

# Employees' Perception on Work- Life Balance and its Relation with Job Satisfaction and Employee Commitment in Garment Industry – an Empirical Study

Prabhu Shankar M R<sup>1</sup>, Dr B P Mahesh<sup>2</sup>, Dr. T S Nanjundeswaraswamy<sup>3</sup>

Assistant Professor, Department of Industrial Engineering & Management, JSS Academy of Technical Education, Bengaluru, India<sup>1</sup>

Professor and Head, Department of Industrial Engineering & Management, JSS Academy of Technical Education, Bengaluru, India<sup>2</sup>

Associate Professor, Department of Industrial Engineering & Management, JSS Academy of Technical Education, Bengaluru, India<sup>3</sup>

**Abstract:** Work-Life Balance (WLB) is a daily effort to make time for family and demands of the workplace. Increasing attrition rates and increasing demand for work-life balance have forced organizations to look beyond the commonly adopted HR interventions. In this context, this research work makes conscious effort at putting forth issues concerning WLB and its impact on job satisfaction and organizational commitment of workers in garment industries. This research is an attempt to find out the level of work-life balance of employees working in garment industries. The study reveals that there is a relation between work life balance and job satisfaction; work life balance and employee commitment towards the organization.

**Keywords:** Work- Life Balance, Job Satisfaction, Employee Commitment.

## I. INTRODUCTION

Work-life balance is a concept that supports the efforts of employees to split their time and energy between work and other important aspects of their lives. Work-life balance is a daily effort to make time for family, friends, community participation, spirituality, personal growth, self care, and other personal activities in addition to the demands of the workplace. Work-life balance is assisted by employers who institute policies, procedures, actions and expectations that enable employees to easily pursue more balanced lives.

Today work-life balance has become an increasingly pervasive concern for employers as well as employees. Maintaining a good work-life balance, given its complex nature, is a more arduous task in case of women employees, especially in the garment sector. In response to these changes and challenges, employers have introduced innovative practices that allow employees to find better work-life balance.

The garment sector is characterized by high attrition rate, fair employee commitment level and stressful nature of job. There are some factors of work demand that interfere with the personal life which leads to an imbalance. This has forced organizations to look beyond run of the mill HR interventions.

Industries have been forced to focus on providing efficient WLB policies and programs to ensure proper WLB which helps workers to enjoy and commit to work. The present research is an attempt to know the work-life balance of employees working in garment sector and its relation to job satisfaction and employee commitment.

## II. LITERATURE SURVEY

Kopelman et al., (2006) [14], Kossek & Ozeki (1998) [15] argued that Work Life Benefits Program initiatives like flexible working hours, alternative work arrangements, leave policies and benefits in lieu of family care responsibilities has an effect on employees work life balance. Grover & Crooker (1995) [9], Kossek & Ozeki(1998) [15] and Lobel & Kossek (1996) [17] research identified that Work Life Benefits Program not only assist employees to better manage their work and family roles, but also affect employee attitude, behavior, organizational commitment, job satisfaction and retention rate of employees. Ujvala Rajadhyaksha (2012) in her study showed that in Indian companies, the commonly offered Work Life Benefits Program interventions are gender equality, flexibility, stress reduction, health awareness and childcare.

Reddy N K et al (2010) [27] in their research showed that the work-life balance among married employees affects job satisfaction and performance of employees.

Baral and Bhargava (2010) [4] found that the organizational interventions to enhance work-life balance of employees like job characteristics, work-life benefits and policies, supervisor support and work-family culture have a positive influence on job outcomes like job satisfaction, affective commitment and organizational citizenship behavior.

Baral and Bhargava (2011) [3] in her research suggested that in Indian organizations there is a need to incorporate work-life balance benefits and programmes and encourage a culture that supports utilizing them to ensure employee commitment and productivity. The research revealed that work-life balance benefits and programmes are able to reduce work-family conflict.

Lalita Kumari (2012) [16] in her research revealed the employee's perception of their work life balance policies and practices in public sector banks. The study showed that each work life balance factors has a predictor of job satisfaction, organizational commitment, productivity and retention of employees.

Madhurima Das and K B Akhilesh (2012) [19] in their research showed that work-life balance of employees depends on age, care taking responsibilities, gender and occupation of employees.

Reimara Valk and Vasanthi Srinivasan (2011) [28] in their research revealed that there are six major themes namely, familial influences on life choices, multi-role responsibilities and attempts to negotiate them, self and professional identity, work-life challenges and coping strategies, organizational policies and practices and social support.

These affect the work-life balance of employees. From the available literature it is identified that flexi-time, job sharing, child care facilities, necessary breaks, work-life balance policies, leadership style, supervisor attitude, conflict in team, work load, job stress, flexibility, working hours, time spent on work, family support, childcare are the drivers of work-life balance and at the same time work-life balance has influence on job satisfaction, organizational commitment, productivity, performance, efficiency and retention of employees. For the present study, nine drivers are considered to check the status of work-life balance of employees. They are work-life balance policies, supervisor leadership styles, conflict in team, work load, job stress, flexibility, working hours and time spent on work, family support and childcare. Job satisfaction and organizational commitment are the factors considered in this study to determine the effect of work-life balance on employees.

**III. OBJECTIVES**

1. To explore the level of work-life balance among employees in the garment sector.
2. To determine the relationship between work-life balance and demographical factors.

3. To determine the relationship between work-life balance and job satisfaction.

4. To determine the relationship between work-life balance and employee commitment.

**IV. DEVELOPMENT OF QUESTIONNAIRE**

From the literature review, it was identified that many factors have influence on work-life balance of employees. Many researchers have used different factors to determine the facts for work-life balance of employees. The questionnaire was designed by considering nine factors related to work-life balance which was frequently considered by various researchers. This was followed by discussion with academicians and HR executives of various garment industries. In order to measure the impact of work-life balance, two components, namely, job satisfaction and employee commitment were considered.

The questionnaire was designed in English language. Each section has multiple questions to cover different parameters with a five-point Likert scale with "1" being "strongly disagree" and "5" being "strongly agree". The questionnaire consists of 41 close-ended questions. The Cronbach alpha value (reliability coefficient) is 0.88; hence, the questionnaire has a good reliability.

The questionnaire was designed by considering the factors viz., work -life balance policies, supervisor leadership styles, conflict in team, work load, job stress, flexibility, working hours and time spent on work, family support and childcare. Also the two factors viz., job satisfaction and employee commitment were included while designing the questionnaire.

**V. COLLECTION OF DATA AND ANALYSIS**

The data were collected through a specially designed questionnaire administered to 150 employees of three garment units. A total of 140 employees responded to the questionnaire, out of which 16 questionnaires were rejected because of invalid and wrong feedback. Finally, 124 questionnaires were considered for analysis. A database was developed to incorporate and process the surveyed data. This database was designed using Microsoft Excel and Minitab 14 software. The responses of the final questionnaire were fed to the database for the purpose of analysis and report generation.

**VI. DEMOGRAPHIC PROFILE OF RESPONDENTS**

The demographics profiles of the respondents are categorized as follows:

**Table I - Characteristics of respondents**

No	Characteristics	No of respondents	Percentage of respondents	
1	Gender	Male	26	20.9
		Female	98	79.1

2	Age (years)	< 25	34	27.4
		25 - 35	50	40.3
		35 - 45	33	26.6
		> 45	07	5.6
3	Experience (years)	3	75	60.5
		4 - 10	35	28.2
		10 - 15	05	4.0
		15 - 20	09	7.3
4	Marital status	Single	48	38.7
		Married	76	61.3
5	Education level	Less than SSLC	20	16.1
		SSLC	60	47.6
		PUC	34	27.4
		Degree	08	6.5
		Masters	01	0.8
6	Salary (Rs)	< 10,000	111	89.5
		10,000 - 15,000	6	4.8
		15,000 - 20,000	7	5.6
		20,000 - 25,000	0	0.0
7	Number of dependents	1 - 3	68	54.0
		4 - 6	51	41.1
		7 - 9	5	4.8

The above table depicts the following facts:

**Gender:** It is observed that 79.1 % of the respondents are female and 20.9 % of the respondents are male. Hence, the study of work-life balance is more relevant to female employees.

**Age:** It is observed that 40.3 % of the respondents are in the age group of 25 to 35 years and only 5.6 % are above 45 years. Hence, the study of work-life balance is more relevant to employees in the age group of 25 to 35 years.

**Experience:** It is observed that 60.5 % of the respondents have 3 years of experience and 28.2 % of the respondents have 4 to 10 years of experience. This indicates a high attrition rate and hence there is a need of the study of work-life balance.

**Marital status:** It is observed that 38.7 % of the respondents are single and 61.3 % of the respondents are married. Hence, the study of work-life balance is more relevant to employees who are married.

**Education level:** It is observed that 47.6 % of the respondents have studied till SSLC and 27.4 % of the respondents have studied till PUC.

**Salary:** It is observed that 89.5 % of the respondents earn less than Rs 10,000 per month and the remaining earn between Rs 10,000 and Rs 20,000.

**Number of dependents:** It is observed that 54 % of the respondents have 1 to 3 dependents and 41.1 % of the respondents have 4 to 6 dependents.

## VII. LEVEL OF WORK-LIFE BALANCE IN GARMENT EMPLOYEES

From the above facts, it can be concluded that a study of work-life balance is very much necessary considering the varied structure and mix of employees.

To investigate the level of work-life balance among the employees, they were divided into two categories based on their perception towards work-life balance and average score namely, balanced and unbalanced. The individual response choices range between 1 to 5. The maximum average score for an individual is 5, while the minimum score is 1. The two categories were determined by dividing the range of possible scores (1-5) into two intervals. Those scoring more than the overall mean were assigned as balanced and those scoring less than the overall mean were assigned as unbalanced. For the present study the overall mean is 4.

According to Likert and Rensis (1932), the resulting total score may be interpreted normatively, with reference to some comparison group or absolutely, with reference to theoretically or empirically chosen cut-off scores.

In this research, the overall mean (4) is considered as the cut-off score. According to Jerome (2013) [10], Vijay Anand (2013) [1], Rashmi and Swamy (2013) [26], Nanjundeswaraswamy and Swamy (2013) [20], Nanjundeswaraswamy, and Swamy (2015) [21] and Nanjundeswaraswamy, T. (2016) [22] the overall mean is considered as the cut off score. Table 2 presents the level of work-life balance in garment industries.

Table II - Level of work-life balance

Level of work-life balance	No. of Employees	Percentage
Balanced	64	51.6
Unbalanced	60	48.4
Total	124	100.00

Among the 124 respondents, 51.6 % employees perceived that their work-life was balanced with the present work environment and 48.4 % employees perceived that their work-life was not balanced.

Hypotheses to determine the relationship between work-life balance of employees and demographical factors are as follows:

- 1H<sub>0</sub>: Gender does not affect work-life balance.
- 2H<sub>0</sub>: Age does not affect work-life balance.
- 3H<sub>0</sub>: Experience does not affect work-life balance.
- 4H<sub>0</sub>: Marital status does not affect work-life balance.
- 5H<sub>0</sub>: Education level does not affect work-life balance.
- 6H<sub>0</sub>: Salary does not affect work-life balance.
- 7H<sub>0</sub>: Number of dependents does not affect work-life balance.

Table III – Significance level of various characteristics with the work-life balance of employees

No	Characteristics		Balanced Work life	Unbalanced work Life	$\chi^2$ calculated	$\chi^2$ from tables	Significance level
1	Gender	Male	13	13	0.034	3.841	Not significant
		Female	51	47			
2	Age (years)	< 25	12	22	12.907	7.815	5%
		25 - 35	34	16			
		35 - 45	17	16			
		> 45	1	6			
3	Experience (years)	< 3	39	36	0.331	7.815	Not significant
		4 - 10	18	17			
		10 - 15	2	3			
		15 - 20	5	4			
4	Marital status	Single	23	25	0.428	3.841	Not significant
		Married	41	35			
5	Education level	< SSLC	8	12	2.44	9.488	Not significant
		SSLC	33	27			
		PUC	18	16			
		Degree	4	4			
		Masters	0	1			
6	Salary (Rs)	< 10,000	58	53	6.341	5.991	5%
		10,000 - 15,000	5	1			
		15,000 - 20,000	1	6			
7	Number of dependents	1 - 3	35	33	5.897	5.991	Not significant
		4 - 6	29	22			
		7 - 9	0	5			

From the Chi-square test, it is identified that at 5 % level of significance, age and salary of the employees are significantly associated with work-life balance of employees.

**Relationship between work-life balance and job satisfaction of employees:**

Level of work-life balance	Job satisfaction		$\chi^2$ Calculated	$\chi^2$ Table	Significance level
	Satisfied	Unsatisfied			
Balanced	50	14	14.437	3.841	5%
Unbalanced	27	33			

Hence,  $H_0$  is rejected and  $H_1$  should be accepted. From chi-square test, it can be concluded that the work-life balance has an impact on job satisfaction.

**Relationship between work life balance of employees and employee commitment:**

**Null hypothesis ( $H_0$ ):** work-life balance of an employee has no effect on employee commitment towards the organization.

**Alternate hypothesis ( $H_1$ ):** work-life balance of an employee has an effect on employee commitment towards the organization.

At 1 degree of freedom and 5% level of significance, the calculated  $\chi^2$  value is more than the  $\chi^2$  table value i.e.  $24.431 > 3.841$ . Hence,  $H_0$  is rejected and  $H_1$  is accepted. From the chi-square test, it can be concluded that the

**Null hypothesis ( $H_0$ ):** Work- life balance of an employee has no effect on job satisfaction.

**Alternate hypothesis ( $H_1$ ):** work life balance of an employee has an effect on job satisfaction.

At 1 degree of freedom and 5% level of significance, the calculated value of  $\chi^2$  is more than the  $\chi^2$  obtained from table i.e.  $20.178 > 3.841$ .

work-life balance of employees has an impact on employee commitment towards the organization.

**VIII. CONCLUSION**

In the surveyed garment industries work-life balance of employees is not up to the expected satisfactory level. Work-life balance of employees is strongly associated with age and salary. The results of Chi-squared test indicate that the difference between calculated value and the value obtained from tables is more in respect of job satisfaction. This indicates that the impact of work-life balance on job satisfaction is high.

The results of the Chi-square test also indicates that the difference between the calculated value and the value obtained from tables is more in respect of employee

commitment. This indicates that the impact of work-life balance on employee commitment is high. Hence work-life balance has an impact on job satisfaction and employee commitment towards the organization.

### REFERENCES

- [1] Anand, N. V. (2013). Quality of Work Life Among Employees in Indian Textile Industry—A Pragmatic Approach. *Global research analysis*, 2(5), 2277-8160.
- [2] B. Wilkerson (2010), "Principles of mental health: Charting a new course for the RCMP," *RCMP Gazette*, vol. 72, no. 1, pp. 14-16, 2010.
- [3] Baral, R. and Bhargava, S. (2011) "HR interventions for work-life balance: evidences from organisations in India", *International Journal of Business, Management and Social Sciences*, Vol. 2 No. 1, pp. 33-42.
- [4] Baral, Shivganesh Bhargava, (2010) "Work-family enrichment as a mediator between organizational interventions for work-life balance and job outcomes", *Journal of Managerial Psychology*, Vol. 25 Iss: 3, pp.274 – 300.
- [5] Bharat, S.(2003). "Women, work, and family in urban India, towards new families? in J. W. Berry, R. C. Mishra, and R. C. Tripathi ed.", *Psychology in human and social development, Lessons from diverse cultures* pp.155-169 New Delhi, India, Sage.
- [6] C. Ross (2010), "Improving workplace health one leader at a time," *RCMP Gazette*, vol. 72, no. 1, pp. 7-9, 2010.
- [7] David Cegarra-Leiva, M. Eugenia Sa'nchez-Vidal and Juan Gabriel Cegarra-Navarro (2012), "Understanding the link between work life balance practices and organizational outcomes in SMEs: The mediating effect of a supportive culture", *Personnel Review* Vol. 41 No. 3, 2012 pp. 359-379.
- [8] Friedman S.D., Christensen P. and DeGroot J. (1998). "Work and Life, The End of the Zero-Sum Game", *Harvard Business Review*, Nov-Dec, pp.119-129.
- [9] Grover, S.L., and Crooker, K.J. (1995). "Who appreciates family-responsive human resource policies, The impact of family-friendly policies on the organisational attachment of parents and non-parents", *Personnel Psychology*, Vol.48, pp.271-288.
- [10] Jerome, S. (2013). A Study on Quality of Work Life of Employees at Jeppiaar Cement Private Ltd: Perambalur. *International Journal of Advance Research in Computer Science and Management Studies*, September, 1(4).
- [11] K. Santhana Lakshmi, T. Ramachandran, and David Boohene (2012), "Analysis of Work Life Balance of Female Nurses in Hospitals - Comparative Study between Government and Private Hospital in Chennai, TN, India" - *International Journal of Trade, Economics and Finance*, Vol. 3, No. 3, June 2012.
- [12] Kalaiselvi K T, Muruganandam Duraisamy and Sakthi Suganya Rathinasabapathi (2010), "A study on work life balance amongst managers of garment units in Tamil Nadu State, India" – *International Journal of Human Sciences*, Vol. 7, Issue 2, Year 2010.
- [13] Komarraju M. (1997) "The work-family interface in India, in S. Parasuraman and J. H. Greenhaus Eds., *Integrating work and family*", *Challenges for a changing world* pp. 104–114. Westport, CT, Quorum Books.
- [14] Kopelman R.E., Prottas D.J., Thompson C.A. and Jahn, E.W.(2006). "A multilevel examination of work-life practices, Is more always better? - " *Journal of Managerial Issues*, Vol.18, pp. 232-253.
- [15] Kossek E. E. and Ozeki C.(1998) "Work-family conflict, policies, and the job-life satisfaction relationship, A review and directions for organizational behavior-human resources research", *Journal of Applied Psychology*, Vol.83, pp.139-149.
- [16] Lalita Kumari (2012), "employees' perception on work life balance and it's relation with job satisfaction in indian public sector banks" *IJEMR* – February 2012-Vol 2 Issue 2.
- [17] Lobel, S.A., and Kossek, E.E.(1996). "Human resource strategies to support diversity in work and personal lifestyles, Beyond the family friendly organisation, in, Kossek, E.E. and Lobel, S.A., ed.", *Managing diversity, Human resource strategies for transforming the workplace* pp. 221–243, Blackwell, Cambridge, MA.
- [18] M. Meenakshisundaram and Dr.N.Panchanatham (2010), "A study of work life balance of employees with reference to a garment industry- unit", *AMET International Journal of Management*, ISSN: 2231 – 6779 / July – Dec 2012.
- [19] Madhurima Das and Akhilesh,K.B , (2012) "Work-Life Balance of Women Researchers and Women Managers in India: A Multi-Construct View", *Singapore Management Journal*, Vol.1 No.2, pp.54-78.
- [20] Nanjundeswaraswamy T S and Swamy D R (2013) "Quality of work life of employees in private technical institutions", *International Journal for Quality Research* Vol. 7(3) , pp 431-441.
- [21] Nanjundeswaraswamy, T. (2015). Leadership styles and quality of work life in SMEs. *Management Science Letters*, 5(1), 65-78.
- [22] Nanjundeswaraswamy, T. (2016). An empirical study on absenteeism in Garment industry. *Management Science Letters* , 6(4), 275-284.
- [23] Rajadhyaksha U. and Bhatnagar, D. (2000). "Life role salience, A study of dual career couples in the Indian context". *Human Relations*, Vol.53, pp.489-511.
- [24] Ramu G. N. 1989." Indian husbands: Their role perceptions and performance in single- and dual-earner households". *Journal of Marriage and the Family*, Vol.49, pp.903-915.
- [25] Rashad Yazdanifard (2014), "Impact of Flexible Working Hours on Work-Life Balance", *American Journal of Industrial and Business Management*, January 2014.
- [26] Rashmi S and Swamy D R (2013) "Quality Management Practices In Rural And Urban SMEs– A Comparative Study", *International Journal for Quality Research*, Volume: 7, Issue: 4, Pages: 479- 492.
- [27] Reddy N K, Vranda M N, Ahmed A, Nirmala B P, Siddaramu B. (2010), " Work-life balance among married women employees", *Indian J Psychol Med* 2010;32:112-8.
- [28] Reimara Valk and Vasanthi Srinivasan , (2011) " Work-family balance of Indian women software professionals: A qualitative study", *IIMB Management Review*, Vol. 23, pp. 39-50.
- [29] Sandeep Aggarwal (2012), "Balancing Professional & Personal Life: Work Life Balance Study @ Indian Oil Corporation Limited", *International Journal of Business and Management Tomorrow*, Vol. 2 No. 2.
- [30] Sekaran U. (1992), "Middle-class dual-earner families and their support systems in urban India, in S. Lewis, D. N. Izraeli, and H. Hootsmans ed., *Dual-earner families, International perspectives*". pp. 46–61. Newbury Park, CA, Sage.
- [31] Susi S and Jawaharrani K (2010), "Work-Life Balance: The key driver of employee engagement", *Online Open Access publishing platform for Management Research*.
- [32] T. Alexandra Beauregard and Lesley C. Henry (2009), "Making the link between work-life balance practices and organizational performance", *Human Resource Management Review* 19 (2009) 9-22.
- [33] Thomas L.T. and Ganster D.C.(1995). "Impact of family-supportive work variables on work-family conflict and strain: A control perspective". *Journal of Applied Psychology*, Vol.80, pp.6-15.
- [34] Ujjvala Rajadhyaksha (2012) "Work-life balance in South East Asia: the Indian experience", *Emerald. Vanishree* (2012), "Work-Life Balance in the BPO Sector", *Journal of Business Management & Social Sciences Research (JBM&SSR)* Volume 1, No.2, November 2012