

A Study on Work Life Balance of Women Employees in Indian Oil Corporation Limited Mathura (U.P.)

Ashok Kumar Bansal^{1*} & Lekh Raj²

¹ & * *Associate Professor, Management, Gautam Group of Colleges, Hamirpur, (H.P.), INDIA*

² *School of Commerce and Management Studies, Career Point University Hamirpur, (H.P.) INDIA*

E-mail: ashokkumarbansal2009@gmail.com

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ABSTRACT: This study was conducted to find out the relationship between work life balance and its various variables (which are working hours, management policy, working conditions etc.) among women employees working in I.O.C.L Mathura. This study was conducted among 34 women employees. In this study two hypothesis were framed out to reveal the meaningful information that there is no association between personal variables and work life balance of women employees and other is to find out the association between organizational variables and work life balance of women employees. The study revealed that there is no association between personal variables and work life balance of women employees, on the other hand, there was no statistically significant relationship between organisational variables and work life balance of women employees. This research paper helps to identify various challenges faced by women employees to achieve the position of work life balance.

Keywords: Work life balance; women employees; personal variables & organisational variables.

INTRODUCTION: In the 21st century, women play active role in every field whether professional or domestic demand. Now a day's women sharing equal responsibilities of their family so work life balance of women employees has become a very important subject. This is a challenge facing by all women employees in World. Even after marriage, women continued their work, for the betterment of their family. In Indian context, as compared to men, a married woman has much more responsibilities for family especially young children. In simple language Work life balance refers to effective managing power between personal and professional lives according to their needs. Clark (2000) defines balance as "satisfaction and good functioning at work and at home, with a minimum of role conflict". Women employees working and personal lives are just like the two sides of a same coin. If one compromises for other can lead to serious negative affects such as role conflict, stress, improper time management, health issues etc. Work life balance means adequate scheduling the hours of an employees personal and professional life so as to lead a good (healthy and happy) life. Work life balance is not the outcome of individual efforts. It involves the efforts of; the organisation, the employee, the family and the society in which all are embedded. (Gayatri and Karthikeyan, 2013).

FACTORS AFFECTING WORK LIFE BALANCE:

Role conflict, gender discrimination, children care issues, lack of recognition, health issues, time management issues, problems of social support etc. are some common factors which influences work life balance of women in India. (Vijaya Mani 2013)

These factors can be grouped in the following categories;

Work family conflicts factors / work life balance studies – some researchers like Gutek et al. (1991) Hammer et al. (1997) Williams and Alliger (1994) Frone et al. (1997) Eagle et al (1997) Wesley and Muthuswamy (2005) Hsieh et al (2005) Kinnunen and Mauno (2007) Rajadhyaksha and Ramadoss (2010) have focused on identifying work family conflicts and found that family to work conflict is less prevalent as compared to work to family conflicts.

Individual related factors – A number of individual variables such as age, marital status gender, emotional intelligence etc. affecting work life balance. Studies like Williams and Alliger (1994) Higgins et al. (1994) Loscocoo (1997) Grzwacz et al. (2007) Rajadhyaksha and Velgach(2009) reported gender differences with work life balance. Frone et al. (1992a) Milkie and Peltola (1999) Hill et al.(2001) Eagle et al (1997) and Wesley and Muthuswamy (2005) did not find any gender differences. Hsieh et al.(2005) FuB et al.

(2008) studied factors age and marital status. On the basis of literature review no definite results can be drawn with respect to gender discrimination in work life balance. However, on the basis of available literature studies which reported gender differences, it may be concluded that women employees experiences high work family conflict. Emotional intelligence has been found to directly related to work life balance. (Carmeli 2003)

Family related factors – these variables includes children issues, spouse support, home responsibilities, parental responsibilities, spouse work hours etc. have been studied in relation to work life balance (Suchet and Barling 1986, Loerch et al.1989, Adams et al. 1996, Frone et al.1997, Aryee et al 1999b,)and found that higher the spouse support, lower the work family conflict that ultimately leads to highly balanced work life.

Work related factors – These variables includes task autonomy, task variety, task complexity, number of hours worked, role conflict, work schedule flexibility etc. have been studied in relation to work life balance. Work role stressors such as role conflict and role ambiguity accounted for a major portion of the variance in strain and time based conflicts for both women and men. The task features (complexities and autonomy)were found to be related with work life balance and somewhat stronger for women as compared to men.(Greenhaus et al. 1989) Voydanoff (2004) and Butler et al. (2005) found task characteristics to be associated with work life balance.

Individual strategies for work life balance – strategies such as negotiations to reduce work family conflict or to enhance their work life balance, accommodation etc. Singh (2001), Powell and Greenhaus (2006) have been found a tension between corporate attitude to balance career choices and managers own needs for high balanced work life.

Organizations strategies for work life balance – Kirchmeyer (1995) identified three types of organizations strategies as response to non work i.e. separation, integration, respect.

Organization 's initiatives and programmes for work life balance – A variety of initiatives and programmes have been conducted by the organisations and many researchers like Kossek et al., 1994; Thomas and Ganster, 1995; Osterman, 1995; Milliken et al., 1998; Newmann and Methews, 1999; Doherty, 2004; Maxwell and Mc Dougall, 2004; have attempted to identify programmes and to study causes for provisions of programmes, advantages to organisation

and employees as a result of such programmes and difficulties in implementation of these programmes. These includes parental leave, maternity leaves, adoption leaves, flexible work timings, flexi time, banking of hours, job sharing, job splitting, telecommuting, onsite day care, emergency child care, annual hours system, etc.

RESEARCH OBJECTIVES:

- 1) To find out the association between personal variable and work life balance at workplace.
- 2) To find out association between organization variables work life balance.

RESEARCH HYPOTHESIS:

H₀:1 There is no significant association between personal variables and work life balance of women employees.

H₀:2 There is no association between organizational variables and work life balance of women employees.

RESEARCH DESIGN: This study is evaluative cum diagnostic as it tries to evaluate the type of relationship between work life balance and various dependent and independent variables and identify all aspects' that affect this relationship. The following steps were taken for effective study.

Sample size design: Women employees have been selected as respondents for the sample. There are approx 50 women employees in I.O.C.L. All the women employees were approached for the collection of data but finally 34 questionnaires were found back. So the response rate for the present study was approx 68 percent.

Data collection: For the present study, primary as well secondary data was used. The primary data was supplemented by manuals, circulars, published reports, publications, notifications and literature.

Instruments for data collection: One of the most popular measures of work life balance, questionnaire was used as a research instrument. In this Likert's five point scale had been used to measure the work life balance namely very dissatisfied, dissatisfied, neutral, satisfied, and very satisfied. On the general satisfaction scale, the condition coefficients varied from 0.14 to 0.64. Besides, the personal variables, the questionnaire contains 50 statements of fifteen dimensions named as working hours, family time hours, WLB importance, ability to manage, initiation by management, working environment, camps & picnics, facili-

ties, personal views, career prospects, management policy, performance system, support, satisfaction.

RESULTS AND DISCUSSIONS:

Demographic profile of the respondents:

Age profile of sample: The table no. 1 shows age profile of respondents. It is revealed from the table that majority of the respondent i.e., 35%, comes under the age group 25-30 years, the age group 30-35 years included 29% respondents. Thus, it may be reported that no high variation among the age of respondents. It means there is equal representation of sample.

Table No. 1: Demographic Characteristics of Respondents.

Parameter	No. of Respondents	Percentage (%)	Cumulative Percentage (%)
Age			
Below 25	6	18%	18%
25-30	12	35%	53%
30-35	10	29%	82%
Above 35	6	18%	100
Marital Status			
Unmarried	17	50	50
Married	17	50	100
Experience			
Below 2 years	5	15%	15
2-5 year	6	18%	33
5-10 year	7	21%	54
10-15 year	9	26%	80
Above 15	7	20%	100
Designation			
Managerial	9	27%	27%
Supervisory	15	44%	71%
Other	10	29%	100%

Marital status of sample: Table no.1 also clarify that there is equal number of married and unmarried female respondents.

Experience profile of sample: The table no. 1 shows experience profile of sample. From the above table, it is clear that majority of women employees i.e. 26% have the experience of 10-15 years, followed by 5-10 year with 21% employees.

Designation profile of sample: From the above table, it is clear that majority of the respondents i.e., 44% are associated with supervisory work and 27% are performing managerial job.

Demographical variable and work life balance:

Work life balance and age: Age is one of the important variables amongst all variables of the study. This factor is taken in to consideration to analyse whether it is associated with work life balance of women employees or not? In general, it appears that balancing level of employees varies from person to person who is of different age profiles. It is also revealed by the table that the balancing power of the women employees differ from their age wise. From table 2, in age group below 25, 3 respondents are moderate balanced and there is 1 high balanced and 2 low balanced. When it comes to age group 25-30, 3 numbers of people are high balanced and 8 numbers of respondents is moderate balanced and numbers of respondents are low balanced. When it.

Table 2: Age wise analysis of work life balance of women employees.

Category	Age				Total
	Below 25	25-30	30-35	35 Above	
High balanced	1	3	2	0	6
Moderate balanced	3	8	8	4	23
Low balanced	2	1	0	2	5
Total	6	12	10	6	34

$\chi^2=5.579$ $df=6$ $P>NS 0.005$

Comes to age group 30-35, there are 8 moderate balanced respondents. When it comes to above 35 age group 4 people is moderate balanced and 2 people are low balanced. To reveal the meaningful information chi-square i.e. also known as 'Goodness of Fit' is used. It is found that calculated value i.e. 6.599 which is less than table value i.e. 18.548 at 0.005 significance level. Hence the hypothesis 'there is no association between Age and work life balance of women employees is accepted'.

Work life balance and marital status: The next variable of the study is marital status. This is taken in to consideration to analyse whether it is associated with work life balance or not? From the table it is clear that 3 unmarried employees are high balanced and 12 unmarried people are moderate balanced and there is 2 unmarried are poor balanced. When it comes to married people 3 married people is high balanced and 11 married people are moderate balanced and 3 married people are low balanced.

Table 3: Association between work life balance and marital status.

Category	Marital Status		Total
	Unmarried	Married	
High balanced	3	3	6
Moderate balanced	12	11	23
Low balanced	2	3	5
Total	17	17	34

$X=0.243$ $df=2$ $P > NS 0.005$

In the above table no. 3 effort has been made to analyze the association between marital status and work life balance of employees. To reveal the meaningful information chi-square i.e. also known as 'Goodness of Fit' is used. It is found that calculated value i.e. 0.243 which is less than table value i.e. 10.597 at 0.005 significance level. Hence, the hypothesis 'there is no significant relationship between marital status and work life balance is accepted. The result of present study is differing to the study conducted by. Elizabeth and Judith (2006), Nathalie and Philippe (2006), and Sarah Mooree (2007). This lack of correspondence to the reviewed studies may be due to cultural, psychology of respondents, demographic characteristics or may be geographical sector differences.

Work life balance and experience: The next variable of present research study is experience. It is a contradictory statement that works life

balance and experience is significantly related to each other or not? This variable is taken in to consideration to analyse whether it is associated with work life balance or not? The following table no. 4 shows the experience wise analysis of work life balance. It is found that majority of respondents which are highly balanced belong to the category of 5-10 years and 10-15 years. In these efforts has been made to analyze the association between work life balance of women employees and experience. To reveal the meaningful information chi-square test which is also known as the "Goodness of Fit" is used. It is found that calculated value i.e. 5.579 which is less than the table value i.e.21.955 at 0.005 significance level, hence the hypothesis 'there is no association between experience or duration of working and work life balance of women Employees accepted.

Table 4: Association between experience and work life balance.

Category	Experience					Total
	Below 2 year	2-5 year	5-10 year	10-15 year	Above 15	
Highly balanced	1	1	2	2	0	6
Moderate balanced	3	3	4	7	6	23
Low balanced	1	2	1	0	1	5
Total	5	6	7	9	7	34

$\chi^2=5.579$ $df=8$ $P > NS 0.005$

2.3 Work life balance and designation: Designation is the fourth variable of the present study. This variable is taken in to consideration to analyse whether it is associated with work life balance or not? Generally designation is a title or a name that identifies someone i.e. appointment in the company. It is the title of the job which is assigned in organization for the employee. These job titles must carry the number of responsibilities in a company and affect work life balance of an employee. We mostly assume that more

stress always present in top level management due to the strategic decision or may be other reasons. From the table no. 5 it is clear that 1 employee of managerial level is highly balanced, 7 employees are moderate balanced and 1 employee of is low balanced. At supervisory 3 employees are highly balanced, 9 moderate balanced, 3 low balanced. So majority of highly balanced employees is from the supervisory level.

Table 5: Association between designation and work life balance.

Category	Designation			Total
	Managerial	Supervisory	Other	
Highly balanced	1	3	2	6
Moderate balanced	7	9	7	23
Low balanced	1	3	1	5
Total	9	15	10	34

$\chi^2 = 1.086$ $df = 4$ $P > NS 0.005$ $Tabular\ value=14.680$

From table no. 5, It was found that calculated value i.e. 1.086 which is less than table value i.e. 14.680 at 0.005 significance level. Hence, the

hypothesis ‘there is no significant relationship between marital status and work life balance is accepted.

Table 6: Correlation between organisational variables and work life balance.

S. N.	Factor	Correlation value	Degrees of correlation
1.	Working days	0.338	Moderate
2.	Working hours	0.229	Low Degree
3.	Family hours	0.398	Moderate
4.	WLB importance	0.370	Moderate
5.	Ability to manage	0.328	Moderate
6.	Initiation for WLB	0.225	Low degree
7.	Working environment	0.412	Moderate
8.	Camps & picnics	0.192	Low degree
9.	Facilities	0.333	Moderate
10.	Personal views	0.314	Moderate
11.	Career prospects	0.392	Moderate
12.	Management policy	0.642	Moderate
13.	Performance	0.283	Moderate
14.	Support	0.351	Moderate
15.	Satisfaction	0.149	Low Degree

In the present study, efforts have been made to identify the association of organizational variables that leads to work life balance. The detailed description of this is given in the following paragraphs.

From the above table no. 6, it is clear that there are many factors which are included in the topic of work life balance of women employees and they are : working hours, working days, family hours, importance of WLB, ability, initiation, management policy, camps & picnics, facilities personal views, career prospects, working environment, performance, support and satisfaction. From the above table it is found that the highest value of correlation is 0.64 for management policy, which is a moderate correlation whereas least value for correlation is 0.14 which is for the satisfaction and showing low degree. For the remaining variables low and moderate degree of correlation was found but this association is not statistically significant, it does not mean that there is no relationship between management policy and work life balance. It means there is relationship but this relationship is not statistically proved.

CONCLUSION: From this research it may be concluded that to maintain a balance between work and life is a challenge and to meet this challenge, organization should take active step in facilitating their employees that help them to manage, to perform and to grow in their work- life cycle. This report emphasis that women employees are not fully satisfied with IOCL policies of work life balance because IOCL only provide maternity leave policy only, it does not provide flexible working hours, job sharing option, paternity leave, time off for WLB and child care(crèches) which played an important role in balancing work and personal life. But beside this IOCL take initiatives to manage work life by providing other facilities like transport facilities, medical facilities, organize seminars on how to balance work life for women employees, canteen facility, provide empowerment scheme like grievance redresses system and suggestions schemes where women employees empower to share her views, complaints to top management. In this study two hypotheses were framed which are related to personal variables and organizational variables and it maybe conclude the there is no association between personal variables and work life balance. There is significant association between organization variables and work life balance but it is not statistically significant. This report is also emphasis that there are various factors that affects work life balance positively or negatively. From among these

factors availability of facilities like crèches, medical facilities etc., flexible working hours, and family or management support are the most prominent factors that affect work or professional life. So, IOCL should improve these factors that helps in to increase job satisfaction of employees, increase job security, and improved morale to work more effectively and efficiently which further leads to increase productivity, retaining employees for longer period, and organization perform better and become more successful.

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