increase its validity and reliability, the 42 statements were subjected to pretest with the women employees in the service sector. It contained 42 statements related to the work-life balance issues in the Service Sector.

Table: 2 Factor Analysis of Work-Life Balance

Factors (Factorial Mean)	Issues	Factor loadings	Eigen value	% of variance	Cronbach alpha
Workplace Rigidity (2.93)	Deadlines & Schedules	0.85	13.16	34.92	0.97
	Type Of Work (Tailor Made Job)	0.81			
	No. Of Hours You Need To Work	0.78			
	Expectations/ Attitude Of Boss	0.82			
	Expectations Of Work Mates	0.76			
	Difficulty In Availing Leave	0.77			
	Overtime Compulsions	0.81			
	Having To Take Work To Home	0.75			
	Travel Pressure	0.79			
	Routine Meeting	0.83			
Family Circumstances (2.71)	Maternity	0.81	9.67	20.43	0.92
	Dependent Child (Children)	0.82			
	Dependent Elders	0.78			
	Disabled Dependents	0.72			
	Family Commitment	0.79			
	Functions & Other Activities	0.82			
	Family Care	0.8			
	Family Business	0.82			
Personal Commitments (2.63)	Spending Time With Friends	0.83	6.81	15.84	0.93
	Get Home On Time	0.76			
	Further Studies & Career	0.77			
	Development	0.81			
	Preservation Of Personal Business	0.79			
	Health & Hobby	0.78			
	Community/ Religious Activities	0.79			
	Leave & Other Expectations				
Job Content (2.51)	Inflexible Leave Arrangements	0.84	5.46	10.62	0.95
	Inflexible Working Time	0.81			
	Less Job Sharing	0.79			
	Less Job Splitting	0.78			
	Compressed Working Week	0.81			
	Shift Work	0.8			
	Training After Office Hours	0.79			
Situational Issues (2.36)	Long Travel From Home To Work	0.78			
	Heavy Workload In Home/ Work	0.81			