A STUDY ON RELATIONSHIP BETWEEN WORK-LIFE BALANCE OF WOMEN EMPLOYEES AND ORGANISATIONAL COMMITMENT

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Abstract

Human resources are the most valuable and unique assets of an organization. Career and goals are the most important factors in life. In the competitive business environment, Organization needs to be aware about changing demand of their women employees at work and home. Most of the women are coming forward to work in order to support their family and facing various issues and challenges in their life because of increased multiple responsibilities of their work and family. Work demand and family demand should be managed by adopting appropriate coping strategies because on the one hand work-life balance helps to increase satisfaction, motivation, commitment, and productivity on the other hand it reduces the absenteeism and turnover rate. This paper empirically studies about work life balance and organizational commitments with due emphasis on Vijay Electricals and BHEL. The results of the analysis are presented in tabular form and conclusions have been made accordingly.

Keywords: Employee, work life balance, commitment, organization HRM, women

Introduction

As the best individual Work-Life Balance will invariably vary on overtime, often on a daily basis, the right balance today will probably be different for tomorrow.   Even a single will be different when after marriage and having children. When one starts a new career versus when one is nearing to retirement.   there is no perfect, one size fits all, balance is different for each of us because we all have different priorities and different lives.

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In the early days, the focus was primarily on Employee Assistance Programmes (EAP), work-life has expanded to touch on nearly every aspect of person's working life. Employee recruitment, benefits and total rewards programmes, job design, approaches to career advancement and leadership development, employee relocation and travel policies, leave taking, the composition of work teams, corporate social responsibility and changing corporate culture can all be listed among the myriad areas that are included under an umbrella of corporate work-life programmes. Correspondently, work-life initiatives are housed in many different areas with in human resource departments, depending on the organizations perspective on work life and the primary focus of their effort. Work-life initiatives can be closely coupled with managing diverse workforce and various employee perspectives, health and wealth such as talent management, employee relation, corporate citizenship, total reward and cultural change.

Review of literature

Developing this definition further, work-life balance has been described as the demands from the work and life domains imposing acceptable levels of conflict for the individual.

Greenblatt, (2002) Therefore, it is the ability of the individual to achieve those goals within each domain that are most important by utilizing and managing the resources that facilitate achievement. The resources that aid the individual in achieving these work-life balance goals include financial, control, temporal, and personal resources, with personal resources being comprised of physical, psychological, emotional and social component

Reiter,(2007) specified more recently, an operational definition that considers role salience and the outcomes of role satisfaction and role conflict described work- life balance as: achieving satisfying experiences in all life domains to a level consistent with the salience of each role for the individual that introduces the possibility of a hierarchy of roles; however, it does not demand that a hierarchy is neither necessary nor desirable for balance.

Wicham & Parker (2007) mentioned found an increased likelihood of dissatisfaction and turnover when work roles meant giving up some non-work roles or when organizations failed to recognise employee's non-work roles and/or did not facilitate employee's participation in such roles. They called for organisational role theory to expand in order to allow for the 'multi-faceted employee' in order to provide for a more effective human resource policy framework. The development of this theory is also required in order to allow for other relevant factors (gender, industry/sector/location) when developing human resource policy. In the context of this current

research we note that nursing professionals form a key cohort of health personnel within a hospital context and many of which are also female who have multi-faceted roles both within the work and non-work environments. These considerations are essential when human resource departments are developing and implementing work-life programs

Data Analysis

Table
Opinions on the extent of satisfaction on working environment

FACTORS	BHEL				VE			
	HIGH	MODERATE	LOW	TOTAL	HIGH	MODERATE	LOW	TOTAL
Present Hours of Work	90 (32.1)	173 (61.8)	17 (6.1)	280 (100.0)	58 (21.5)	200 (74.1)	12 (4.4)	270 (100.0)
Amount of Wage	105 (37.5)	126 (45.0)	49 (17.5)	280 (100.0)	73 (27.0)	140 (51.9)	57 (21.1)	270 (100.0)
Working place	108 (38.6)	120 (42.9)	52 (18.6)	280 (100.0)	89 (33.0)	120 (44.4)	61 (22.6)	270 (100.0)
Quantity & quality	76 (27.1)	163 (58.2)	41 (14.6)	280 (100.0)	40 (14.8)	181 (67.0)	49 (18.1)	270 (100.0)
Availability of medical aid	99 (35.4)	142 (50.7)	39 (13.9)	280 (100.0)	60 (22.2)	164 (60.7)	46 (17.0)	270 (100.0)
Leisure time given	56 (20.0)	181 (64.6)	43 (15.4)	280 (100.0)	26 (9.6)	205 (75.9)	39 (14.4)	280 (100.0)

Source: Primary data

The respondents' opinions on reliability and security of their present job are also attained and it is shown in Table 43. It is observed from the table that 483 respondents (88 percent) out of the total sample 550 opined that they love their job with some concrete reasons.   It is reflected in their regular performance and satisfaction, also their loyalty to their organizations. It is a good sign that respondents from both the selected units (BHEL & VE) viewed positively as almost 88

percent loved their jobs. A negligible number 12 percent of respondents expressed that they are not much sure about their job. There is no single employee afraid or scared to lose their job, it is need less to understand that the selected organizations treat their employees respectable and they are in turn treated as asset to their organizations.

Hypothesis Testing

H₀: There is no relationship between gender and perceived work-life balance

The association between Work Life Balance and gender was tested using Chi-square and t-test. The results indicate that null hypothesis was rejected and the alternative hypothesis was accepted as there is relationship between gender and perceived work-life balance.

Table

chi-square test between Gender and work-life balance

	Able to balance work and family life		Total
Gender	**NO**	**YES**	
Male	84(70.6)	353(81.9)	437(79.5)
Female	35(29.4)	78(18.1)	113(20.5)
Total	119	431	550
Pearson Chi-Square value	df		Sig.(2-sided)
7.313	1		.007

(Note: figures in bracket indicate percentage)

Above table it is indicates that out of 550 respondents, 79.5 per cent respondents are male and 20.5% are female from the table it is inferred that out of 550 respondents 431 respondents are able to balance their work and family life and reaming 119 respondents are not able to balance work family.

It is indicating that chi-square value 7.31 at 1 degree of freedom (df), p-value is 0.00 which is less than standard value 0.05. Hence, null hypothesis is rejected and alternate hypothesis is accepted.

Conclusion:

On job satisfaction, the study finds out that, physical working conditions, co- workers, employee output, satisfactory salary and promotional opportunities determine job satisfaction in organisation. The study findings concur with Marginson (2006) employee overall satisfaction

with their job is the result of a combination of factors such as physical working conditions, co-workers, task identity, job autonomy , employee output, satisfactory salary, promotional opportunities and financial compensation. Management's role in enhancing employees' job satisfaction is to make sure the work environment is positive, morale is high and employees have the resources they need to accomplish the tasks they have been assigned.

The study recommends that there is need for organizations to enhance their work-life balance policies. The study recommends the formulation and implementation of work-life balance policies which should be cascaded to the departmental level. Existent policies should be enriched to ensure that they are comprehensive and suit the needs of employees. Adequate financial and human resources should be allocated for the implementation of work-life balance polices because they would not yield any meaningful result without resource mobilization.

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