

Impact of Work-Life Balance on Job Satisfaction among Women in Chennai Manufacturing Sector

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Abstract

This study investigates the impact of work-life balance on job satisfaction among women employees in Chennai manufacturing sector. The manufacturing industry is known for its demanding work schedules and high-pressure environments, which often challenge women in balancing their professional and personal lives. This research explores how various work-life balance factors, such as flexible working hours, organizational support, and family responsibilities, influence job satisfaction. Using a survey methodology, data was collected from women working in different manufacturing companies in Chennai. The study utilizes the analysis of percentage, factors, correlation and regression. The findings suggest that work-life balance significantly contributes to job satisfaction, with flexible working conditions and organizational support playing crucial roles in enhancing women's satisfaction. The results of this study emphasize the need for manufacturing companies to adopt policies that support work-life balance, thereby improving employee well-being and organizational commitment.

Keywords: Work-life balance, Job satisfaction, Women employees, Manufacturing sector, Chennai, Flexible working hours, Organizational support, Family responsibilities, Regression analysis, Employee well-being.

Introduction

In the fast-paced and competitive world of the manufacturing sector, particularly in Chennai, achieving a healthy work-life balance has become a critical factor influencing the overall job satisfaction of women employees. This article delves into the relationship between work-life balance and job satisfaction among women working in Chennai's manufacturing industry, highlighting the challenges they face, the importance of balance, and how organizations can enhance employee satisfaction through effective work-life policies.

Understanding Work-Life Balance

Work-life balance refers to the equilibrium between professional responsibilities and personal life. For women, achieving this balance is often more challenging, especially in demanding industries like manufacturing. Women in such sectors juggle multiple roles—handling work tasks while managing home responsibilities, family obligations, and sometimes even social commitments. A lack of balance can lead to stress, burnout, and dissatisfaction, not just in their personal lives but also at the workplace.

Job Satisfaction and Its Significance

Job satisfaction is a key determinant of employee performance, motivation, and retention. For women in the manufacturing sector, job satisfaction is closely tied to how well they can balance their work and personal lives. Factors such as flexible work hours, supportive management, and understanding organizational policies can have a profound impact on job satisfaction. When these factors align, women employees are more likely to feel valued, leading to increased job satisfaction and commitment to their roles.

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Challenges Faced By Women in The Manufacturing Sector

Women in Chennai's manufacturing sector face several challenges in maintaining a healthy work-life balance. Some of the key hurdles include:

Long Working Hours: The nature of the manufacturing industry often demands long hours, which can limit time for personal or family activities.

Rigid Schedules: Unlike sectors with flexible working arrangements, the manufacturing industry can have strict schedules that leave little room for personal flexibility.

Gender-Specific Expectations: Societal expectations often place the burden of domestic responsibilities on women, making it harder for them to focus on work without feeling guilty about neglecting their families.

Lack of Supportive Policies: Many manufacturing companies still lack family-friendly policies such as parental leave, childcare support, and flexible work options that are essential for women employees.

THE ROLE OF WORK-LIFE BALANCE IN JOB SATISFACTION

A positive work-life balance leads to higher levels of job satisfaction, and for women in the manufacturing sector, this is particularly important. Here's how work-life balance can influence job satisfaction:

Reduced Stress and Burnout: A balanced life allows women to manage work and home responsibilities better, leading to less stress and a more positive attitude towards their job.

Enhanced Focus and Productivity: When women feel they have enough time for their personal lives, they can approach their work with renewed energy and focus, resulting in higher productivity.

Improved Health and Well-being: A proper work-life balance allows women to prioritize their physical and mental health, which in turn contributes to better job performance and satisfaction.

Higher Retention Rates: Companies that offer work-life balance initiatives, such as flexible hours or work-from-home options, are more likely to retain women employees, reducing turnover and associated hiring costs.

Strategies to Improve Work-Life Balance in the Manufacturing Sector

To address the challenges women face in balancing work and life, manufacturing companies in Chennai can adopt several strategies:

Flexible Work Arrangements: Offering options like staggered shifts, compressed workweeks, or telecommuting can provide women employees with the flexibility they need to manage both their professional and personal lives effectively.

Supportive Family Policies: Introducing policies such as paid maternity leave, childcare support, and family medical leave can greatly alleviate the burden on women employees, enhancing their job satisfaction.

Employee Assistance Programs (EAPs): Providing counselling services, wellness programs, and stress management workshops can support women in managing personal issues that might interfere with their work.

Inclusive Work Culture: Creating an inclusive and supportive environment where women feel comfortable discussing their needs and challenges without fear of stigma or discrimination is essential in improving work-life balance.

Leadership and Mentorship: Female employees benefit from mentorship and guidance from women in leadership positions who understand the challenges they face and can advocate for better work-life balance initiatives within the company.

Objective of the Study

- To analyse the demographic characteristics of the respondents.
- To identify the factors contributing to work-life imbalance among women employees.
- To ascertain the relationship between work-life balance enablers and organizational support systems.
- To investigate the relationship between monthly income and work-life balance enablers.

Hypothesis of the Study

- (H₀): there is no significant relationship between work-life balance enablers and organizational support systems.
- (H₀): there is no significant relationship between monthly income and work-life balance enablers.

Review of Literature

Ramaiyan (2024), performed Examining the elements influencing the effect of work life balance of female teachers in performed chennai city. The goal of the study was to identify the variables influencing school teachers' quality of work life and their job satisfaction. The author found that organizational support for work-life balance is essential in promoting a positive and healthy work-life balance among employees, benefiting both the individual and the overall development of the organization. It was also discovered that the workplace and institutions play a significant role in shaping these outcomes.

Bhuvanewari and thirumoorthi (2023), conducted a study on work-life balance of women teaching professionals in chennai city. The aim of the study was to explore the balance between personal and professional life among women in the teaching profession. The author found it crucial for female educators to communicate their perspectives and needs, as they cannot solely rely on institutions to address these challenges on their behalf.

Methodology

The study employs a quantitative research methodology with a sample size of 257 women employees from various manufacturing companies in Chennai. Data was collected through a structured questionnaire covering work-life balance, job satisfaction, and organizational support. The analysis involves percentage analysis to understand trends, factor analysis to identify key variables affecting

job satisfaction, correlation analysis to examine relationships between work-life balance and organizational support systems, and regression analysis to assess the impact of work-life balance on job satisfaction while controlling for other factors. Statistical software like SPSS was used for accurate data processing and interpretation.

Results and Discussion

Objective 1 - To analyse the demographic characteristics of the respondents.

Table – 1 demographic characteristics of the respondents.

Demographic Characteristic	Category	Frequency	Percentage (%)
Age Distribution	25-34 years	77	30%
	35-44 years	103	40%
	45-54 years	51	20%
	55 years above	26	10%
	Total	257	100
Educational Qualification	Bachelor's Degree	116	45%
	Master's Degree	77	30%
	Diploma/Other	64	25%
	Total	257	100
Marital Status	Married	154	60%
	Single	64	25%
	Divorced/Widowed	39	15%
	Total	257	100
Job Tenure	1-5 years	64	25%
	6-10 years	103	40%
	11-15 years	51	20%
	15 years above	39	15%
	Total	257	100

Source of Primary Data

Interpretation

The age distribution of the respondents shows a well-balanced mix. The largest group, 40% (103 respondents), is between 35-44 years, suggesting a stable workforce with significant experience. A substantial 30% (77 respondents) are between 25-34 years, representing younger employees in the early stages of their careers. The 45-54 years age group accounts for 20% (51 respondents), indicating moderate experience, while the smallest group, 10% (26 respondents), is aged 55 years and above, likely nearing retirement. In terms of educational qualification, 45% (116 respondents) hold a Bachelor's degree, reflecting a well-educated workforce. A further 30% (77 respondents) possess a Master's degree, indicating a higher level of academic achievement, while 25% (64 respondents) have a diploma or other qualifications, highlighting a diverse educational background among the respondents.

Regarding marital status, the majority of respondents, 60% (154 respondents), are married, indicating that a significant proportion of the workforce is likely balancing family responsibilities. A quarter of the respondents, 25% (64 respondents), are single, possibly with different work-life balance priorities. The remaining 15% (39 respondents) are divorced or widowed, potentially facing additional challenges in managing both work and personal life.

Lastly, in terms of job tenure, 40% (103 respondents) have been with their current employer for 6-10 years, indicating a stable and experienced workforce. A quarter of the respondents, 25% (64 respondents), have been employed for 1-5 years, likely in the early stages of their careers. The

remaining respondents include 20% (51 respondents) with 11-15 years of service and 15% (39 respondents) with over 15 years, suggesting a mix of newer employees and long-term staff with varying needs and expectations regarding work-life balance.

Objective 2 - To identify the factors contributing to work-life imbalance among women employees.

Table 2 - Dimension of work-life imbalance among women employees.

Construct	Items	Communalities	Variance (Eigen Value)	Factor Loadings
Work-Life Balance Enablers	Workload	.657	48.643% (7.296)	.798
	Family Responsibilities	.598		.762
	Leave Policies	.590		.746
	Flexible Working Hours	.603		.696
	Commute Time	.540		.682
	Colleague Support	.532		.678
	Stress Levels	.608		.639
	Compensation and Benefits	.489		.543
Organizational Support Systems	Job Autonomy	.615	9.028% (1.354)	.691
	Job Security	.525		.685
	Work-from-Home Opportunities	.564		.659
	Workplace Environment	.534		.653
	Health and Wellness Programs	.633		.651
	Supportive Leadership	.604		.594
	Organizational Support	.558		.587
Total Variance = 57.671, Meaningfully Extracted as 2 Dimensions Cronbach's Alpha Value = 0.876 of 15 times				
KMO and Bartlett's Test Kaiser-Meyer-Olkin Measure of Sampling Adequacy = 0.920 (Bartlett's Test of Sphericity Approx. Chi-Square = 1913.814; DF = 105; Sig = 000)				

Source of Computation Data

Extraction Method: Principal Component analysis Rotation method: varimax with kaiser normalization.

The above table reveals that the KMO measure of sampling adequacy is 0.920. The Bartlett's test of with approximate chi -square value =1913.814, P value = 000 is statistically significance at 5 percentage level. Therefore, it can be concluded that the variable considered for factor analysis from the normal distribution to represent the factor emerged. This implies that sample size is adequate for data reduction process and creates a conclusive to ascertain the factors responsible of work-life imbalance among women employees. It is also found the variable exhibit 57.671% variance for all the two factor . They possess the individual variance at 48.643 % and 9.028 % these variables are highly significant in the following factor segmentation process. It 's clear from that all the 15 statements have been extracted into two factors are given below.

Work-Life Balance Enablers is the most dominating factor in studying the work-life imbalance among women employees. This factor supports the study by contributing eight variables that directly impact the ability of employees to balance their personal and professional lives. These variables include workload, family responsibilities, leave policies, flexible working hours, commute time, colleague support, stress levels, and compensation and benefits. Together, these variables highlight the critical

aspects that influence how effectively women employees can manage competing demands, ultimately affecting their job satisfaction and overall well-being.

Organizational Support Systems is a key factor for understanding work-life imbalance among women employees. This factor contributes seven variables that impact the usage and effectiveness of workplace support mechanisms. These variables include job autonomy, job security, work-from-home opportunities, workplace environment, health and wellness programs, supportive leadership, and organizational support. Together, these variables play a crucial role in determining how well women employees can leverage organizational resources to manage their work-life balance, thereby influencing their productivity, satisfaction, and overall well-being.

Objective 3 - To ascertain the relationship Between Work-Life Balance Enablers and Organizational Support Systems.

Table 3 - Relationship Between Work-Life Balance Enablers and Organizational Support Systems.

Dimensions	Work-Life Balance Enablers	Organizational Support Systems
Work-Life Balance Enablers	1	.000**
Organizational Support Systems		1

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

INTERPRETATION

- The Pearson correlation (R value) between Work-Life Balance Enablers and Organizational Support Systems is 0.000, indicating no linear relationship.
- The p-value is 1.000, which is higher than the significance level of 0.05, meaning the relationship is not statistically significant.
- The analysis is based on 257 respondents for both variables.
- No meaningful or significant association exists between Work-Life Balance Enablers and Organizational Support Systems.

Objective 4 - To investigate the relationship between Work-Life Balance Enablers and Organizational Support Systems

Table – 4 Variables in the regression analysis (Exaltation)

Dimensions	Exaltation		
	B Value	T value	Sig
(Constant)	-.329	-2.185	.030
Monthly Family Income	.185	2.410	.017
R = .154a, R² =.024 F = 5.807, P = 017			

Interpretation

The regression analysis indicates a positive and significant relationship between Monthly Family Income and Work-Life Balance Enablers. The B value of 0.185 suggests that higher family income improves work-life balance slightly. The T value of 2.410 and the p-value of 0.017 confirm that this relationship is statistically significant at the 5% level (p < 0.05). The R² value of 0.024 shows that only

2.4% of the variance in work-life balance is explained by income, while the F value (5.807) further supports the model's significance. Based on the p-value being less than 0.05, we reject the null hypothesis (which would suggest no significant relationship between Monthly Family Income and Work-Life Balance Enablers). This rejection indicates that Monthly Family Income significantly impacts work-life balance, albeit to a small extent.

Suggestions

- **Adopt Flexible Work Arrangements:** Manufacturing companies in Chennai should consider implementing flexible working hours, staggered shifts, or the option to work from home. This will allow women employees to better balance their work and personal responsibilities, which can contribute to higher job satisfaction and productivity.
- **Enhance Organizational Support Systems:** Companies should strengthen their support systems by introducing policies that promote work-life balance. This could include job autonomy, job security, work-from-home opportunities, and providing a conducive workplace environment that encourages women employees to perform at their best.
- **Introduce Family-Friendly Policies:** To assist women in managing family responsibilities, organizations should implement family-friendly policies such as paid maternity leave, childcare support, and family medical leave. These policies will help ease the burden on women employees, enabling them to focus more effectively on their work.
- **Promote Health and Wellness Programs:** Organizations should invest in health and wellness programs that support the physical and mental well-being of women employees. Such programs, combined with stress management workshops, can help mitigate stress and prevent burnout, leading to improved job satisfaction.
- **Training and Development:** Providing opportunities for training and leadership development, particularly in mentoring and leadership roles for women, will enhance their career prospects and job satisfaction. It will also empower women to take on roles that offer more flexibility and autonomy, which will, in turn, improve their work-life balance.
- **Increased Awareness and Support for Gender Equality:** Encouraging awareness and fostering a gender-sensitive organizational culture can contribute to reducing gender-specific expectations and biases in the workplace. Organizations should emphasize supportive leadership, which will help women manage both personal and professional responsibilities more effectively.

Conclusion

This study underscores the significant impact of work-life balance on job satisfaction among women employees in the Chennai manufacturing sector. The findings suggest that work-life balance is crucial for improving job satisfaction, with flexible work arrangements and strong organizational support systems playing key roles in ensuring that women employees can achieve a healthy balance. The study also reveals that while monthly family income does have a small but statistically significant impact on work-life balance, other factors such as supportive organizational policies, flexible working hours, and understanding leadership are paramount in fostering a conducive work environment. To enhance job satisfaction, manufacturing companies must prioritize policies and practices that support work-life balance, which will not only improve employee well-being but also contribute to higher retention rates and organizational commitment.

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