



## WORK-LIFE BALANCE OF WOMEN EMPLOYEES IN PRIVATE COMPANIES – A STUDY WITH REFERENCE TO CHENGALPET DISTRICT

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### ABSTRACT

This study shows that the explanations for which the female employees are facing trouble to uphold a work-life equilibrium are mostly because of: extended working hours, job inflexibility, work overload, responsibilities related to child care, judgement & biasness at work place, lack of managerial support, dominant managerial style and rare family support. The role of working women has changed throughout the world due to economic conditions and social demands. This has resulted in a scenario in which working women have tremendous pressure to develop a career as robust as their male counterparts while sustaining active engagement in personal life. The ever-increasing work pressure is taking a toll on the working women leaving them with less time for themselves. The finding of the study focuses on framing a structured guideline for the organizations so that the above mentioned reasons can be omitted and female employees can balance their professional and personal life.

**Keywords:** Women Employees', Work-life Balance, Organizations,

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### INTRODUCTION

In today's world, the concept "work-life balance" is considered to be one of the major issues that play a vital role in organizational success. However, work-life balance is seen differently in different society. A female employee faces more difficulties to balance their work and life than a male employee, this study focuses on women working in different sectors. The study shows that the reasons for which female employees are facing trouble to maintain a work-life balance are mostly because of long working hours, job rigidity, work overload, responsibilities related to child care, discrimination and biasness at work place, lack of supervisory support, dominant managerial style and scarce family support. Work-life stability has turned out to be a progressively pervasive concern for employers as well as employees. A good balance in life and work can play a dynamic role for accomplishing personal and administrative goals.

Women face problems to uphold balance between work-life mainly because of professional encounters they face every day. These encounters include long working hours, lack of managerial support, work burden, absence of durable policies. The notion "work-life balance" is well-thought-out to be one of the major issues that play a vital role in managerial success. However, work-life balance is seen otherwise in different society.

## 1. REVIEW OF LITERATURE

**Katherine T. Smith (2010)** in her empirical study examines research questions regarding work-life balance perspectives of millennial job candidates. Maslow's hierarchy theory and McClelland's motivational needs theory offer some theoretical support regarding why people strive to achieve a healthy work-life balance. Results of the study indicate that millennial regard work-life balance as important to a person's quality of work, job performance, ethical decision-making, and long-term job satisfaction.

**Paras Khan (2012)** in his analysis tries to articulate how WLB affects these variables-women's commitment and motivation in bringing about better organisational performance particularly at the turn of the millennium when organisations are in a constant flux of competition and change precipitated largely by the pressures of ascendancy of women's involvement in work-related activities, the descent of patriarchy and above all postmodernist pressure. It could be deduced that motivation and commitment are basic elements needed for organisations to perform better.

**R.Balaji (2014)** in his research has analysed and found out that variable quantity such as the extent of household, the age of kids, the work times and the level of communal backing influence the involvement of Work family conflict. It is also significant to note the success

level gained by women in career and family in spite of all the stress they undergo at work place. The study emphasized the need to formulate guidelines for the management of work life balance at organizational level as it is related to job satisfaction and performance of the employees.

**Rajesh K. Yadav, Nishant Dabhade (2014)** in their empirical study analyse the working environment and women's perception about the work life balance and job satisfaction, who are working in banking and education sector. Apart from it, another significant objective is to study effects of work life balance on job satisfaction and initiatives taken by the organizations for effective work life balance and its relation with the job satisfaction.

**Shobha Sundaresan (2014)** in her study focussed on topics, related to the subject, has revealed that working women experience greater difficulty than men in balancing work and family. It is also found that they experience conflict, as there is job spill over into the home more frequently than home spill over into work. Besides to succeed in one environment, working women are often called upon to make sacrifices in another as each of the environments makes different demands on them and have distinct norms to adhere to.

**Yadav, Neelam (2014)** have analysed that to avoid delays and failures, employees are working hard and giving their best to achieve work-life balance which is creating a lot of pressure on them and hence they are forced to finish their jobs irrespective of time limit. In the highly competitive global scenario, society and organizations are filled with conflicting commitment and responsibilities. Hence, work-life balance has become an important issue at workplace.

**Maharshi, Niharika; Chaturvedi, Richa (2015)** in their innovative study tried to determine the key factors which significantly affect the work-life balance of women employees in banking sector. Study also highlighted theoretical aspects and important determinants of work-life balance. Principal component analysis and linear regression model is used to identify the factor significant to the work-life balance of women employees.

**Sucheta Agarwal, Usha Lenka (2015)** in their research focussed on working women executives' problem of work-life balance. Developing family responsibilities as well as their potential roles, generate the issue of role conflict. In order to overcome role conflict, they need to balance between work and personal life style. To gain more flexibility and control on their work and personal obligations, women start up their own business. They contribute in job creation, innovation, and economic development of nation through their entrepreneurial activities.

**Omar Fayaz Khan, Asif Iqbal Fazili (2016)** in their innovative study has analysed the heightened debate of balance between work and personal life owes to i) high speed technological innovations, ii) considerable raise in expectations for both employees and employers, and iii) a realisation among employees for a fit between work and personal life which has got blurred due to mobile technologies. Work-life balance is a much broader concept in comparison to work-family balance in the sense, that it encompasses multiple roles outside family life e.g. community, leisure and religious roles, that an individual engages in.

**Monika Garg and Shuchi Dawra (2017)** in their study, aim to understand the relationship between work life balance and its impact on organization effectiveness. Herein the organization effectiveness is not only in terms of profits but also in terms of its culture due to employee behaviour. It is also cited that the same policies can incite different responses from employees and it is dependent upon the perception of each individual basis his or her fit of work and non-work activities. Perceived organization support and manager support also have been found to be important factors driving work life balance perception.

**Sneha Menaria & Shankar Chaudhary (2017)** in their empirical study focuses on the present issue of work-life balance of women employees, this research is done. The study aims to examine work-life balance of women employees and analyze various factors affecting work-life balance. In the competitive era, organizations are under competitive pressure to achieve high productivity and require employees with healthy work-life balance as an employee with a good work-life balance will be in a position to contribute more towards the organizational growth and success.

**Manasa, K. V. L, Showry. M (2018)** through their study reveals the extent to which work-life balance policies and practices contribute to work-life balance. The study found that organizational practices have a significant influence on work-life balance among women IT employees. It also shows that leadership plays an important role in implementing work-life balance practices and welfare programs, role conflict and job sharing are found to have higher level of satisfaction among the employees.

**A.Vasumathi (2018)** in her empirical study has swotted the literature on work- life equilibrium of women employees with regard to implication, theories, determinants, facilitators, managing strategies, performance and finally, consequences of it thereof.

**Dr. G. Balamurugan, M. Sreeleka (2020)** in their analysis found that women employees are coming forward to support their family. The problem women employees' face is health condition, Pregnancy discrimination, Sexual harassment, no equal pay, etc. Health problems

are likely lead to lower sales and performance of the working women. This paper focuses on the tough life of women employees were working in different sector.

**Tahani H. Alqahtani (2020)** in his empirical study has analysed that Work-family conflict occurs when an individual experiences incompatible demands between family and work roles, causing participation in both roles to become more difficult. This imbalance creates conflict at the work-life interface. Many family-friendly organizations feel the need for work-life balance which includes recruitment and retention of valuable work force, reduced employee stress, job satisfaction, reduced absent. Additional future studies are needed in non-western places using samples that are often overlooked in the literature, as well as more cross-cultural research should be conducted on this topic in the future.

## **2. WORK-LIFE BALANCE OF WOMEN EMPLOYEES**

Work-life balance is a term used to describe the balance between an individual's professional and personal life. A healthy work-life balance assumes great significance for working women particularly in the current context in which both, the family and the workplace have posed several challenges and problems for women.

### **2.1 BALANCE IN WORK AND LIFE**

Work-Existence Balance refers to an individual's ability to schedule their professional and personal hours to live a healthy and serene life. It focuses on women's values and attitudes toward their age related to arranging and balancing their work and personal lives.

The following variables have an impact on WLB's experience.

1. Work-Family Conflict and Family Relationships Workplace Disputes
2. Women in a variety of roles
3. Workplace Stress
4. Taking care of children.

Work-Life balance isn't something that happens by accident. It entails the efforts of various stakeholders, including the employee, the organization for which the person works, the employee's family, and the society in which the employee lives.

### **2.2 WORKPLACE FAMILY CONFLICT**

Work-family conflict is defined as an incompatibility between the domains of work and family. When involvement in one function becomes more difficult due to participation in the other, there is a conflict between both environments.

### **2.3 WLB AND WOMEN'S ROLE**

Women are typically employed full-time and work a minimum of 8 hours per day, five days per week, and face growing workloads daily. As a result, most of them have work and family duties, but how can you strike a balance between the two? Today's fast-paced world needs talent, tact, expertise, and caution. Women must balance high job expectations, office commitments, tight meeting schedules, and life's duties and responsibilities.

### **2.4 WORKPLACE STRESS AND A LACK OF WORK-LIFE BALANCE.**

Women in high-ranking positions in the workplace are expected to arrive on time, cook, clean, and care for their families, increasing their stress levels and leading to health issues.

### **2.5 CHILDREN'S SERVICES.**

Working mothers with little children are compelled to leave them in daycare or the care of a housekeeper. It causes them to be more stressed and unable to focus on their profession. They are also unable to provide adequate care for them at times. The main reason for wage disparities between men and women is the segregation of men and women into different occupations. Occupational segregation limits people's professional options, particularly in the key early years of adulthood. It was the case for the Europeans. Commission's and ILO's conviction in occupational safety and health. Segregation is a problem that can and should be solved.

## **3. STATEMENT OF PROBLEM**

Work-life “imbalance” has over the time attracted hesitation because of the over growing problems related to worker health failing degrees of competence and productivity at the employee grade, and boredom at work area. The distinction also has a off putting effect within the personal life of operating humans some of which has developed to be social dangers like infertility because of excessive strain ranges, growing quantity of divorces,

beginning of nuclear households. Expert of the contemporary appears to be extra involved in work-life that gives them larger elasticity at work place.

Working network has various needs at different degrees of their existence. As a end result, human beings try for stability of their running hours and their non-public commitments. Work- life stability has now turned out to be a sensitive issue because it offers apparent advantages to organizations and its personnel. Businesses can now cognizance on grooming their personnel who in recent times aren't merely seemed as work however taken into consideration because the human capital of the enterprise. This will visit a big quantity help in maintaining worker which may also be seen as a crucial driving pressure.

#### **4. OBJECTIVES**

- a. To analyze the support from the management for their women employees’.
- b. To measure the personal and career growth opportunities in the company.
- c. To evaluate the recognition level of women employees from the superiors in the private sector.

#### **5. SCOPE OF THE STUDY**

The most giant elements of lifestyles are one's career and ambitions. The majority of ladies are seeking paintings to help their families. Because of changes in the environment and financial situations, this transformation is now regular and dynamic. Women's greatest conflict is balancing the responsibilities of circle of relatives and employment. Profession development, paintings strain, profession aspiration, work-own family warfare and circle of relative's paintings battle, infant care with work-life styles balance (WLB) and its methods are all identified as some reasons.

Given that women are similarly sharing the incomes duty for the welfare of their families, the work-lifestyles stability of women personnel has end up a primary subject matter. Women are gaining employment and persevering with to paintings after marriage. In worrying for small kids and families, a married woman bears extra obligation than a male. Running women, through their dedication and perseverance, efficiently overcome destructive situations. Women's participation in profits-producing sports lets in them to satisfy their domestic needs to a bigger degree.

#### **6. LIMITATIONS OF THE STUDY**

1. The Cost and time are the major limitations for this research.
2. The study is limited to the components of Women Employees’ work-life balance.

3. The study is limited to private companies only and especially for the women employees.

## 7. HYPOTHESES

1. There is a significant relationship between age and support of the women employees in the organization (H1),
2. There is a significant relationship between work-life balance and sufficient time to take care of child and elder (H2)

## 8. METHODOLOGY

The researcher used the sampling method for collecting the data from the respondents. 100 questionnaires used to collect the data from the employees in different organizations but usable is only 99 therefore the sample size for this study is 99. The secondary data have been collected through Articles, journals, website, E-Journals and Textbooks.

**Table: 1**

| Reliability Statistics |            |
|------------------------|------------|
| Cronbach's Alpha       | N of Items |
| .823                   | 5          |

The researcher has used the Cronbach's Alpha test to measure the internal consistency for validate the survey questionnaire. The Cronbach's Alpha Value is 0.823

## 9. ANALYSIS AND RESULTS

**Table: 2**

| KMO and Bartlett's Test                          |                    |         |
|--------------------------------------------------|--------------------|---------|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. |                    | .685    |
| Bartlett's Test of Sphericity                    | Approx. Chi-Square | 477.427 |
|                                                  | df                 | 91      |
|                                                  | Sig.               | <.001   |

Kaiser-Meyer-Olkin Measure is an index which define the sampling adequacy. The KMO value is 0.685 which is more than 0.5 hence it can be considered acceptable.

Bartlett's Test of Sphericity helps the researcher to decide whether the result of factor analysis are worth considering and continue to analyzing the research work. Bartlett's Test of

Sphericity significant at the level of <0.001 significance which shows that there is a high level of correlation between the variables, which is adequate for the factor analysis.

### 9.1 ASSOCIATION BETWEEN AGE AND COMPANY SUPPORT THE WOMEN EMPLOYEES

**Table: 3**

|     |                |              | company support the Women Employees |       | Total  |
|-----|----------------|--------------|-------------------------------------|-------|--------|
|     |                |              | Yes                                 | No    |        |
| Age | Below 30       | Count        | 20                                  | 1     | 21     |
|     |                | % within Age | 95.2%                               | 4.8%  | 100.0% |
|     | 30-40 years    | Count        | 24                                  | 0     | 24     |
|     |                | % within Age | 100.0%                              | 0.0%  | 100.0% |
|     | 40-50 years    | Count        | 43                                  | 1     | 44     |
|     |                | % within Age | 97.7%                               | 2.3%  | 100.0% |
|     | Above 50 years | Count        | 9                                   | 1     | 10     |
|     |                | % within Age | 90.0%                               | 10.0% | 100.0% |
|     | Total          | Count        | 96                                  | 3     | 99     |
|     |                | % within Age | 97.0%                               | 3.0%  | 100.0% |

Source: Primary Data

This crosstab table indicates that majority of the 30 to 40 age group employees are examined their Company support the Women Employees (100% of this age group). It is found that most of the companies are support their women employees in the age group of 30 to 40. The nature of association is tested in the following chi-square table.

#### Chi-Square value of age and company support the Women Employees

**Table: 4**

|                                 | Value              | df | Asymptotic<br>Significance<br>(2-sided) |
|---------------------------------|--------------------|----|-----------------------------------------|
| Pearson Chi-Square              | 2.703 <sup>a</sup> | 3  | .440                                    |
| Likelihood Ratio                | 2.799              | 3  | .424                                    |
| Linear-by-Linear<br>Association | .190               | 1  | .663                                    |
| N of Valid Cases                | 99                 |    |                                         |

Source: Computed Data

### Interpretation

The Pearson Chi-Square value = 2.703 and the P value is 0.440, it is insignificant. So that Null hypothesis is accepted.

## 9.2 Annual Income and Women employees getting recognition from superiors

Table: 5

|               |                    |                        | Women employees getting recognition from superiors |       | Total  |
|---------------|--------------------|------------------------|----------------------------------------------------|-------|--------|
|               |                    |                        | Yes                                                | No    |        |
| Annual Income | Less than 3,00,000 | Count                  | 28                                                 | 3     | 31     |
|               |                    | % within Annual Income | 90.3%                                              | 9.7%  | 100.0% |
|               | 300000 to 500000   | Count                  | 19                                                 | 3     | 22     |
|               |                    | % within Annual Income | 86.4%                                              | 13.6% | 100.0% |
|               | above 500000       | Count                  | 41                                                 | 5     | 46     |
|               |                    | % within Annual Income | 89.1%                                              | 10.9% | 100.0% |
| Total         |                    | Count                  | 88                                                 | 11    | 99     |
|               |                    | % within Annual Income | 88.9%                                              | 11.1% | 100.0% |

Source: Primary Data

The above crosstab table indicates, majority of the employees belongs to less than 300000 income group. It was examined that less than 300000 income group are getting recognition from superiors. The nature of association is tested in the below chi-square table.

**Chi-Square value of annual income and Women employees getting recognition from superiors**

**Table: 6**

|                                 | Value             | df | Asymptotic<br>Significance<br>(2-sided) |
|---------------------------------|-------------------|----|-----------------------------------------|
| Pearson Chi-Square              | .209 <sup>a</sup> | 2  | .901                                    |
| Likelihood Ratio                | .203              | 2  | .903                                    |
| Linear-by-Linear<br>Association | .015              | 1  | .903                                    |
| N of Valid Cases                | 99                |    |                                         |

**Interpretation**

Pearson Chi-square value of the above table is .209. The P value is more than 0.05 hence the null hypothesis of this variance is accepted @5% level of significance. It is concluded that there is no significance relationship between **Chi-Square value of annual income and Women employees getting recognition from superiors**.

**9.3 Work- Life Balance - One-Sample t-test**

**Table: 7**

| <b>One-Sample t-test</b>                        |                |      |                   |                    |        |    |      |
|-------------------------------------------------|----------------|------|-------------------|--------------------|--------|----|------|
| Factors                                         | Test value = 3 |      |                   |                    |        |    |      |
|                                                 | N              | Mean | Std.<br>Deviation | Mean<br>Difference | t      | df | Sig  |
| sufficient time to take care of child and elder | 99             | 2.80 | 1.293             | -.202              | -1.554 | 98 | .062 |
| Get enough support from family members          | 99             | 2.65 | 1.380             | -.354              | -2.549 | 98 | .006 |
| Commuting facility available at place of work   | 99             | 2.86 | 1.443             | -.141              | -.975  | 98 | .166 |

|                                                          |    |      |       |       |        |    |      |
|----------------------------------------------------------|----|------|-------|-------|--------|----|------|
| Chance for personal and career growth opportunities      | 99 | 2.67 | 1.262 | -.333 | -2.629 | 98 | .005 |
| Receiving proper supervisory guide from the organization | 99 | 2.62 | 1.323 | -.384 | -2.888 | 98 | .002 |

### Interpretation

The P value of variables such as Get enough support from family members (2.65), Chance for personal and career growth opportunities (2.67) and receiving proper supervisory guide from the organization (2.62) are less than 0.01 at 1% level of significance. Hence null hypothesis is rejected. It concludes that there is a significance difference between the factors of WLB such as sufficient time to take care of child and elder, Get enough support from family members, Chance for personal and career growth opportunities and receiving proper supervisory guide from the organization.

The p value of the WLB factors such as sufficient time to take care of child and elder (2.80), and Commuting facility available in the work place (2.86) is more than 0.05 at 5% level of significance. Hence null hypothesis is accepted. It concludes that there is no significance difference in sufficient time to take care of child and elder, and Commuting facility available in the work place among the respondents.

#### 9.4 One- Way ANOVA- Work Life Balance Factors

**Table: 8**

| ANOVA                                           |                |                |    |             |       |      |
|-------------------------------------------------|----------------|----------------|----|-------------|-------|------|
|                                                 |                | Sum of Squares | df | Mean Square | F     | Sig. |
| sufficient time to take care of child and elder | Between Groups | 4.993          | 3  | 1.664       | .995  | .399 |
|                                                 | Within Groups  | 158.967        | 95 | 1.673       |       |      |
|                                                 | Total          | 163.960        | 98 |             |       |      |
| Get enough support from family members          | Between Groups | 8.088          | 3  | 2.696       | 1.435 | .238 |
|                                                 | Within Groups  | 178.538        | 95 | 1.879       |       |      |

|                                                                |                   |         |    |       |       |      |
|----------------------------------------------------------------|-------------------|---------|----|-------|-------|------|
|                                                                | Total             | 186.626 | 98 |       |       |      |
| Commuting facility<br>available at place of<br>work            | Between<br>Groups | 11.857  | 3  | 3.952 | 1.954 | .126 |
|                                                                | Within Groups     | 192.163 | 95 | 2.023 |       |      |
|                                                                | Total             | 204.020 | 98 |       |       |      |
| Chance for personal and<br>career growth<br>opportunities      | Between<br>Groups | .621    | 3  | .207  | .127  | .944 |
|                                                                | Within Groups     | 155.379 | 95 | 1.636 |       |      |
|                                                                | Total             | 156.000 | 98 |       |       |      |
| Receiving proper<br>supervisory guide from<br>the organization | Between<br>Groups | 2.561   | 3  | .854  | .480  | .697 |
|                                                                | Within Groups     | 168.853 | 95 | 1.777 |       |      |
|                                                                | Total             | 171.414 | 98 |       |       |      |

### Interpretation

The P value of variables such as sufficient time to take care of child and elder, Get enough support from family members, Commuting facility available at place of work, Chance for personal and career growth opportunities and Receiving proper supervisory guide from the organization are more than 0.05 at 5% level of significance. Hence null hypothesis of the above variables are accepted. It concludes that there is no significance difference between the above factors of WLB.

### Post Hoc –Tukey HSD Test- WLB factors

**Table: 9**

| Dependent Variable                                    | Age of the<br>respondents | Age of the<br>respondents | Mean<br>Difference | Std. Error | Sig. |
|-------------------------------------------------------|---------------------------|---------------------------|--------------------|------------|------|
| sufficient time to<br>take care of child<br>and elder | Below 30                  | 30-40 years               | -.143              | .387       | .983 |
|                                                       |                           | 40-50 years               | .289               | .343       | .834 |
|                                                       |                           | Above 50 years            | -.343              | .497       | .901 |
|                                                       | 30-40 years               | Below 30                  | .143               | .387       | .983 |
|                                                       |                           | 40-50 years               | .432               | .328       | .555 |
|                                                       |                           | Above 50 years            | -.200              | .487       | .976 |
|                                                       | 40-50 years               | Below 30                  | -.289              | .343       | .834 |
|                                                       |                           | 30-40 years               | -.432              | .328       | .555 |

|                                                     |                |                |        |      |       |
|-----------------------------------------------------|----------------|----------------|--------|------|-------|
|                                                     | Above 50 years | Above 50 years | -.632  | .453 | .506  |
|                                                     |                | Below 30       | .343   | .497 | .901  |
|                                                     |                | 30-40 years    | .200   | .487 | .976  |
|                                                     |                | 40-50 years    | .632   | .453 | .506  |
| Get enough support from family members              | Below 30       | 30-40 years    | -.321  | .410 | .861  |
|                                                     |                | 40-50 years    | .330   | .364 | .801  |
|                                                     |                | Above 50 years | .462   | .527 | .817  |
|                                                     | 30-40 years    | Below 30       | .321   | .410 | .861  |
|                                                     |                | 40-50 years    | .652   | .348 | .247  |
|                                                     |                | Above 50 years | .783   | .516 | .431  |
|                                                     | 40-50 years    | Below 30       | -.330  | .364 | .801  |
|                                                     |                | 30-40 years    | -.652  | .348 | .247  |
|                                                     |                | Above 50 years | .132   | .480 | .993  |
|                                                     | Above 50 years | Below 30       | -.462  | .527 | .817  |
|                                                     |                | 30-40 years    | -.783  | .516 | .431  |
|                                                     |                | 40-50 years    | -.132  | .480 | .993  |
| Commuting facility available at place of work       | Below 30       | 30-40 years    | -.131  | .425 | .990  |
|                                                     |                | 40-50 years    | .430   | .377 | .666  |
|                                                     |                | Above 50 years | -.648  | .546 | .638  |
|                                                     | 30-40 years    | Below 30       | .131   | .425 | .990  |
|                                                     |                | 40-50 years    | .561   | .361 | .410  |
|                                                     |                | Above 50 years | -.517  | .535 | .769  |
|                                                     | 40-50 years    | Below 30       | -.430  | .377 | .666  |
|                                                     |                | 30-40 years    | -.561  | .361 | .410  |
|                                                     |                | Above 50 years | -1.077 | .498 | .141  |
|                                                     | Above 50 years | Below 30       | .648   | .546 | .638  |
|                                                     |                | 30-40 years    | .517   | .535 | .769  |
|                                                     |                | 40-50 years    | 1.077  | .498 | .141  |
| Chance for personal and career growth opportunities | Below 30       | 30-40 years    | .095   | .382 | .995  |
|                                                     |                | 40-50 years    | .171   | .339 | .958  |
|                                                     |                | Above 50 years | -.038  | .491 | 1.000 |
|                                                     | 30-40 years    | Below 30       | -.095  | .382 | .995  |

|                |                |                                                          |                |             |      |       |
|----------------|----------------|----------------------------------------------------------|----------------|-------------|------|-------|
|                |                | 40-50 years                                              | .076           | .325        | .995 |       |
|                |                | Above 50 years                                           | -.133          | .481        | .993 |       |
|                |                | 40-50 years                                              | Below 30       | -.171       | .339 | .958  |
|                |                |                                                          | 30-40 years    | -.076       | .325 | .995  |
|                |                |                                                          | Above 50 years | -.209       | .448 | .966  |
|                |                | Above 50 years                                           | Below 30       | .038        | .491 | 1.000 |
|                |                |                                                          | 30-40 years    | .133        | .481 | .993  |
|                |                |                                                          | 40-50 years    | .209        | .448 | .966  |
|                |                | Receiving proper supervisory guide from the organization | Below 30       | 30-40 years | .357 | .398  |
| 40-50 years    | .221           |                                                          |                | .354        | .924 |       |
| Above 50 years | .557           |                                                          |                | .512        | .698 |       |
| 30-40 years    | Below 30       |                                                          | -.357          | .398        | .807 |       |
|                | 40-50 years    |                                                          | -.136          | .338        | .978 |       |
|                | Above 50 years |                                                          | .200           | .502        | .978 |       |
| 40-50 years    | Below 30       |                                                          | -.221          | .354        | .924 |       |
|                | 30-40 years    |                                                          | .136           | .338        | .978 |       |
|                | Above 50 years |                                                          | .336           | .467        | .889 |       |
| Above 50 years | Below 30       |                                                          | -.557          | .512        | .698 |       |
|                | 30-40 years    |                                                          | -.200          | .502        | .978 |       |
|                | 40-50 years    |                                                          | -.336          | .467        | .889 |       |

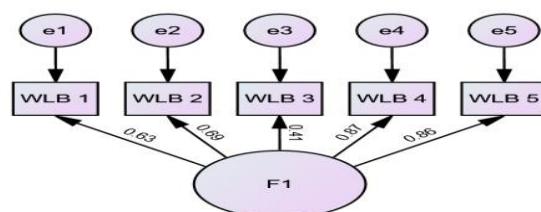
### Interpretation

The Post Hoc- Tukey HSD test is used to test the significant difference between group based mean difference. Above 50 years age group respondents have more time to take care of children and elder as compared with up to 30 age group, 30- 40 years and 40 to 50 age group. 30 to 40 age women employees getting enough support from their family members compare with the other age group.

Above 50 age group respondents are availing commuting at their work place and they have a chance for personal and career growth opportunities compare with other age group respondents. Below 30 years age group respondents receiving proper supervisory guide from their organization. It concludes that the P value of the work life balance factors such as sufficient time to take care of child and elder, Get enough support from family members, Chance for personal and career growth opportunities and receiving proper supervisory guide

from the organization are more than 0.05, at the 5% level of significance. Hence the null hypothesis of these variables are accepted. It ascertained that there is no significance difference between these variables and the age of the respondents.

### 9.5 Confirmatory Factor Analysis



**Table:10**  
**Values of CFA Model**

|       |       |
|-------|-------|
| CMIN  | 2.528 |
| GFI   | 0.948 |
| AGFI  | 0.844 |
| CFI   | 0.960 |
| RMSEA | 0.125 |

#### Interpretation

Based on the confirmatory factor analysis it is examined that the WLB factors such as sufficient time to take care of child and elder, Get enough support from family members, Chance for personal and career growth opportunities and receiving proper supervisory guide

from the organization is most important for the organizational development and improve the performance of women employees.

#### 10. Findings

Most women would prefer flexible timing, and supportive spouse, family and friends as well as an environment conducive for work at the office. Most women would prefer flexible timing, and supportive spouse, family and friends as well as an environment conducive for work at the office. To satisfy the own family's needs, ladies personnel must take care of their households physically and financially. Paintings on accomplishing company goals as well as non-public improvement to meet career requirements. Companies need to enforce human aid strategies and policies to cope with the existing company environment's demanding situations with women's paintings-life styles stability.

#### 11. Conclusion

This study is an attempt to understand how the presence or absence of one or both of these impacts the overall results in terms of culture building for women employees with or without the caring responsibilities. Working women's are recommended to recognize that an appropriate stability among work and domestic lifestyles is an unattainable fable. As an alternative, don't forget paintings a few of the couple of lifestyles roles that you manage at the side of different roles. Each position may additionally require greater attempt/time than others across the path of the year and at some stage in your existence. Are seeking help from others to your paintings and existence environments to proportion the load.

By prioritizing your roles can help you decide how great to control it slows across your diverse roles and obligations. To acquire work-life balance, each woman should set a goal and attain success in her task and her circle of relatives. Making plans, organizing, and putting limits are a number of the processes and skills hired at home and at work to achieve a profitable and pleasant properly-balanced life each professionally and in my opinion. This study concluded that WLB factors such as sufficient time to take care of child and elder, Get enough support from family members, Chance for personal and career growth opportunities and receiving proper supervisory guide from the organization is most important for the organizational development and improve the work-life balance of women employees and organizational development.

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