WORK-LIFE BALANCE AND ITS RELATION WITH JOB SATISFACTIONOF WOMEN EMPLOYEES IN THE GARMENT INDUSTRY, TIRUPPUR

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ABSTRACT

Work-Life balance is a term that refers to an individual's insight of the degree to which experiencing positive relationships between work and family roles, where the relationships are viewed as compatible and stability with each other. Like an event measuring the daily shifting weights of time and energy allocation between work and family life, the term work-life balance provides a sign to countervail the historical concept that work and family relationships can often challenging at odds and conflicting. There was a time when the boundaries between work and home were quiteobvious. Today, however work is likely to occupy our personal life and maintaining work-life balance is not an easy task. Family work balance is a multifacetedconcern that involves financial values, gender roles, career path, time management and many other factors. Work-Life balance is a daily effort to make time for family and demands of the workplace. Increasing attrition rates and increasing insist for work-life balance have forced organizations to look beyond the commonly. This paper explores the ways in which working women balance their work and family life. The main challenges in professional life were found to be extended working hours, travel time between home and workplace and contribution in additional jobs and assignments. In personal life, the main stresses were guilty of not being able to take care of self and elders at home. The satisfaction of women employees of any organization makes it triumphant while the dissatisfaction leads to more trouble. Hence organizations are trying to abolish the factors that lead for job dissatisfaction by the way of concentrating on inspiring factors of job satisfaction that can develop the job satisfaction as well as they can be successful. The Garment industry is one of the major earning resource and wide job opportunity contributor for Tamilnadu. This article finds out different factors related to work and life that affect both aspects of working women in the garment industry. The present article is based on the review of literature of previous studies addressing different aspects like conceptual framework of work life balance of women employees, impact of demographic variables on work-life balance, relationship between work-life balance and job satisfaction.

Keywords:WLB, *Work-Life Balance, JobSatisfaction, Women Employees.*

1. INTRODUCTION

Indian families are undergoing hasty changes due to the increased pace of urbanization and modernization. Indian women belonging to all classes have entered into paid occupations. At the present time, Indian women's spotlight to educational opportunities is substantially higher than it was some decades ago especially in the urban setting. This has opened new vistas increased awareness and raised aspirations of personal growth. This along with economic pressure has been instrumental in influencing women's decision to enter the work force. Work-life balance of women employees has become an important subject since

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the time in today's world where both men and women equally share the responsibility of earning for the betterment of their family life. Hence it is very necessary to know how the women balance very professional and domestic life. In the initial stages, women had to struggle a lot to establish their identity in this competitive world, both in the society as well as in the professional life.

The precisetermWork-life balance was first used in UK in late 1970to define an individual's stability between work life and personal life. Over the past years there was a change in terminology from work-family balance to present work-life balance, which acknowledges that besides family, people are occupied with numerous roles in their personal and professional life to accomplishvarious goals. Work and life is depending upon each other. Work-life balance is the maintenance of a balance between responsibilities at work and home. Work-life balance does not mean equivalentstability between professional and personal life. It is cautious synchronisation of an individual's varied pursuits that may comprise family, work, leisure, social obligations, health, career and spirituality.Work-life balance affects both the genders. In case of women employees are the most affected by the issue of work-life balance since they have to play multiple roles and it becomes complicated for them to hit a perfect balance between work and family. Work-life balance is one of the toughestconcerns being faced by the women employees. It is a concept that supports the efforts of employees to split their time and energy between work and other key aspects of their lives. Work-life balance is assisted by employers who set up policies, procedures, actions and expectations that enable employees to easily practise more balanced lives. Organizations who want to prolong their growth have to support and assist their workers and make them believe satisfy in their jobs. The job satisfaction approach considers people as an asset to the organization rather than costs. The dissatisfaction does not simply end at the workplace, it will affect the life and work of the employee and make them miserable. Today work-life balance has become an increasingly persistentalarm for employers as well as employees.

2.OBJECTIVE OF THE STUDY

The objective of the study is to analyze and evaluate the Work-life balance and its relation with job satisfaction of women employees.

1) To study the frequency of work and family life among women employees.
2) To study the problems faced by women in their work-life balance.
3) To find the factors leading to improper work-life balance.
4) To suggest suitable measures are needed from the organization side to solve the problems are faced by women employee's in the working place.
5) To determine the relationship between work-life balance and job satisfaction.

3. NEED FOR THE STUDY

In the present scenario, due to many changes in the work place and family systems, animmense majority of women are finding it hard to achieve a desired work-life balance. In comparison with men, women have more responsibilities at home. The studies were more restricted to sector like garment industry. Therefore there is a need to study how women are balancing their work and family life in garment industry in Tiruppur. In this context, this research work makes conscious attempt at putting forth issues concerning work-life balance and its impact on job satisfaction of workers in garment industries.

4. SCOPE OF THE STUDY

This research has been done in Tiruppur garment industry to know about the work-life balance situation of women employees.

1)   Through this analysis the organization can increase the motivation of women employees by providing assorted policies.
2)   This helps the organization to find out the approximate factors that motivates the women employees and their expectations from the organization to increase their performance.
3)   The study reveals the relation between work-life balance and job satisfaction towards the organization.

5. METHODOLOGY

Descriptive research design has been adopted for the present study. The information is obtained from primary as well as secondary sources. The primary data were composed through questionnaire from the 124 women employees at garment industry in Tiruppur. The secondary sources were collected from books, journals and online resources. Area of the study is restricted to the Tirupur. Convenient sampling method is adopted for sampling technique.

6. DEMOGRAPHIC PROFILE OF RESPONDENTS

The demographics profiles of the respondents are categorized as follows:

Table.1.Demographic profile of the respondents

DESCRIPTION	CATEGORIES	PERCENTAGE
Age	Less than 25 years	38.9%
	25 - 30 years	32.1%
	30 + years	29%
Education	Possessed diploma/ certificate	32.6%
	Undergraduate	20.5%
	Graduate	47%
No. of years of experience	Less than 2 years of experience	38.6%
	2 - 4 years of experience	37.9%
	more than 4 years of experience	23.5%
Marital Status	Single	28%
	Married with no kids	16.7%
	Married and having kids	55.3%
Travel time to work	less than 15 minutes	25%
	15 - 30 minutes	38%
	31 - 60 minutes	20%
	more than 60 minutes	17%
Working hours per week	48 - 52 hours /week	50%
	53 - 57 hours/week	14%
	more than 58 hours/week	36%
Salary (Rs)	< 10,000	89.5%
	10,000 - 15,000	4.8%
	15,000 - 20,000	5.6%

Source: Primary Data

7. LEVEL OF WORK-LIFE BALANCE IN GARMENT EMPLOYEES

From the above facts, it can be concluded that a study of work-life balance is very much necessary considering the varied structure and mix of employees. To explore the level of work-life balance among the employees, they were divided into two categories based on their perception towards work-life balance and average score namely, balanced and unbalanced. The individual response choices range between 1 to 5. The maximum average score for an individual is 5, while the minimum score is 1. The two categories were determined by dividing the range of possible scores (1-5) into two intervals. Those scoring more than the overall mean were assigned as balanced and those scoring less than the overall mean were assigned as unbalanced. For the present study the overall mean is 4. Table 2 presents the level of work-life balance in garment industries.

Table.2. - Level of work-life balance

Level of work-life	No. of Employees	Percentage
Balanced	64	51.6
Unbalanced	60	48.4
Total	**124**	**100.00**

7.1 Organisational policies related Work-Life Balance in India

In addition to the expansion of public policies supporting responsibilities outside of paid employment, organisations have increasingly been developing proper policies that effort to assist the work-life nexus. Work-life balance strategies augment the autonomy of workers in coordinating and integrating the work and non-work aspects of their lives. Three broad types of work-life strategies have been created to help employees balance their work and non-work lives: flexible work options, specialized leave policies and dependent-care benefits. These include a range of policies and practices such as Compressed work week, Flexitime, Job sharing, Home telecommuting, Work-at-home programs, Part-time work, Shorter work days for parents, Bereavement leave, Paid maternity leave, Paid leave to care for sick family members, Paternity leave, On site/near site company childcare, Company referral system for childcare, Program for emergency care of ill dependents, Childcare programs during school vacation, Re-entry scheme, Phased retirement, Sabbatical leave, Professional counselling, Life skill programs, Subsidized exercise for fitness centre, Relocation assistance etc.

7.2. Benefits of Work-Life Balance

Recognized benefits of work-life balance policies for employees include:

- Improved work-life balance – a reduction in the impact of work on home and family life
- Reduced stress levels
- Autonomy to make decisions regarding work-life balance
- Increased focus, motivation and job satisfaction knowing that family and work commitments are being met
- Decreased Health Care Costs and Stress-Related Illnesses: With increasing company focus on the high cost of health care, work/life programs are becoming an intelligent choice to facilitate lower the number of health care claims.

8. JOB SATISFACTION

Job satisfaction is a set of favourable or unfavourable feelings and emotions with which employees view their work. Job satisfaction is an emotional attitude a feeling of relative like or dislike toward something. Job satisfaction symbolizes a combination of positive or negative feelings that workers have towards their work. Job satisfaction represents the extent to which expectations match the real awards.

8.1. Determinants of Job Satisfaction

Nature of job: When people with right kind of abilities are posted at right job, there is high probability that they are satisfied and happy.

Working Conditions: Employees spend most of their time at the office. Therefore, it is really essential that the company must optimise the working conditions.

Balanced lifestyle: When workloads and stress start to consume a man's time for personal life, it leaves them mentally exhausted and restless. So it is significant to provide facility to balance professional and personal life,

Pay: Employees often see pay as a reflection of how management views their contribution to the organization. Extreme benefits are also significant, but they are not as influential. An employee who gets right amount of payment according to their job is motivated to continue working.

Employee Morale: If the employee morale in the organisation is higher,satisfaction with the job is likely to be higher and vice-versa. This outcome in reduces absenteeism and labour turnover.

9. EFFECTS OF WORK LIFE BALANCE AND JOB SATISFACTION

- Workers Punctuality, Teamwork, Customer service, work supervision responsibility, group behaviour, peer interaction and leadership initiative by workers are condensed.
- Recognition is the part of job satisfaction. It is an act of notice, praise or blame supplied by one or more superiors, peer, colleague, management person, client, and the general public. Failure in getting recognition leads to poor job satisfaction.
- Creativity, new job-expertise learning and innovation of worker are grossly damaged dueto lowering of work related passion among workers.
- Seniority demands the promotion and promotion facilitates mental satisfaction. It refers todesignate an actual change in upward direction in job status. The promotion to the next level will result in positive changes such as pay, autonomy and supervision etc.
- Workers having problem balancing work roles and family roles, set bad standard in the company work setting and often upset the friendly work environment.
- Highest monetary satisfaction for specially women employee is monthly salary or pay. These are the sequences of events in which compensation plays a major role. There is no doubt that monetary rewards may play a very significant role in determining job satisfaction. If salaries are not market oriented, this can lead to dissatisfaction.

- Workers problems get reflected negatively on company's turnover, operating profit and balance sheet.
- Women employees facilitate stress on interpersonal relationship within the premises majorly with the female colleagues; it involves relationships with superiors, subordinates, and peers or colleague. If the employee experiences the healthy relationship with others within the organization, so it will boost the morale and satisfaction toward the job and lead to the higher productivity.
- Substantial increase in the cases of workers being absent on the job and in extreme cases leaving the job.
- Physical working conditions and facilities are equally important for job satisfaction of women employees. Apart from this company policy and administration plays ankey role in satisfaction. These should be framed in keeping the view of employee's needs and desire

Figure 1. Some approaches to improve Work-Life balance and Job Satisfaction.
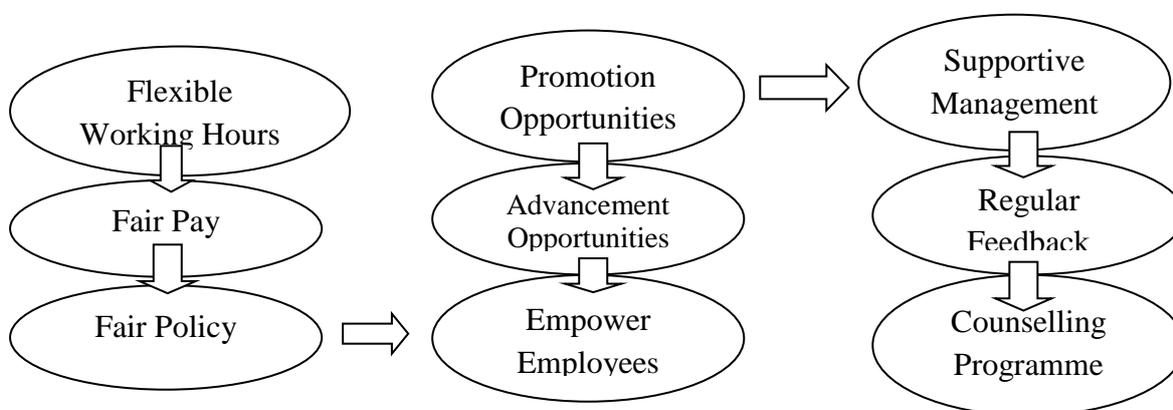
10. CONCEPTUAL FRAMEWORK OF WORK-LIFE BALANCE

The past studies imitateconvinced variables which affect the work-life balance of working women. Based on the existing studies, a conceptual framework has been designed to illustrate the key variables affecting the work-life balance among the working women which may be represented as:

Figure 2.Conceptual Framework of the variables influencing Work-life balance of women employees
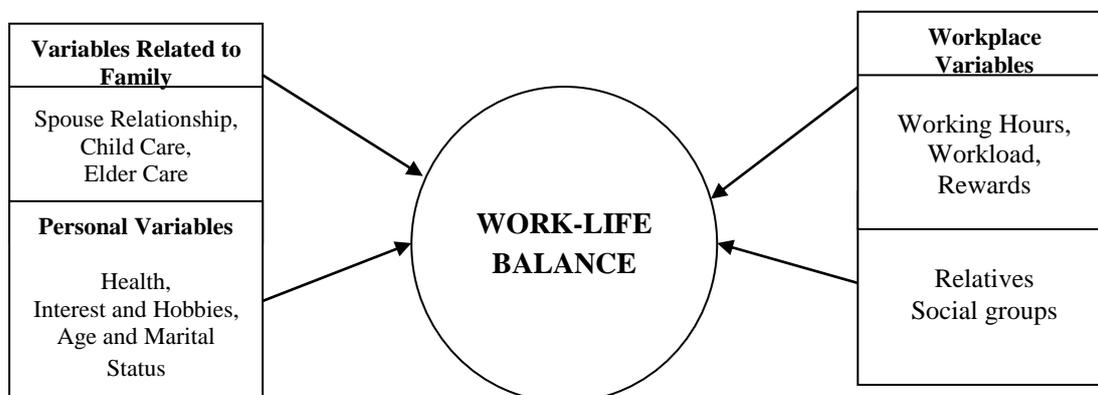
This model categorized variables into variables related to family, workplace variables, personal variables and social variables which together influence the work-life balance among working women in a firm way.

10.1. Variables related to family

Women professionals agree that children's responsibility hinders their ability to advance. They believe that they are not able to exploit their full potential and at times they have to make career trade-offs because of the family responsibilities. Even indeveloped countries in the West, especially in North America, sources of stress for women include role overload from paid work and family work, role conflict, pressures associated with child care and other family care and aspects of spouse relationships including dissatisfaction with spouse contribution to family work.

10.2. Workplace Variables

Studies have been carried out regarding time management in the western countries, especially those that involve working long hours and its effects on individuals, family as well as organization. (Eastmen 1998; Feldman 2002; Ng et al. 2007) and the result frequently shows there is a relationship between working long hours and the complexity in balancing work and personal life (Moen and Yu 2000). Doherty (2004) examined work-life balance for women in the hospitality industry and discovered that the principal deterrents to these women from exploring career advancement opportunities are the very long hours and the lack of flexibility.

10.3. Personal Variables

The Vulnerability model used framework to clarify stressors that affect health problem such as depression and to consider personal dispositions and social situational variables (Dohrenwend 1981; Phelan et al. 1991; Rabkin1982). Phelan et al. (1991) extended this model to elucidate the relationships between stress and depression in professional and managerial employees.

10.4. Social Variables

On a positive note, the organizational culture has the opportunity to accomplish an employee'sintellect of belongingness by creating a strong sense of fellowship by promoting openness, collaboration, friendships and teamwork. Interpersonal relationships formed in the workplace may also help employees attain this sense of belonging. Women employees may be motivated to become more effective members of an organization if they feel included within a supportive culture, which may describe how certain subcultures begin to form within the larger organization.

11. RECOMMENDATIONS

Work-Life balance is a challenging issue for leaders, managers and has also attracted theattention of researchers. Work-life balance in its broadest wisdom is defined as a satisfactorylevel of involvement or fit between the multiple roles in a person's lifetime. In this environmentcontrol the boundary between home and work is becoming more challenging especially forthe women employees. In the Indian context women are the ones who need to

take care of thechildren, look after the home front and simultaneously manage their professional life as well.This has caused lots of stress and pressure to the women employees. As a result it becomes very difficult for the women employees tobalance their work life and professional life. The movement of the nuclear family in therecent days is adding to the woes. From this study know that many women haverecommended that work from home and flexible timings of the company are the best optionsand the strategies to maintain a healthy work-life balance.

Here are a few recommendations given by the women employees in Garment Industry:

1. Travel time from home to workplace to be lessened. Kwan (1999) had found thatwomen have higher fixity constrain than their male counterparts irrespective ofher employment status and they will travel long distances for work than men foremployment. Such fixity constrains get moderated if there are more helping handsfor domestic employment.
2. Supportive people at office, family and around us are the main source of balance.Job mobility has taken women farther from relatives and friends who might lend ahand, and made it harder to make close friends of neighbours who could help out(Hochchild, 1997).
3. Sick leaves, recreational activities and strict working hours to be confirmed.
4. Job rotation is vital for maintaining work-life balance.
5. Work from home atleast 2-3 days a week will help better work life balance.Indulge in activities that are mind refreshing like pursue a hobby or pursue someart

Thus women employees of the garmentindustriesanticipate a lot of flexibility in the working rulesalong with diverse facilities as well as a good pay package so that their professional andpersonal aspects are well balanced with equal significance to both the aspects of their lives.

12. CONCLUSION

Work life balance and job satisfaction is not a problem to be solved. These are ongoing issues to be managed. Both are not impossible, but it does take some consistent effort and revaluation ongoing basis. Work-Life balance is an emerging issue in of the industrial employees in this global era. Achieving a good balance between work and family commitments is a growing concern for the employees and organisations. This research work concludes that the work-life balance of the women employees in Tiruppur is out of control and in need of attention. A woman faces the trouble of work-life balance almost in every way in their daily life. It is found that Work-life balance problem is widely prevalent among the working women of Tiruppur.Work-life balance is about creating and maintaining supportive and healthy work environments, which will enable employees to have balance between work and personal responsibilities and thus strengthen employee loyalty and productivity. Today's women employees have many competing responsibilities such as work, children, housework, volunteering, spouse and elderly parent care and this places stress on individuals, families and the communities in which they reside. The company should afford better recreation facilities, work environment, counselling to motivate the employees. This makes all employees to maintain a balance between their work and life. This may improves the productivity of the organization and smooth functioning.

Work-life balance is about creating and maintaining compassionate and healthy work environments, which will enable women employees to have balance between work and personal responsibilities and thus strengthen employee loyalty and productivity. Work-life is treated as most important since one person manages their personal life and work-life. Work-life balance should be improved in all organization and it shows the poor performance of the organization. This article found that women employees are mostly dissatisfied with the maternity leave provided by the company. Many of organization are not providing maternity leave to the women employees. It has been found that most of the companies were helpful to manage the work-life balance of women employees in organization. Mostly the women employees are satisfied with the separate policies provided by the organization to equilibrium their work-life. To achieve work-life balance women should plan her professional and personal schedules well so that both are equally balanced and satisfied. In conclusion there are many variables in the job which led to the satisfaction and dissatisfaction among the women employees, to keep our employees satisfied and loyal to our organization, manage the factors which maximize the satisfaction and suppress the factors which affect the satisfaction.Today's women employees have many competing responsibilities such as work, children, housework, volunteering, spouse and elderly parent care and this places stress on individuals, families and the communities in which they live in. There is work-life balance which exists in the company. But few employees are not able to balance their work-life due to issues arising in the organization. The management should identity the problems which is hindering the work-life balance. For the employers, work-life balance and job satisfaction of women employees will be an important input in designing appropriate policies for employees to address work - life balance and job satisfaction issues. The study indicates that there is a relationship between work life balance and job satisfaction. Hence it is suggested that job satisfaction can be enhanced by providing, improving and promoting work-life balance.

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