



International Journal of Applied Business and Economic Research

ISSN : 0972-7302

available at <http://www.serialsjournal.com>

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Volume 15 • Number 5 • 2017

A Study on Work Life Balance of Women Employees at ULCCS Ltd, Kozhikode

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ABSTRACT

Work life balance for women is an important factor for an industry, the effort of the women work force is crucial behind the success and it act as a smoothening function too. This study conducted at ULCCS Ltd. aims at the evaluation of work life balance of the women at the institution and its influence in the effective working of the firm. In this study, work life balance is represented by the relationship between work and family conflict and work and family enrichment. Participants for this study included 100 women employees of ULCCS Ltd. Different analysis like Percentage analysis, ANOVA, Karl Pearson Co-efficient of correlation, Weighted average and Chi-square analysis was used for analyzing work life balance of women employees at ULCCS Ltd. From the analysis the major finding is that even if women employees have higher responsibilities, they are having a satisfactory work life balance in ULCCS Ltd. It was found that the major problems faced by women employees at the organization include gender discrimination which affects promotion opportunities, additional work load and overtime, less recess time and lack of company provided transportation. Majority of respondents do not find the requirements for using family time to meet work commitment therefore work conflict is negligible. Most of the respondents are able to meet their family needs despite greater work load. From the analysis the major suggestions provided to the company include taking new initiatives for improving work life balance of women employees and encouraging workers to offer suggestions for making improvements in the organization. This helps to create a sense of belongingness to the company. One major initiative for better WLB would be to reduce the congested work pattern at office. It is imperative to avoid gender discrimination at all levels in the organization, It is important to allow proper rest time during work, apart from the 1 hour lunch break. Providing crèches inside the work environment would be helpful to women employees.

Keywords: Women employees work life balance; ULCCS Ltd; Work life conflict; Work life facilitation.

1. INTRODUCTION

Work–life balance is a concept including proper prioritizing between career and ambition and personal life. The expression “work–life balance” was first used in the United Kingdom in the late 1970s to describe the balance between an individual’s work and personal life. Paul Krassner remarked that anthropologists defines happiness as little separation as possible between work and leisure activities. Work Life Balance relates with the idea of lifestyle choice. A completely balanced work life means the ability of an individual to reach equilibrium between the primary responsibilities as an employee and their lifestyle. Most psychologists would agree that the demands of an employee’s career should not overwhelm the individual’s ability to enjoy a satisfying personal life outside of the business environment.

The humble beginning of Uralungal Labour Contract Cooperative Society (ULCCS Ltd) was during the phase of historic transformation in the Country. The era of the global awakening against casteism, superstitions and taboos, created waves in the region of Kerala too. Leaders like Sree Narayana Guru, Chattambi Swamikal and Vakbadanatha where the pioneers in Social reforms, who held the helm for these reformations. In 1925 the Society was registered under the India Act of 1912. Later under the aegis of the subsequent committees, the Sangam advanced in length and breath, and in 1967, it accepted the by-law of Labour Contract Society of the Government and thus got registered as Labour Contract Service Society. In 1974 Government of Kerala aments the rule of classified societies, and made the minimum strength for a 200 members for an A class Society. This was a milestone in the growth of the society. In 1974, the strength was 82, which was increased to 200, thus bringing the various forms of changes. After 1980, the society provided work for more people for more number of days, developed the basic infrastructure and enhanced the technology employment, though with a lot of struggle.

The success of any organization depends largely on the workers, the employees are considered as the backbone of “ULCCS Ltd.”. The Study is conducted to identify the work life balance among women employees of ULCCS Ltd. Work life imbalance among women employees lead to reduction in productivity level of the organization, since women employees constitute a major share of total employees in ULCCS Ltd. The important focus of the study is to reduce the stress and to improve the work life balance among the women employees in the organization and improve the quality of by motivating and boosting the morale of women employees. So there is necessary to conduct the research.

Statement of the Problem

Work Life balance is significant in relation to job satisfaction and overall performance in the organization. Previous studies have proved that Women employees who are unable to balance career demands and demands from family experience severe stress leading to serious psychological and physiological issues, This leads to poor quality work life, increased absenteeism and ultimately job dissatisfaction. Therefore, organizations are required to adopt a strategy to improve the women employee ‘Quality of Work Life’(QWL) to satisfy both the organizational objectives and facilitate well being of women employees.

Objectives of the Study

1. To assess the quality of work life among women employees and suggest measures for better work life balance
2. To study the problem faced by the women employees at the organization.

3. To understand the overall quality of women employees work life in the organization and its impact on family life spillover and work family conflict.

Scope of the Study

Many factors determine the meaning of Quality of Work Life (QWL), one of which is work environment. Quality of Work Life has been defined as “the quality of relationship between employees and the total working environment”. The study focused on the factor influencing QWL of women employees, level of satisfaction of employees on present level of QWL. This study attempts to evaluate the quality of work life balance of women employees working at ULCCS Ltd, Calicut district of Kerala and analyze the relationship between the productivity and quality of work life. Data were collected through questionnaire from a sample of 100 women employees. The results of the study revealed areas where the factories need to concentrate to bring about better quality of work life and thereby satisfied women work force. The scope of the study is limited to women employees at the organization. Future research can be conducted with the involvement of all the employees.

2. REVIEW OF LITERATURE

Women have marked their presence in all realms of human endeavor. Women have proved that they can handle even the most stressful or difficult jobs quite diligently. However at the same time the former studies prove women who join the unconventional occupations faces many challenges at the personal, familial, and social realms. Most women are forced to give up the losing race and opt for a women-friendly job, or even opt out of a career.

Studies on the Concept of Work Life Balance and Challenges of Working Women

The term work life balance usually refers to one of the following: organizational support for dependent care, flexible work options, and family or personal leave. (Estes & Michael, 2005). Judith Long Laws, elaborates on the consequences of being born female. She states that the perceptions, expectations and reactions of others are likely to be organized around gender and it has a long lasting effect on institutional relations. (Laws 1979) The literature suggests that lack of balance between work and non work activities has a detrimental effect on psychological and physical well being. (Sparks, 1997; Felstead, 2002)

Farmer et. al., (1971) opined women faced unique challenges in the occupation arenas, because of the gender bias. Women face a tumult between sex-role expectations and expectations of fulfilling one’s occupational potential. As a result of such disturbing instances, women prefer occupations that are more compatible with family roles. Wally Sylvia (1986) has presented the position of women in contemporary society highlighting on the significance of patriarchal relations in employment. The author states that a social division of labour can be understood better by comprehending the gender division of labour. Zaretsky (1976) has identified the separation of the family and the economy under capitalism as the central reason behind women’s oppression.

Studies on Family and Work Role-Conflict

The concept of strain or conflict among women’s life roles also has been delineated by scientific research. The focus of much of the work was on role conflict, which was conceptualized as an incompatibility between

the demands of one life role with those of another (Kahn, Wolfe, Quinn, Snoek, & Rosenthal, 1964). Quite often the work intrudes on the family and social life, while at other times family pressures affect the work performance. (Fu and Shaffer, 2001) Hyman (2003) observed that organizational pressures, combined with lack of work centrality, result in work intruding into non work areas of employee lives.

Few studies have attempted to assess conflict between multiple specific roles, such as marital, parental, housekeeping, and social roles (Ayree, 1992). Majority of studies focused on conflict arising from the individual's attempts to meet both, family demands and employment obligations. Several reviews have highlighted other issues such as age, gender, life cycle stage, ethnicity, citizenship and child care arrangements which also merit attention. (Wallace and Cousins, 2004) Kossek and Ozeki (1998) reported that conflict between work and family roles was a stronger predictor of life satisfaction for women than men. Ismail and Ahmad (1999) remarked that women's employment inevitably poses a challenge to women themselves, the household and the society at large. The major challenge lies in terms of the interface between work and domestic roles, women's fate in male dominated organizations, constant struggle to achieve their economic potential as well as gender equality. It is identified that both men and women prefer working in organizations that support work life balance. Men appeared to benefit more than women. (Burke, 2002)

Much of the research on work-family conflict has been based on the assertion that multiple roles inevitably create strain for the working women. Baruch and Barnett (1985) pointed to the importance the overload experienced by women due to multiple role demands that the women felt incapable to perform them all adequately. However, there is a budding research that has found evidence of positive spill over, both from home to work and from work to home. The results reveal that multiple roles may prove to be constructive due to the increased skills, heightened self-esteem, and well-being a women experiences along with paving way for an additional source of social support. Barnett and Hyde (2001) for example, found that women who had multiple life roles were less depressed and had higher self-esteem than women who had fewer life roles. In addition to this the findings of the study by Barnett and Baruch (1985) reminds that the quality of a woman's work role was a significant predictor of her role overload, whereas mere occupancy of the work role was not.

In recent years, there has been a substantial increase in the studies relating to work family interface, especially regarding the sources and outcomes of conflict between these two spheres. A number of studies have addressed this issue from different perspectives. Campbell and Kennard (1994) have studied the effects of family demands on the commitment towards work and performance at work. Greenhaus and Beutell (1985) has presented an array of reasons that causes conflict between family and work. Goodstein (1994) and Ingram and Simons (1995) details on the organizational responses and support extended to employees to combat work family conflicts. The work-family conflict is further explored in depth to address the relationship of business-marriage partners (Foley & Powell, 1997). All the past research consistently demonstrates that the prevalence of work-family conflict is an important source of stress and has negative impact on employees' well-being and family life. (Googins, 1991; Voydanoff, 1987; Wiley, 1987; Williams & Alliger, 1994). The perception of the society about the ideal roles for men and women, managing motherhood and marriage with career becomes an immense challenge for women professionals. Hence work-family conflict is experienced more by women employees, especially women who are married and with children, than their male colleagues.

Several researches have emphasized on the significance of identifying factors that lead to work-family conflict. One important factor identified is the affinity towards career, the psychological identification with work role and the importance attached to making great accomplishments at work. The major determinant of work-family conflict is reported to be one's involvement at work, that is, the degree to which a person actively participates in his or her work role (Lodahl & Kejner, 1965). The study by Greenhaus and Beutell (1985) also reports, career salience may lead to an employee experiencing higher level of work-family conflict. The study points out that when a person's identification with career grows, a person will be more sensitive about the accomplishment in that particular role and exhibit higher levels of motivation. It influences the time and effort one spends in the job. It has been found that high work involvement is associated with higher levels of work-family conflict. This invariably increases the time set aside to complete assignments associated with that role and produces strain in effective participation and performance in the family role and commitments. As a result, inter-role conflict gets intensified. Another important point to note is that while work involvement could be an outcome of career salience, the characteristics of the workplace such as work environment and job demands may also have significant impacts upon the amount of involvement put in one's work. Therefore it can be deduced that work involvement has an effect upon work-family conflict above and beyond one's career salience.

The second dominant factor identified with work family conflict is the extra time allotted for completion of the tasks in either the work or the family domain. Former research has established a positive relationship between time commitment to work and family demands and work-family conflict (Greenhaus et. al., 1989; Voydanoff, 1988). The study reinstates the fact that, for women employees, the time they spent in work activities is strongly associated with work spill over into family, rather than family interference with work.

Studies on Women Professionals

It is presumed that although the past few decades have witnessed a striking increase in the number of women joining various professions, the improvement in their occupational status with respect to organizational and societal support remains marginal in all the professions. Although the teaching profession is presumed to be women friendly, AISHA report of Government of India 2011 suggests that percentage of men into teaching profession is more than women. Hence it will be interesting to probe into the studies on them with an objective of gainig insight about the actual plight of women faculty.

Brockman (2001) rightly points out that although statutory restrictions that impeded women from entering the legal profession have been removed, the informal and structural barriers that curbed their full participation in the profession still existed. According to Brockman, gender bias and discrimination in the legal profession was a major hurdle a woman had to face. The study revealed how sexual harassment and discrimination served as a tool of social control to exclude the full participation of women lawyers. Loy (2005) examined the career growth of women financial executives who had tried various approaches to balancing career and family. Loy has thrown light on the huge commitment of time, energy, and emotion invested by the women executives to carve a space for themselves in the list of top achievers. But the hard fact is that such dedication and strain was considered as normal and nothing extraordinary by employers and clients, who assume that a career deserves single-minded allegiance. In addition to lack of sufficient recognition for their relentless efforts in career, these women must confront the cultural norms set by the society that

defines marriage and motherhood as a woman's primary vocation. The above study has focused in depth on the social and cultural factors that shaped a woman's identity and molded their understanding of what made life, worth living. Women worldwide face challenges in reaching to the top-notch executive posts. Even in a developed country like the United States, only a small percentage of executive management positions are held by women. The International Labor Organization's survey, in the year 2001, titled, 'Breaking through the Glass Ceiling: Women in Management.' the changing role of women in business and government in more than 70 countries were examined and the obstacles to their career development were dealt with, and steps to improve opportunities for women and promote gender equality were put forward. According to the report, women in these countries were experiencing a scenario worse than the 'glass ceiling, where women were not being trained for and offered mid-level positions that prepared them for the top positions.

3. RESEARCH METHODOLOGY

The researcher has adopted the descriptive way of research design which involves the study which portrays the characteristics of a group or individual or situation. Sampling may be defined as the process of obtaining information about an entire population by examining only a part of it. Here the researcher has adopted **simple random sampling** as the sampling method. A simple random sample is a subset of a statistical population in which each member of the subset has an equal probability of being chosen. A simple random sample is meant to be an unbiased representation of a group.

Data Collection

Primary Data:

1. Sample Survey by the distribution of structured questionnaires.
2. Discussions with the Chairman, HR Manager, Finance officer.
3. Observation.

Secondary Data:

1. Company's brochure.
2. Company's official website.
3. Textbooks, Magazines, Newspapers

Questionnaire Design

The questionnaire framed for the research study is a structured questionnaire in which all the questions are predetermined before conducting the survey. The questionnaire was designed to gather homogenous data, which will help in the easy analysis of data. To enable this, close ended questions were used, which ensured that every respondent answered in the most objective manner possible, without subjectivity on the part of the interpreter biasing the actual data itself.

The scales used to evaluate questions are:

- Likert 5 point scale (Strongly Agree, Agree, Undecided , Disagree, Strongly Disagree)
- Likert 5 point scale (Highly satisfied, Satisfied, Neutral, Dissatisfied, Highly dissatisfied)

Statistical Tools and Techniques used

1. Percentage Analysis
2. ANOVA
3. Karl Pearson's Coefficient of Correlation
4. Weighted average
5. Chi-square Test

Sample Size: 100 Women employees of ULCCS Ltd. Vadakara, Calicut, Kerala

Study Period: 02nd May 2016 to 31st May 2016.

4. DATA ANALYSIS AND INTERPRETATION

4.1. ANOVA

(a) One Way

Hypothesis 1:

H0: There is no significant difference in span of education level with the respect to women employees work life balance.

H1: There is significant difference in span of education level with the respect to women employees work life balance.

Table 20.1
Education vs. Work Life Balance Descriptive

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean	
					Lower Bound	Upper Bound
Others	8	1.41	.421	.149	1.05	1.76
Diploma	24	2.68	.457	.093	2.48	2.87
Under Graduation	47	3.96	.430	.063	3.84	4.09
Post Graduation	21	4.65	.185	.040	4.57	4.74
Total	100	3.60	1.024	.102	3.39	3.80

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	88.489	3	29.496	185.877	.000
Within Groups	15.234	96	.159		
Total	103.723	99			

Inference: Here the significant value of ANOVA test is .000 is less than .05 so the null hypothesis is rejected. There is significant difference in span of education level with the respect to women employees work life balance.

(b) One Way

Hypothesis 2:

H0: There is no significant difference in span of experience with the respect to women employees work life balance.

H1: There is significant difference in span of experience with the respect to women employees work life balance.

Table 20.2
Experience vs. Work life Balance Descriptive

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean	
					Lower Bound	Upper Bound
Fresher	6	1.25	.274	.112	.96	1.54
1 to 3 years	17	2.34	.292	.071	2.19	2.49
3 to 6 years	53	3.79	.507	.070	3.65	3.93
6 years to above	24	4.64	.180	.037	4.56	4.71
Total	100	3.60	1.024	.102	3.39	3.80

Descriptives

	Minimum	Maximum
Fresher	1	2
1 to 3 years	2	3
3 to 6 years	3	5
6 years to above	5	5
Total	1	5

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	87.890	3	29.297	177.646	.000
Within Groups	15.832	96	.165		
Total	103.723	99			

Inference: Here the significant value of ANOVA test is .000 is less than .05 so the null hypothesis is rejected. There is significant difference in span of experience with the respect to women employees work life balance.

(c) One Way

Hypothesis 3:

H0: There is no significant difference in span of working hours with the respect to women employees work life.

H1: There is significant difference in span of working hours with the respect to women employees work life.

Table 20.3
Working Hours vs. Work Life Balance Descriptives

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean	
					Lower Bound	Upper Bound
10 to 12 hours	4	1.13	.250	.125	.73	1.52
8 to 10 hours	49	2.96	.654	.093	2.77	3.15
<8 hours	47	4.47	.253	.037	4.39	4.54
Total	100	3.60	1.024	.102	3.39	3.80

	Minimum	Maximum
10 to 12 hours	1	2
8 to 10 hours	2	4
<8 hours	4	5
Total	1	5

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	80.040	2	40.020	163.912	.000
Within Groups	23.683	97	.244		
Total	103.722	99			

Inference: Here the significant value of ANOVA test is .000 is less than .05 so the null hypothesis is rejected. There is significant difference in span of working hours with the respect to work life balance.

(d) One Way

Hypothesis 4:

H0: There is no significant difference in marital status with the respect to women employees work life balance.

H1: There is significant difference in marital status with the respect to women employees work life balance.

Table 20.4
Marital Status vs. Work Life Balance Descriptives
WLB

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum
					Lower Bound	Upper Bound	
Single	36	3.22	.300	.050	3.11	3.32	3
Married	64	4.24	.507	.063	4.11	4.36	4
Total	100	3.87	.662	.066	3.74	4.00	3

	Maximum
Single	4
Married	5
Total	5

	<i>Sum of Squares</i>	<i>Df</i>	<i>Mean Square</i>	<i>F</i>	<i>Sig.</i>
Between Groups	24.112	1	24.112	122.290	.000
Within Groups	19.323	98	.197		
Total	43.435	99			

Inference: Here the significant value of ANOVA test is .000 is less than .05 so the null hypothesis is rejected. There is significant difference in span of marital status with the respect to work life balance.

(e) One Way (Organization Culture and WLB)

Hypothesis 5:

H0: There is no significant difference in opinion about satisfaction with organization culture and women employees work life balance.

H1: There is significant difference in opinion about satisfaction with organization culture and women employees work life balance.

Table 20.5
Satisfaction Of Organization Culture Vs. Work Life Balance

	<i>N</i>	<i>Mean</i>	<i>Std. Deviation</i>	<i>Std. Error</i>	<i>95% Confidence Interval for Mean</i>	
					<i>Lower Bound</i>	<i>Upper Bound</i>
Dissatisfied	4	2.75	.000	.000	2.75	2.75
Neutral	8	2.91	.129	.046	2.80	3.01
Satisfied	50	3.54	.254	.036	3.47	3.61
Highly satisfied	38	4.63	.127	.021	4.58	4.67
Total	100	3.87	.662	.066	3.74	4.00

	<i>Minimum</i>	<i>Maximum</i>
Dissatisfied	3	3
Neutral	3	3
Satisfied	3	5
Highly satisfied	5	5
Total	3	5

	<i>Sum of Squares</i>	<i>Df</i>	<i>Mean Square</i>	<i>F</i>	<i>Sig.</i>
Between Groups	39.554	3	13.185	326.140	.000
Within Groups	3.881	96	.040		
Total	43.435	99			

Inference: Here the significant value of ANOVA test is .000 is less than .05 so the null hypothesis is rejected. There is significant difference in opinion about satisfaction with organization culture and women employees work life balance.

(f) One Way

Hypothesis 6:

H0: There is no significant difference in relationship with coworkers with the respect to women employees work life balance.

H1: There is significant difference in relationship with coworkers with the respect to women employees work life balance.

Table 20.6
Relationship with Coworkers vs. Work Life Balance

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean	
					Lower Bound	Upper Bound
Satisfied	46	3.28	.290	.043	3.19	3.36
Highly satisfied	54	4.38	.428	.058	4.26	4.49
Total	100	3.87	.662	.066	3.74	4.00

	Minimum	Maximum
Satisfied	3	4
Highly satisfied	4	5
Total	3	5

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	29.938	1	29.938	217.369	.000
Within Groups	13.497	98	.138		
Total	43.435	99			

Inference: Here the significant value of ANOVA test is .000 is less than .05 so the null hypothesis is rejected. There is significant difference in span of relationship with coworkers with the respect to women employees work life balance.

4.2. Karl Pearson Co-efficient of Correlation

(a) Correlations (Gender Discrimination and Job Promotion)

Hypothesis 7:

H0: There is no significant correlation between gender discrimination and job promotion.

H1: There is significant correlation between gender discrimination and job promotion.

Inference: Here the significant value of gender discrimination is .000 which is less than .05 so we reject null hypothesis. Here the significant value of job promotion is .000 which is less than .05 so we reject null hypothesis. It states that Pearson correlation value is .722 so gender discrimination and job promotion are positively correlated.

Table 20.7
Correlation Between Gender Discrimination and Job Promotion

		<i>Gender</i>	<i>JobPro</i>
Gender	Pearson Correlation	1	.722**
	Sig. (2-tailed)		.000
	N	100	100
Job Pro	Pearson Correlation	.722**	1
	Sig. (2-tailed)	.000	
	N	100	100

**Correlation is significant at the 0.01 level (2-tailed).

(b) Correlations (Gender Discrimination and Salary Structure)

Hypothesis 8:

H0: There is no significant correlation between gender discrimination and salary structure.

H1: There is significant correlation between gender discrimination and salary structure

Table 20.8
Correlation between Gender Discrimination and Salary Structure

		<i>Gender</i>	<i>Salary@</i>
Gender	Pearson Correlation	1	.872**
	Sig. (2-tailed)		.000
	N	100	100
Salary@	Pearson Correlation	.872**	1
	Sig. (2-tailed)	.000	
	N	100	100

**Correlation is significant at the 0.01 level (2-tailed).

Inference: Here the significant value of gender discrimination is .000 which is less than .05 so we reject null hypothesis. Here the significant value of salary structure is .000 which is less than .05 so we reject null hypothesis. It states that Pearson correlation value is .872 so gender discrimination and job promotion are positively correlated.

(c) Correlations (Safety and Organizational Culture)

Hypothesis 9:

H0: There is no significant correlation between safety and organization culture.

H1: There is significant correlation between safety and organization culture.

Inference: Here the significant value of safety is .000 which is less than .05 so we reject null hypothesis. Here the significant value of organization culture is .000 which is less than .05 so we reject null hypothesis. It states that Pearson correlation value is .745 so gender discrimination and job promotion are positively correlated

Table 20.9
Correlation between Safety and Organization Culture

		<i>Safety Place</i>	<i>Friendly Org</i>
Safety	Pearson Correlation	1	.745**
	Sig. (2-tailed)		.000
	N	100	100
Org culture	Pearson Correlation	.745**	1
	Sig. (2-tailed)	.000	
	N	100	100

**Correlation is significant at the 0.01 level (2-tailed)

(d) Correlations (Additional Work Load and Ability to Meet Family Needs)

Hypothesis 10:

H0: There is no significant correlation between additional work load and ability to meet family needs.

H1: There is significant correlation between additional work load and ability to meet family needs.

Table 20.10
Correlation between Additional Work Load and Ability to Meet Family Needs

		<i>Work Load</i>	<i>Role@ Family</i>
Work Load	Pearson Correlation	1	.650**
	Sig. (2-tailed)		.000
	N	100	100
Role @ Family	Pearson Correlation	.650**	1
	Sig. (2-tailed)	.000	
	N	100	100

**Correlation is significant at the 0.01 level (2-tailed).

Inference: Here the significant value of additional workload is .000 which is less than .05 so we reject null hypothesis. Here the significant value of ability to meet family needs is .000 which is less than .05 so we reject null hypothesis. It states that Pearson correlation value is .650 so gender discrimination and job promotion are positively correlated

(e) Correlations (Additional Work Load and Incidence of Overtime Work)

Hypothesis 11:

H0: There is no significant correlation between additional work load and incidence of overtime work.

H1: There is significant correlation between additional work load and incidence of overtime work.

Inference: Here the significant value of additional workload is .000 which is less than .05 so we reject null hypothesis. Here the significant value of incidence of overtime work is .000 which is less than .05 so we reject null hypothesis. It states that Pearson correlation value is .841 so gender discrimination and job promotion are positively correlated.

Table 20.11
Correlations between Additional Work Load and Incidence of Overtime Work

		<i>WorkLoad</i>	<i>Over time</i>
Work Load	Pearson Correlation	1	.841**
	Sig. (2-tailed)		.000
	N	100	100
Overtime	Pearson Correlation	.841**	1
	Sig. (2-tailed)	.000	
	N	100	100

**Correlation is significant at the 0.01 level (2-tailed).

4.3. Weighted Average Analysis

Weighted average is used whenever the relative importance of the items differs. Weighted Average analysis is used in the study to rank the following policies followed in the Company on the basis of employee perception.

- | | |
|-------------------------------|-----------------------|
| 1. Job promotion | 2. Medical facilities |
| 3. Organizational initiatives | 4. Top management |
| 5. Co-workers | 6. Salary system |

$$\text{Weighted average} = \frac{\sum (wx)}{\sum w}$$

where,

w = weight given to the different items

x = no: of respondents

1. Job Promotion:

Table 20.12
Weighted average for Job promotion

<i>S.No.</i>	<i>Response</i>	<i>No. of respondents (x)</i>	<i>Weight (w)</i>	<i>Weighted mean (wx)</i>	<i>Weighted average</i> $\frac{\sum (wx)}{\sum w}$
1	Highly satisfied	41	5	205	29.4
2	Satisfied	59	4	236	
3	Neutral	0	3	0	
4	Dissatisfaction	0	2	0	
5	Very dissatisfaction	0	1	0	
	Total	100	15	441	

2. Medical Facilities:

Table 20.13
Weighted average for company's medical facilities

<i>S.No.</i>	<i>Response</i>	<i>No. of respondents (x)</i>	<i>Weight (w)</i>	<i>Weighted mean (wx)</i>	<i>Weighted average</i> $\frac{\sum (wx)}{\sum w}$
1	Highly satisfied	47	5	235	26.73
2	Satisfied	30	4	120	
3	Neutral	0	3	0	
4	Dissatisfaction	23	2	46	
5	Very dissatisfaction	0	1	0	
	Total	100	15	401	

3. Organizational Initiatives:

Table 20.14
Weighted average for organizational initiatives

<i>S.No.</i>	<i>Response</i>	<i>No. of respondents (x)</i>	<i>Weight (w)</i>	<i>Weighted mean (wx)</i>	<i>Weighted average</i> $\frac{\sum (wx)}{\sum w}$
1	Highly satisfied	0	5	0	15.86
2	Satisfied	19	4	76	
3	Neutral	20	3	60	
4	Dissatisfaction	41	2	82	
5	Very dissatisfaction	20	1	20	
	Total	100	15	238	

4. Behavior of Top Management:

Table 20.15
Weighted average for behavior of top management

<i>S.No.</i>	<i>Response</i>	<i>No. of respondents (x)</i>	<i>Weight (w)</i>	<i>Weighted mean (wx)</i>	<i>Weighted average</i> $\frac{\sum (wx)}{\sum w}$
1	Highly satisfied	38	5	190	28.13
2	Satisfied	50	4	200	
3	Neutral	8	3	24	
4	Dissatisfaction	4	2	8	
5	Very dissatisfaction	0	1	0	
	Total	100	15	422	

5. Relationship with Co-Workers

Table 20.16
Weighted average for Relationship with co-workers

<i>S.No.</i>	<i>Response</i>	<i>No. of respondents (x)</i>	<i>Weight (w)</i>	<i>Weighted mean (wx)</i>	<i>Weighted average</i> $\frac{\sum (wx)}{\sum w}$
1	Highly satisfied	54	5	270	30.26
2	Satisfied	46	4	184	
3	Neutral	0	3	0	
4	Dissatisfaction	0	2	0	
5	Very dissatisfaction	0	1	0	
	Total	100	15	454	

6. Salary Structure:

Table 20.17
Weighted average for Salary structure

<i>S.No.</i>	<i>Response</i>	<i>No. of respondents (x)</i>	<i>Weight (w)</i>	<i>Weighted mean (wx)</i>	<i>Weighted average</i> $\frac{\sum (wx)}{\sum w}$
1	Highly satisfied	19	5	95	26.2
2	Satisfied	61	4	244	
3	Neutral	14	3	42	
4	Dissatisfaction	6	2	12	
5	Very dissatisfaction	0	1	0	
	Total	100	15	393	

From the tables, the ranking given to the factors are as follows

Table 20.18
Ranking of Factors

<i>Rank</i>	<i>Factors</i>
1	Relationship with co-workers
2	Job promotion
3	Relationship with top management
4	Medical facilities
5	Salary system
6	Organizational initiatives

Inference: From the above analysis of weighted average, maximum ranking is given to Relationship with co-workers of the company, Followed by Job promotion, followed by relationship with top management. Followed by medical facilities, Salary system and organizational initiatives fifth and sixth position.

4.4. Chi-square

(a) Chi-square (Marital Status and Working Hours of Women Employees)

Hypothesis 12:

H0: There is no association between marital status and working hours of women employees

H1: There is association between marital status and working hours of women employees.

Table 20.19
Marital × Working Hours Cross tabulation
Count

		<i>Working Hours</i>			<i>Total</i>
		<i>10 to 12 hours</i>	<i>8 to 10 hours</i>	<i><8 hours</i>	
Marital	Single	4	32	0	36
	Married	0	17	47	64
Total		4	49	47	100

Case Processing Summary

	<i>Cases</i>					
	<i>Valid</i>		<i>Missing</i>		<i>Total</i>	
	<i>N</i>	<i>Percent</i>	<i>N</i>	<i>Percent</i>	<i>N</i>	<i>Percent</i>
Marital × Working Hours	100	97.1%	3	2.9%	103	100.0%

Chi-Square Tests

	<i>Value</i>	<i>Df</i>	<i>Asymp. Sig. (2-sided)</i>
Pearson Chi-Square	51.814 ^a	2	.000
Likelihood Ratio	67.422	2	.000
Linear-by-Linear Association	50.155	1	.000
N of Valid Cases	100		

^a2 cells (33.3%) have expected count less than 5. The minimum expected count is 1.44.

Inference: Here the significant value of Pearson Chi-square test is .000 is less than .05 so Null hypothesis is rejected. There is association between marital status and working hours of women employees.

Findings

The important findings of the study are the following.

1. From the analysis it is found that even if women employees are having higher responsibilities, they are having a satisfactory work life balance in ULCCS Ltd.
2. The study found that there is significant difference in span of experience, working hours, education level, marital status, relationship with coworkers, organization culture with the respect to work life balance.

3. According to the study to experience better work life balance, maximum ranking is given to Relationship with co-workers of the company, followed by job promotion, followed by relationship with top management, followed by medical facilities, salary system and organizational initiatives by the respondents.
4. Majority of respondents do not find the requirements for using family time to meet work commitments, therefore work-family spill over and work conflict is negligible.
5. It was found that the major problems faced by women employees at the organization include gender discrimination which affects promotion opportunities, additional work load and overtime, less recess time and lack of company provided transportation.
6. According to the analysis there is association between education qualification, marital status, experience, working hours, organization culture, relationship with co-workers and WLB
7. Most of the respondents are able to meet their family needs despite greater work load.
8. Majority of respondents are of the opinion that the organization is women friendly, although most of them feel there is a dearth of new initiatives on the part of the management to support women who work overtime.
9. Most of the employees have good relationship with co-workers and top management.
10. The family life does not affect work life for the majority of employees at the organization.
11. Majority of respondents are satisfied with company's medical facilities.
12. The company provides safety and security to their employees.
13. The correlation test is done between gender discrimination and job promotion, Gender discrimination and salary structure, safety and organization culture, additional work load and ability to meet family needs, additional work load and incidence of over time. All correlations were found to be positively correlated and significance level was found to be below.05 indicating the rejection of the null hypothesis.

Suggestions

1. Company should take new initiatives for improving work life balance of women employees.
2. Workers may be encouraged to offer suggestions for making improvements in the organization. This helps to create a sense of belongingness to the company.
3. One major initiative for better WLB would be to reduce the congested work pattern at office.
4. It is imperative to avoid gender discrimination at all levels in the organization.
5. It is important to allow proper rest time during work, apart from the 1 hour lunch break.
6. Providing crèches inside the work environment would be helpful to women employees.
7. It would be advisable to provide meditation, yoga and other recreational activities inside the organization.

8. The organization should provide suitable medical facility for all women employees.
9. It would be good if transportation facilities are provided to employees.

5. CONCLUSION

Family and work life are both important to employees in any sector and if these two are not maintained properly it creates stress and strain and results into various diseases. This study is important because of it tries to know how the work life and family life imbalance results into stress. Achieving a good balance between work and family commitments is a growing concern for women employees and organizations. The world is ever dynamic. Systems & traditions have changed. We are predominantly a male dominated society. The recent decades have faced an increase in women's working class. To create harmonies work environment, there should be co-existence of female and male employees in the organization, but female employees face physical, mental stress at a higher degree than male employees. A manager should be able to create system with good work life balance to avoid problems and sustain peace. In current scenario employers have realized that a satisfied employee is the key to the future success of an organization. Many organizations have developed work-life programs to assist employees in handling the conflicts that may arise between work and the rest of life. The ULCCS Ltd performs in a satisfactory manner with regard to the work life balance of women employees. Even though there is work overload, women employees are able to meet family demands. The present work-life programs incorporated at ULCCS Ltd provide the flexibility and support that help women employees manage their homely chores and work life together. However there is still room for improvement in such policies. From the study the researcher found that the system followed the organization is primitive and there is room for much improvement and incorporation of a new system is imperative to wipe out gender discrimination. ULCCS Ltd tries to retain their experienced employees but the organization has not taken new initiatives like flexible working hours and commuting facility; for managing work life of experienced employees and attracts young and new talents. Quality of work life is affected by factors like such employee's timings, work output, available leaves, etc. Work life balance must be maintained effectively to ensure that all employees are running at their peak potential and are free from stress and strain. So it is up to the organization to focus on their workers and improve their quality of work life so that attrition, absenteeism and decline in worker's productivity can be checked.

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