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Impact of work life balance on employee's performance and gender differences with respect to SME'S in selected manufacturing sector units

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Abstract

The main purpose behind conducting the study is to investigate the impact of work life balance on employee's performance and gender differences with respect to SME'S among different manufacturing sector units. The study has been undertaken among small and medium organisation of various manufacturing sector units with reference to Navi Mumbai. A sample comprises of 25 small and 25 medium organizations has been chosen from manufacturing sector units of Navi Mumbai. The selected method for sampling in this research is Random sampling method. Questionnaire is the tool used for collecting data for the research. The data was analyzed by using SPSS. Chi-square test has been applied to draw the results of the study. The findings suggest that there is association between work life balance and gender differences with respect to small and Medium manufacturing sector units. Which prove H₁₁ hypothesis whereas there is impact of work-life balance program on the individual employee's Performance factors in accordance to hypothesis H₁₂. Results of the study is helpful for manufacturing sector units as well as small and medium organisation to get better understanding about relationship exist between employee's performance and work life balance thus contributing toward their better performance and productivity improvement.

Keywords: *Work- Life Balance, small and medium organisations, Employee's performance, Gender Differences & manufacturing sector units.*

1. Introduction

Whether at home or an overseas assignment, a dual-career couple's concerns relating to family issues has been linked to stress, depression and anxiety for both men and women. At least one member of a dual-career couple may have to spend work time on personal issues and problems. A growing number of companies are going beyond typical family friendly benefits and offering work –life programs as a way to ease the stress of dual career couples. Work life programs are outsourced counseling and referral services that may offer assistance ranging from finding child care, to finding a kennel for your pet or providing lawyer's advice. Balancing work and life assumes relevance when both husband and wife are employed. Organizations should undertake work-life balancing programmes, as in their absence both men and women will be exposed to stress, depression and anxiety. Programmes aiming at work life balance include: child care at or near the workplace, job sharing, care for sick children and employees, on-site summer camp, training supervisors to respond to work and family needs of employees, flexible work scheduling, sick leave policies, variety of errands from dry cleaning, dropping children at schools, making dinner reservations and the like. The organizations that have developed work-life balance programmes have found happier and more productive employees. There are also many companies that still have not investigated, implemented or experimented with work life balance programmes. These firms believe that the work life balance is a personal problem and not an organizational issue. Often, the individual herself balances her life at home and at work with her own attitude.

Literature Review

Burke, (2002) observes that both women and men prefer working in organization that supports WLB. Men appeared to benefit more than women. Men feel more satisfied when they achieve more on the job even at the cost of ignoring the family. On the other hand, women stress that work and family are both equally important and both are the sources of their satisfaction. For them the former is more important. When work does not permit women to take care of their

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family, they feel unhappy, is appointed and frustrated. They draw tight boundaries between work and family and they do not like one crossing the others.

Yutaka Ueda (2012) [9] observed that there is a significant effect of WLB programs only on satisfaction with employer among female employees. This study has also found that effects of WLB program comprehensive are greater for higher income employees than for lower-income employees. It is mainly focused on WLB programs to reduce the behavioral and psychological burdens on employees. The main intension of this paper to identify whether the evaluation of the same set of WLB programs differ according to gender and income. This study has also reviewed that WLB programs might affect efficiently and effectively to enhance employees commitment and motivation at work

In a research study by Baral, (2009) [2] on 730 managerial employees from various organizations in India. it was clearly found that family significantly contributes to work in terms of enhancing performance and positive emotions at the workplace. The findings indicate that one of the important determinants of WLB is availability of WLBP s and when an organization offers its employees policies practices benefits and services to help them integrate their work and family responsibilities, they feel committed to the organization and indulge themselves in organizational citizenship behaviors’.

Kris Moore *et al.* study was undertaken with the purpose of examining different perceptions of males and females regarding women in business today. This study found that there are still significant differences between men and women’s perceptions regarding several aspects of women in today’s business world. First, female respondents consistently perceived more workplace challenges and difficulties for women than male respondents. Females perceived that women face different expectations, more critical judgment, and the need to be exceptional in order to succeed more often than males. Secondly, it was found that women see more uniqueness and value in the organizational contributions of women than men do. Third, this study found that females experience higher levels of work interference with family conflict than do males. Results were inconsistent in terms of family to work enrichment. Lastly, no significant difference was found in job satisfaction between female and male respondents. However, men did experience greater family satisfaction and satisfaction with work-life balance.

Aqeel Younis *et al.* assessed the impact of Strain-Based conflict, Role-Based conflict and Time-Based conflict on Work-Life conflict and that of Work-Life conflict, Life-Work conflict and Perceived Organization Support on Work-Life balance. A model was developed and estimated that presents a quantitative analysis of work-to-life balance of doctors from the cities of Islamabad and Rawalpindi based on gender and nature of employment.

Jarrood M. Haar (2005) [4] explored that females are significantly more supportive of work-family practice users towards both male and female users. This study has also found that female employees perceived greater benefits from work-family practices than male respondents.

Objectives of the Study

1. To study the association between work life balance and gender differences with respect to small and medium manufacturing sector units.
2. To assess the impact of work-life balance program on the individual employee’s performance factors.

Hypothesis of the Study

Based on the above objectives following hypothesis are initiated:

H01: There is no association between work life balance and gender differences with respect to small and Medium manufacturing sector units.

H11: There is association between work life balance and gender differences with respect to small and Medium manufacturing sector units.

H02: There is no impact of work-life balance program on the individual employee’s Performance Factors.

H12: There is impact of work-life balance program on the individual employee’s Performance Factors.

Research Methodology

The research is based on primary & secondary data. This study used both quantitative & qualitative techniques of data collection. Random sampling method was adopted to collect data from employees. A structured questionnaire was used as the tool of data collection. The questionnaire was distributed to 25 employees of small manufacturing organizations and 25 employees of medium manufacturing organizations located in Navi Mumbai. The secondary sources of data collection include book, journals, magazines of related topics of research & the related websites. SPSS is used for Data Analysis.

Data Analysis & Interpretation

H01: There is no association between work life balance and gender differences with respect to small and Medium manufacturing sector units.

H11: There is association between work life balance and gender differences with respect to small and Medium manufacturing sector units.

OBSERVED VALUES:				
Row labels (Gender)	level of score of WLB & GENDER w.r.t SME’S			
Gender	High	Low	Med ium	Grand Total
Female	1	4	20	25
Male	8	6	11	25
Grand Total	9	10	31	50

Expected Values

Level of score of WLB & Gender differences w.r.t. small and medium manufacturing sector units organization

Gender	High	Low	Medium	Grand total
Female	4.5	5	15.5	25
Male	4.5	5	15.5	25
Grand Total	9	10	31	50

Chi-Square Value: 0.01 (Calculated p-value), Standard P-Value: 0.05

Since calculated p-value is less than standard p-value, test is rejected, hence Null Hypothesis is rejected and alternative hypothesis is accepted. There is association between work life balance and gender differences with respect to small and Medium manufacturing sector units.

H02: There is no impact of work-life balance program on the individual employee’s Performance factors.

H12: There is impact of work-life balance program on the individual employee’s Performance factors.

OBSERVED VALUES:				
level of score of individual employee's performance factors	level of score of Work life Balance program			
Employee's performance factors	High	Low	Medium	Grand Total
High	9	4	26	39
Low		6	5	11
Grand Total	9	10	31	50

Expected Values

Level of score of Work-life Balance program & individual employee's performance factors

	High	Low	Medium	Grand total
High	7.02	7.8	24.18	25
Low	1.98	2.2	6.82	25
Grand Total	9	10	31	50

Chi-Square Value: 0.01 (Calculated p-value)

Standard P-Value: 0.05

Since calculated p-value is less than Standard p-value, test is rejected, hence Null Hypothesis is rejected, and alternative hypothesis is accepted. There is impact of work-life balance program on the individual employee's Performance factors.

Findings and Conclusion

The purpose of the study was to identify the association between work life balance and gender differences in small and medium organization as well as to study the impact of work-life balance program on the individual employee's Performance factors.

The finding of the study concludes that there is an association between work life balance and gender differences in small and medium manufacturing sector units. it also found that there is impact of work-life balance program on the individual employee's Performance factors.

Limitations and Future Research Directions

1. Scope of the study is limited only to the area of Navi Mumbai.
2. Analysis will be given on the basis of information given by respondents.

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