

**A STUDY ON WORK-LIFE BALANCE (WLB) AMONG WOMEN EMPLOYEES IN
SHOE COMPANIES WITH REFERENCE RANIPET DISTRICT**

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1.1 INTRODUCTION

Every human being needs a work-life balance to survive their life peacefully. As per the Indian culture in the olden days, people used to follow their ancestors and do family (ancestral) jobs. The whole family involves in the job. Both male and female of the family members do their part of work. They follow their ancestors by generation (father takes the job of his father; son takes the father's job. (Example farmer, weavers, handloom workers, and goldsmith). So whenever they have a celebration, function in their family or society, they totally involved with the family and relation for the ceremony. Through this, it is understood that the total family including the women involves in the job (like farming when the farmer (men) involves in ploughing, seeding, and the women involves seeding, thrashing, harvesting and cooking (for family members and whole farming people who are working in her land). When it is time for domestic work she gets help from the whole family. So there is no need for work-life balance for women in those days. Earlier, it was seen that women have entirely devoted to the family work alone.

Now a days as they are going to a job. They have changed their attitude and they have to balance between family, self, work and society. We can see women working in various fields starting from the birth of a child (Hospital – Doctor or nurse) to the death of a human (Cemetery worker). The various studies have been conducted to find out the work-life balance in different sectors among both men and women workers.

1.2 CONCEPTUAL FRAMEWORK

This study examines and explains show organizational factors, family factors and work-life satisfaction factors are affecting the work and family balance of the working women specifically in Shoe Company.

The organizational factors are named as

- Organizational policies
- Job engagement
- Work overload
- Work expectations
- And Organization facilities.

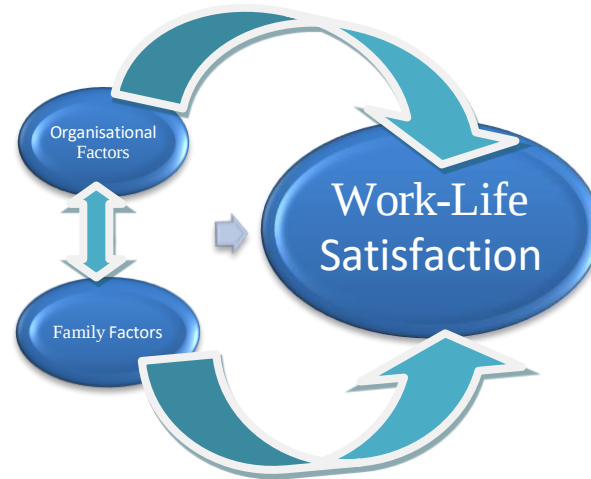
The family factors are named as

- Self-management
- Fulfilling family responsibilities
- Expectations from family
- Socializing with family members
- And Family support

The Work-life satisfaction factors are named as

- personal satisfaction
- And work satisfaction

The below figure shows that how the organizational factors and family factors are interrelated with the work-life satisfaction factors.



1.3 REVIEW OF LITERATURE

Mattessich et al., (2017) in their work titled “parenting and female dermatologists perceptions of work-life balance”. It is examined that the purpose of this survey study is to report on the current opinions of female dermatologists with regard to family planning, maternity leave and career success. The data collected from 183 members of the women dermatologic society using 13- questions. The study finds ways to lesser the competing demands of work and family life by working part-time, hiring in-home help, or relying on supportive family members.

HimaliLakhera (2019) This study reveals that the work-life balance of female employees working in Indian star hotels. Though it’s a service industry, it requires the employees to work 24× 7 which makes them comprise their personal and family time. The objective of the research was to identify the factors affecting the work-life balance and its impacts and what are the ways to improve it. The researcher used a connivance random

sampling method with a sample size of 50. The study found married women living with joint family have a balanced work-life compared to working women from a nuclear family. The study suggests implementing stress management and time management programs, skill training, and counseling sessions for employees to increase their performance.

1.4 STATEMENT OF THE PROBLEM

Work-life balance concept has been increasing importance for the research because it is one of the work-related issues affecting the productivity of employees in an organization as well as in performing role-related to the family. In Tamilnadu, the Ranipet District is identified as one of the most imperative and vivacious Districts in terms of industrial development in the State. This District has a dominant presence in the Leather and leather-based industries. The Ranipet District accounts for more than 47% of the country's export leather and leather related products such as finished leather, shoe uppers, shoes, garments, gloves and so on. The Ranipet District most of the scope for the expansion and enlargement of industries engaged in Chemicals, Food processing, Sugar/Jaggery manufacturing, Synthetic Fibres, Fertilizer Manufacturing, Textiles Garments, Steel and Auto bearing manufacturing. The work pattern of leather companies undergoes various changing issues in terms of organizational policy and individual commitment. The growing competition among various companies in this sector, the job shift, recent economic slowdown, and the market rehabilitation strategies adopted by the companies need the employees to contribute more at workplaces irrespective of the time schedule in the form of job expansion, workload enrichment and customer satisfaction. The changing phenomenon increasing anxiety among working women where they have to manage the chunks of their family and work and need to strike a balance between their work life and personal life. Hence the present study analyzed the employees' work-life balance practices their relevance in shoe companies in Ranipet District. This study analyses how the work-life balance impact on work-life satisfaction which gives quality and quantity output in the shoe

companies and how the organization and family satisfaction will increase due to work-life balance. The questionnaire was developed for assessing the family life, work-life, and personal life of the women employee.

1.5 NEED OF THE STUDY

The Indian scenario has been changing strikingly due to globalization, reaching the upward degree of competition and work culture of the organization. Today working women in India are continuously facing challenges by the organizational commitment. In addition to that women have to play multifaceted roles at family, society and at workplaces with unaccustomed pressures at different atmosphere. The psychotic co-ordination and support behind indulge both family and work conflicts and it also mutually influences each other. The changing phenomenon increasing anxiety among working women where they have to manage the chunks of their family and work and need to strike a balance between their work life and personal life.

Companies have realized the importance of work-life balance with respect to the productivity and the creativity of the employees. Employers offer various programs such as flexible hours, shifts, team outing, daycare centres, health care centres, etc. to motivate the employees to work efficiently. Employees feel motivated and become loyal and committed towards the organization as it puts an extra effort to provide a healthy balance between work and life. Many studies conducted on WLB of women employees in various fields i.e., IT Sector, Banking sector, Govt Sectors, Education sector and Medical sector. However, there is no research carried on the work-life balance of women in shoe companies of Ranipet District. Thus, the need arises to have a comprehensive study of working women in shoe companies in these regions.

1.6 OBJECTIVES OF THE STUDY

- 1 To study the demographic profile of shoe company female workers.
- 2 To examine the hindering challenges faced by women employees in shoe companies
- 3 To identify the various dimensions of work-life balance.
- 4 To analyze the relationship between organizational factors, family factors, and work-life satisfaction to attain work-life balance.
- 5 To derive the impact of family type on work-life balance.

1.7 HYPOTHESES OF THE STUDY

The following hypotheses are framed in this study

1. **Ho:** There is no significant association between the demographic profile and organization Factors.
2. **Ho:** There is no significant difference between demographic and family factors impacting work-life balance.
3. **Ho:** There is no significant difference in opinion of respondents residing in the joint and nuclear family on organization factors, family factors and work-life satisfaction factors impacting work-life balance.
4. **Ho:** There is no significant relationship between organizational factors and work-life satisfaction.
5. **Ho:** There is no significant relationship between family factors and Work-life satisfaction.

1.8 METHODOLOGY OF THE STUDY

The main purpose of the study is to find out the relationship between work and life of women working in Shoe Companies and how they get job satisfaction and family satisfaction. The researcher finds the implication of a designed methodology which leads to the finalized correct result. The blueprint of the research work includes research design, study area, collecting data and sample technique.

1.8.1 Research design

The present study approaches descriptive analysis. The study undergoes two steps, preliminary pilot study and then the main study. The data was collected through the primary data collection method using a well-framed questionnaire.

1.8.2 Study area

The researcher selected Vellore district as the study area, where more leather industries are functioning in different categories like Raw processing unit, Tannery unit, Buffing and Splitting units, Finishing units, Safety goods manufacturing units, (Hand Gloves, Leg guards, Aprons etc.), Handbags unit, belt & purse unit, Shoe unit etc. The researcher has targeted areas like Ranipet, Arcot, Wallajah, Arakonam. Thiruthani.

1.8.3 Sources of data collection

The present study data was collected through both primary and secondary data. The primary data were collected through the framed questionnaire from Shoe Company working women. In Ranipet district. The secondary data collected by the researcher through a number of libraries of different colleges, referred articles, journals, a paper published in seminars, related topic books, magazines, universities and leather companies(shoe units).

1.8.4 Pilot study

A pilot study was conducted for testing the feasibility and reliability of the questionnaire. Data was collected from 137 respondents from the Ranipet area for pre-testing the questionnaire. Based on the reliability and validity of the questionnaire instrument have modified. The final reliability of the questionnaire was 0.823.

1.8.5 Sampling Technique

The present study was adopted stratified random sampling techniques to collect the data from the respondents. The researcher collected samples from the lower level working women respondents whom so ever she met in these areas. 675 questionnaire were equally distributed to all nine taluks. Out of 675 questionnaires, 566 were finalized, 94 were not received and 15 were incomplete.

1.8.6 Period of the study

The area of the study was restricted to the shoe unit. The primary data was collected during the period of May-August 2023. The entire study was conducted for a period three months from May2023- August-2023.

1.9 TOOLS USED FOR STATISTICAL ANALYSIS

The collected data have been analyzed with the help of the Statistical Package for Social Sciences (SPSS version 22) and Smart PLS2.0. In this study, various statistical tools i.e. Percentage analyzes, Exploratory factor analysis, Chi-Square analysis, Kruskal Wallis Test, Mann Whitney test and Partial Least Squares (SEM – Structural equation modelling) have been employed to analyze the data.

- i. To study the demographic profile of the **respondents, percentage analysis, bar charts and pie charts** are used.

- ii. **Friedman rank test** is conducted in order to analysis the problem faced by women leather workers.
- iii. **Exploratory FactorAnalysis** employed to find out the dimensions of organisation factor, family factors and work-life factors.
- iv. **Skewness, kurtosis, Q-Q plots, Kolmogorov- Smirnov and Shapiro-Wilk** are used to know the normality of the data.
- v. **Chi-square test** is used to describe the association between Demographic factors such as age, marital status, level of education, Nature of work, monthly income with organisational factors.
- vi. **Kruskal Wallis Test** was used to examine the significant difference between demographic factors such as marital status, Distance of work, Hours spent with family, Number of depends in family, Hours spent at work with family factors.
- vii. **Mann Whitney U Test** is used to find out the significant difference between the family type and work-life balance factors.
- viii. **Partial Least Squares (SEM – Structural equation modelling)** is employed to measures the direct and indirect relationship between organisational factor, family factor, work-life satisfaction and to know the model fit.

1.10 LIMITATIONS OF THE STUDY

Leather manufacturing is a very large Industry. The study has been conducted only on women who work at the operative level and non-administrative level in leather footwear (Shoe companies). The result of this study is likely to change if the sample size and study area are different. Another limitation of this study is that it attempts to analyses only women who work in the leather shoe manufacturing companies but does not make a study for Men and other working women in different field of the leather industry. (Tannery, Safety hand gloves, Belt, coat, and bags manufacturing units.) The sample size was only 0.4 % of working women because the time is a very limited factor.

1.11 MAJOR FINDINGS

- The study found that a majority of the female shoe workers were in the age group of more than 41 years. It is found out that 24.2 percent of the age group of respondents in the shoe companies was up to 31- 35 years.
- 46.7 percent of respondents had only primary education. The study shows that 7.8 percent of the respondents were had an undergraduate qualification.
- The majority of respondents were 2-5 years' experience in shoe companies. The study shows that 18.91 percent of women workers are having more than five years of experience.
- The majority (72.4%) of the women workers were employed on a probation basis. The study shows that only 23.5 % of respondents were permanent workers in shoe companies.
- 10.2 percent of the respondents of shoe companies are drawing Rs. 8,000-12,000, 9.4 percent of respondents earning $\geq 10,000$, who were having 2-3 years of experience drawn up to Rs. 15,000 salary.
- The study found that a great majority 82.69 percent of respondents were married and 17.31 percent of women were unmarried. The study also examines that 44.52 percent of respondents have two children, 1.41 percent of respondents have more than 3 children.
- The majority of respondents live in a nuclear family (66.61%) with 1-2 dependents and 25 percent of them having 2-3 dependents in their family.
- The research study revealed that only 0.9 percent of the women were travel around 80 Km to their workplace. The majority of the respondents were travelling around 5 Km to their workplace. The study revealed that 29.5 percent of the respondents travelling 10 Km from home to their workplace.

1.11.1 FACTOR ANALYSIS

- In the factor analysis, the factors are named three headings, organizational factor, family factor, work-life satisfaction factor.
- **ORGANISATION FACTOR:** Factors analysis results of organization factors showed four items loading with 62.789 percent of variance i.e., Organization Policies (work-life balance policy maternity leave policy/sick leave policy, productivity policy etc.), Job Engagement policies (nature of job, workers co-operation and work within time.), Work Load (shift work and time of reaching home) and Work Expectation (no conflict in job career and fair treatment in work).
- **FAMILY FACTOR :** The family factor of the factor analysis also loading with four factors (i.e.,) Self Management (workers desires, regularly recreation, sufficient time for relax, time management and prayer time), Fulfilling Family Responsibilities (dependents needs, time spent with kids, and aged parents caretaking), The Expectations From Family (Regular contact with relatives, Spending time with partner and family members) and Family Support, (help form family members for doing children care, cooking, washing, cleaning and shopping).
- **WORK-LIFE SATISFACTION FACTOR:** According to the factors analysis results of work-life satisfaction, it shall be taken under two heads i.e., The Personal satisfaction Factors which includes six statements with 38.629 percent of variance and second factor Work Satisfaction loaded with 22.303 Percent of variance i.e., Incentives, salary and supervision.

1.11.2 CHI-SQUARE ANALYSIS

The chi-square analysis was used to examine the association between the demographic variable and organization factors. The following variables age, marital status, Qualification, Nature of job and monthly income are considered to know the relationship.

The following table shows the significant association at 5 % level.

S.No	Variables	P value @ 5 %	Results
1.	Age and Organisation factor	.000	Significant
2.	Marital Status and Organisation factor	.051	Not Significant
3.	Qualification of the respondents and Organisation Factors	.014	Significant
4.	Nature of work and Organisation Factors	.002	Significant
5.	Monthly Income and Organisation Factors	.006	Significant

It is concluded from the above statistical tool, there is a significant relationship between Age, Nature of work and Monthly income with Organization Factors.

1.11.3 KRUSKAL WALLIS TEST

This test also called the “H Test” sometimes called the “one-way ANOVA” on ranks; it is a non-parametric test. This test was framed with hypothesis and results were concluded by a significant difference between demographical and family factors that impacting work-life balance.

S.No	Variables	P value @ 5 %	Results
1.	Marital status and Family factor	.000	Significant
2.	No. Dependents and Family factor	.985	Not Significant
3.	The distance of work and Family factors	.167	Not Significant
4.	Hours spent with family and Family factors	.177	Not Significant
5.	Hours spent at work and Family factors	.288	Not Significant

It is concluded from the study that there is no relationship between the Distance of work, Hours spent with family, hours spend with work with family factors. The work-life balance impacts on only marital status because marital status and family factors have an only significant relationship with work-life balance.

1.11.4 MANN WHITNEY U TEST

The result reveals that the table value (5%) is greater than the calculated value, So there is a significant difference in the opinion of respondents residing joint and nuclear family about the factors (both dependent and independent) with impacting work-life balance.

STRUCTURAL EQUATION MODELLING

Structural Path	Path coefficient	t-statistics	P-Value	Decision
OF -> WLS	0.767	35.888	0.000	Significant @1%
FF -> WLS	0.015	0.637	0.524	Not Significant

The structural equatio modelling reveals that the impact of organizational factor and family factors with work-life satisfaction towards work-life balance. According to this model and the result reveals that the organizational factors have an impact on work-life satisfaction but there is no significant relationship between family factors and work-life satisfaction.

1.12 CONCLUSION

It is examined from the study that better Work-life balance strategies are most likely to be successful in organizations which have a clear reason for their business phenomena to respect the consequence of work-life balance for women employees. It is also observed that the practices with consideration to matter such as time-based flexibility leave benefits, and interpersonal relationships have the possible to reduce or increase stress on women employees

with life responsibilities. The contingency of Work-Life Balance practices can provide a favourable and direct impact on women employees' decision to remain in an organization. It is concluded from the study that organizational factors have an impact on work-life satisfaction but there is no significant relationship between family factors and work-life satisfaction.

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