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Impact of Work-Life Balance Factors on Job Satisfaction and Job Stress Level of Women Employees Working in Garment Sector in Bengaluru City

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Work-life Balance (WLB) is an important area of Human Resources Management and has become a top priority for workers everywhere in every sector of life. The main objective of this study is to investigate the relationship between work-life balance factors and their impact on job satisfaction and Job stress level of the Garment Sector Employees and finally to provide recommendations that could help the company and their employees to achieve a better work-life balance and job satisfaction. This study was done with the help of 100 employees as a sample working in the garment sector in Bangalore. The questionnaire was distributed randomly to a sample of 100 employees. The data were analyzed using factor analysis, correlation, and ANOVA. The results revealed that most of the employees seem not satisfied with their job and as a result, they do not have a proper work-life balance. Most of the employees are on tasks that are in high demand and that had to be finished with very strict deadlines. They are extremely stressed in such a work environment and as a result efficiency and effectiveness of workers drop-down at work and have a poor work-life balance.

Keywords: Work-Life Balance, Job Satisfaction, Job Stress, Garment Sector**Introduction**

The W.K. Kellogg Company made a provision for four six-hour shifts for the employees to replace the traditional three daily eight-hour shifts, and the new shifts resulted in increased employee morale and efficiency. In the 1980s and 1990s, companies started offering work-life programs. Life is an act of balancing, and in society, it is safe to say that almost everyone is seeking a work-life balance. But what exactly do we mean by work/life balance? We have all heard this term, and many of us complain that we don't have enough of it in our lives. Among men and women alike, around the world, the frustrating search for work/life balance is a frequent topic of conversation, usually translated into not enough time and/or support to do, to handle, to manage our official responsibility and personal responsibility.

To deal with work-life balance, Friedman and Greenhaus emphasized that working adults learn to build networks of support at home, at work, and in the community. The conflict between work and family significantly affects the quality of family life and career attainment for both men and women. The consequences for women generally include constraints on career choices, limited opportunity in terms of career advancement and success in their work role, and the need to choose between two opposite fronts an active and satisfying career or satisfying family life.

Job Satisfaction (JS) has been defined as —Job satisfaction is defined as the level of contentment employees feel with their job. This goes beyond their everyday duties to cover satisfaction with team members/managers, satisfaction with organizational policies, and the impact of their job on employees’ personal lives.(Azeem & Akhtar W, 2014).Its challenging for the Organization to accurately measuring job satisfaction, as the definition of satisfaction, can differ among various people within an organization. However, most organizations realize that job satisfaction is impacting their work performance and creating a benchmark for measuring job satisfaction, managers can employ some test methods such as the Job Descriptive Index (JDI) or the Minnesota Satisfaction Questionnaire (MSQ). Workers having a problem balancing work roles and family roles, set a bad example in the company work setting, and often it has an impact on friendly work ambiance. So, both work-life balance and job satisfaction are related to each other and have an impact on the job performance of the employees.

Occupational stress has become one of the most important health issues in the modern world (Lu et al., 2003). Occupational stress has become one of the most discussed topics for applied research in psychology, and the broader areas of social and medical sciences. Occupational stress, which is also known as job stress, has been defined as the experience of negative emotional states such as frustration, worry, anxiety, and depression attributed to work-related factors (Kyriacou, 2001). Occupational stress is also defined as the discrepancy between environmental demands (stressors) and individual capacities and capability to fulfill these demands (Topper, 2007). Occupational stress, to be accurate is the inability to cope with the pressures in a job, because of a misfit between someone’s abilities and his/her work requirements and conditions (Holmlund-Rytkönen and Strandvik, 2005).

Several studies have shown that occupational stress can lead to various kinds of negative consequences for the individual and the workplace (Oginska-Bulik, 2006). Extreme stress results in decreased productivity and an overall negative impact on the organization itself. People with occupational stress may not be satisfied with their job and therefore they will not feel happy working in the organization. Therefore, employers and employees need to realize the cause of stress and the stress or so that its negative effects can be avoided.(Bhatti et al., 2011). This study aims to investigate the relationship between Job stress and job satisfaction among the women employees working in the garment sector and to analyze what is the impact of factors of work-life balance on job satisfaction and job stress.

The factors of Work-Life balance that has been considered for the study are:

1. Organizational Policy
2. Interpersonal Association
3. Emotional Stress
4. Physical Stress
5. Financial Satisfaction
6. Empowerment
7. Work culture
8. Career Advancement

9. Work-Family conflict

10. Family work conflict

Reliability Analysis

A reliability test is used for the measurement of the consistency and stability of the variables, with the main tool for the test being the Cronbach's alpha. A Cronbach's alpha coefficient that is near to 1.00 shows better data reliability, one that is less than 0.70 is deemed as poor, while one that is higher than 0.80 is deemed as good (Sekaran & Bougie, 2016). As indicated in Table 1, an assessment of dimensions of work-life Balance is conducted. The dimension of OP(organization Policy) has 7 items, dimensions of Interpersonal association has 3 items, the dimension of Job stress has Eight items, the dimension of career advancement has 8 items, the dimension of work culture has 6-items, and the dependent variable P has 4 items.

Table 1 Reliability Test using Cronbach's Alpha

S. No.	Variable	No. of Items	Cronbach's Alpha	Remarks
1.	Organization policy	7	.734	Acceptable
2.	Interpersonal association	3	.784	Acceptable
3	Emotional Stress	3	.834	good
4	Physical Stress	5	.744	Acceptable
5	Job Stress	8	.804	good
6	Financially Satisfaction	5	.734	Acceptable
7	Work location	2	.814	good
8	Grievance and Redressal	3	.832	good
9	Empowerment	2	.784	Acceptable
10	Job satisfaction	12	.864	good
11	Work culture	6	.854	good
12	Career Advancement	8	.855	good
13	Work –family conflict	4	.831	good
14	Family –work conflict	3	.799	Acceptable

Source: Computed from primary survey

Exploratory Factor Analysis

Once the reliability of scales has been established, the validity of the scales was analyzed using factor analysis. The result of the factor analysis would be used to determine the unidirectionality of constructs. The result of factor analysis is determined based on Kaiser- Meyer-Olkin (KMO). KMO is an index used for determining whether the result of factor analysis can be considered adequate or appropriate for further steps. Kaiser and Rice (1974) classified KMO values in the range of 0.90 as marvelous (excellent), in the range of 0.80 as meritorious (good), in the range of 0.70 as middling (fair), in the range of 0.60 as mediocre (deficient), in the range of 0.5 as miserable (poor), and below 0.5 as unacceptable.

Literature Review

An organization cannot have a good team of working professionals without having good Human Resources. The key functions of Human Resources Management (HRM) are recruiting people, training them, performance appraisals, motivating employees as well as workplace communication,

workplace safety, and much more HRM is considered to be one of the most vital functioning areas of management and can be considered to achieve suitable competitive advantage to as an organization

Kumari L. (2012) in her research “Employees Perception on Work-Life Balance and its relation with job satisfaction in Indian Public Sector Banks” highlighted that each of the Work-life Balance factors on its own is a noticeable predictor of job satisfaction and there is a significant gap between male and female respondents with the job satisfaction with reference to various factors of Work-life balance. The result of the study had real-world implications for human resource managers, especially banks to improve staff commitments and productivity along with designing recruitment and retain employees.

Ashwini S, Kumaraswamy M. (2015) in the paper “Challenges in WLB of Married working Women. The study says those employees who have better work-life balance contribute more towards the success of the organization. The organization can be more productive and can provide better service to the customers by having productive and efficient employees. Family structure is changing in today’s scenario the work-life balance of individuals in the present context include nuclear families, single-parent households, and double income spouses, parents working at different locations.

Bhandari K. Soni H. (2015) “Impact of Gender, Age and Work Experience on satisfaction towards Work-Life Balance (with special reference to Bank Of Baroda, Udaipur)” found that satisfaction level of male employees was less in male than Female employees because female employees are granted maternity leave and male employees are not entitled to get any parental leave to take care of his newly born baby and his wife. Paternity benefits can be considered as a retention tool and as the main factor for the work-life balance of fathers. It’s too difficult for the male employees to take time off during work to take care of personal/ family matters as male employees have all the responsibility of family including their parents, wife, and children in comparison to their female counterparts. So the company should be more flexible concerning employees attending their family responsibilities.

K Santhanalaxmi, T Ramachandran, David Boohene (2012) Analysis of Work-Life Balance of female nurses in hospital: A comparative study of public and private hospitals in Chennai Tamilnadu states that Career women struggle between home and professional front at the end of each day in Government and private hospital. The majority of women are working through-out the week and out of them, 53% are struggling to achieve work-life balance. Both government and private hospital management need to be conscious of this status of female nurses and periodically review the status of the women employees. They have to create an environment of support to help these women achieve work-life balance.

Vijay Mani (2013) titled Work-Life Balance and Women Professionals. The study tries to get an insight into the role of women employed in different occupations, in balancing work and personal life in Tamil Nadu, India. A survey was conducted among respondents who were first-generation women earners. Data were collected by (cluster-random) sampling along with semi-structured interviews and a questionnaire. The data was studied and analyzed the sensitivity of women and their perceptions towards the society as well as to highlight the values, attitudes, and beliefs of women in the formal workplace and primary family system. The research findings exposed that role conflict, lack of recognition, organizational politics, gender discrimination, elderly and children care issues, quality of health, problems in time management and lack of proper social support are the major factors influencing the WLB of women professionals in India.

Mr. G. Shiva (2013) titled A study of Work-Family Balance and Challenges faced by Working Women states that the present study was undertaken to determine the work-life balance and

challenges faced by working women. The sample comprised of 200 working women working in Kerala, India. The questionnaire was collected from respondents. After analyzing using tools like percentage analysis, chi-square, and correlation, results show that there is a work-family conflict among the women employees and there is a lack of organizational satisfaction among women employees.

Mustafa Manir Chowdhury, Nazamul Hoque & Mohammed Jonayed Kabir 2015 This study examines the work-life balance of female garment workers in Bangladesh. The study discloses that both the family and job of female garment workers of Bangladesh are being affected due to the work-life balance situation. But, family life is more affected due to job. Thus, interference of work with family is more of an issue than the interference of family with work for the female garment workers in Bangladesh. Finally, the study suggests better salary, less workload, residential facility (near to workplace/factory), transport facility, child care center, flexible hours of working (reveled days off and family-friendly starting and finishing times), and schooling facility for female garment workers of Bangladesh to improve their work-life balance status.

Based on intense literature review and gap analysis the researcher has framed the following Objectives of the Study

1. To study the impact of factors of work-life balance on the job satisfaction level of women employees working in the garment sector.
2. To study the impact of factors of work-life balance on the Job Stress level of women employees working in the garment sector.

The hypothesis to be Tested

Based on the above objectives following hypothesis has been formulated.

H01: There is no significant impact of work-life balance factors on Job satisfaction of women employees working in the garment sector.

H02: There is no significant impact of work-life balance factors on Job Stress of women employees working in the garment sector.

Research Methodology

The data has been collected through a structured questionnaire. The sample size was 100 from the Garment sector hub in Bangalore. The collection method was convenient sampling. The data is analyzed using the Correlation coefficient and ANOVA.

Result and Discussion

The Consequence of the Relationship between Work-Life Balance with Job Satisfaction and Job Stress

The Analysis of this section identified the factors of work-life balance of women's employee in the garment sector impacts on Job satisfaction and job stress. Based on the study Job satisfaction and Job Stress are one of the Critical Component which has a dependency on a factor of work-life balance.

Allen, Herst, Bruck, and Sutton (2000) have found that as work-family conflict increases, Job Satisfaction decreased, and evidence for this was found in the various professional study and from different countries. They also explain that as Job stress increases organizational commitment decreases and it is evident that Job stress, career advancement, work culture, work-family conflict is associated with work-life balance and its impact on job satisfaction. There were conflicting findings that suggest that some physical and psychological stress has been highly negatively associated with Job satisfaction.

Also, it has been found that Physical stress, policy satisfaction, and psychological stress have been associated with job satisfaction which is a critical component of work-life balance. **With regard to Casper and Harris (2008)**, they found that if employees have a positive relationship with the organization it will lead to the commitment of the employees.

Factors of Work-Life Balance and Job Satisfaction

Table 2 Coefficient of correlation between factors of work-life balance and job satisfaction

Factors of work-life balance	Job Satisfaction
Organization policy	0.234**
Interpersonal association	0.389**
Job stress	0.309**
Work culture	0.267**
Career advancement	0.150**
Work-Family Conflicts	-0.202**
Family - Work Conflicts	-0.238**

** Correlation is significant at the 0.01 level (2-tailed).

Ho: There is no significant impact of factors of work-life balance on job satisfaction

H1: There is a significant impact of factors of work-life balance on job satisfaction.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.82	.78	.78	3.58
a. Predictors: (Constant), overall WLB				

The above table of model summary shows the linear regression analysis, taking the overall work-life balance as an independent variable and overall job satisfaction as a dependent variable. The table summary shows signify the goodness of fit. The value of R square stands for the coefficient of determination which determines the variation caused by the independent variable. The model summary table shows R Square for this model is .78. This means that 78 percent of the variation in overall job stress (dependent variable) can be explained from the independent variables (overall work-life balance). The table also shows the adjusted R Square for the model as .78.

To determine if one independent variable is a significant predict or of overall job satisfaction, the study examines the ANOVA table

Table 3 ANOVA WLB and Job Satisfaction

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	13544.42	1	13422.52	1085.52	.000
Residual	6325.54	493	11.83		
Total	19869.96	494			
a. Dependent Variable: Job Satisfaction					
b. Predictors: (Constant), overall WLB					

The ANOVA table shows the F value for the regression model that indicates the statistical significance of the overall regression model. The larger the F ratio there will be more variance independent variable that is associated with the independent variable. The Fratio=1055.62. The statistical significance is .000 (r=.000, p<0.05), which shows that model is significant. So we

reject the null (Ho) hypothesis and accept the alternative hypothesis (H1) that there is a relationship between work-life balance and job satisfaction.

Table 4 Coefficients WLB and Job Satisfaction

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	21.31	.82		25.73	.00
Overall WLB	.21	.016	.82	32.49	.00

a. Dependent Variable: Overall Job Satisfaction

Table 4.6.4.3 depicts that work-life balance has relation to job satisfaction and the relation is .21 percent. The work-life balance and job satisfaction are not in a good relationship because, in the model summary table, the value represents that the independent variable explained the dependent variable. So, it shows that the employees of the Garment industry are not satisfied with their work-life balance. Based on the above tests following results are concluded. Hence, the null hypothesis is rejected which states that there is no significant relationship between work-life balance and job satisfaction, and it is proved that there exists a significant relationship between work-life balance and job satisfaction. So we can say that If work-life balance is there in the organization then there is job satisfaction and it motivates the employees. Saltzstein, Ting, & Saltzstein (2001) in their studies, claimed that this is due to the impact of family-friendly policies on the attitudes of employees.

To Analyze the Role of Work-Life Balance in Job Stress

Table 5 Coefficient of correlation between Factors of Work-Life Balance and Job Stress

Factors of work-life balance	Job Stress
Organization policy	-0.366**
Interpersonal association	-0.491**
Job stress	-0.283**
Work culture	-0.343**
Career advancement	0.422**
Work-Family Conflicts	-0.607
Family - Work Conflicts	-0.238**

** Correlation is significant at the 0.01 level (2-tailed).

H02: There is no significant relationship between work-life balance and job stress.

H2: There is a significant relationship between work-life balance and job stress.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.83	.70	.70	.22

a. Predictors: (Constant), Overall Work-Life Balance

Table 5 of the model summary shows the linear regression analysis, taking the overall work-life balance as an independent variable and overall job stress as a dependent variable. The table summary which shows signifies the goodness off it. The value of R square stands for the coefficient of determination which determines the variation caused by the independent variable. The model summary table shows R Square for this model is .70 this means that 70 percent of the variation in overall job stress (dependent variable) can be explained from the independent variable (overall

work-life balance). The table also shows the adjusted R Square for the model as .70.

To determine if one independent variable is a significant predictor of overall job stress, the study examines the ANOVA table.

Table 6 ANOVA Work-Life Balance and Job Stress

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	57.17	1	57.17	1164.15	.000
	Residual	24.21	493	.049		
	Total	81.38	494			
a. Dependent Variable: Overall Job Stress						
b. Predictors: (Constant), Overall Work-Life Balance						

The ANOVA table shows the F value for the regression model that indicates the statistical significance of the overall regression model. The larger the F ratio there will be more variance independent variable that is associated with the independent variable. The F ratio = 1164.152. The statistical significance is .000 (r=.000, p<0.05), which shows that model is significant. So we reject the null (Ho) hypothesis and accept the alternative hypothesis (H1) that there is a relationship between Work-life balance and Job stress.

Table 7 Coefficients WLB and Job stress

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.70	.052		13.71	.00
Overall Work Life Balance	.79	.023	.83	34.12	.00
a. Dependent Variable: Overall Job Stress					

Table 7 depicts that work-life balance has relation to job stress and the relation is .79 percent. The work-life balance and job stress have good relation because, in the model summary table, the value represents that the independent variable explained more than the dependent variable. Hence, the null hypothesis that there is no significant relationship between work-life balance and job stress is rejected, and it is proved that there exists a significant relationship between work-life balance and job stress. If work-life balance is increased, then it increases the job stress to a great extent.

Chiangetal.,(2010)recommended that high job demands coupled with low job control and the accessibility of work-life balance practices resulted in a higher level of stress. The findings of this study are, even when WLB is improving the job stress is still observed to be high. The only logic which can be stated to explain this phenomenon is that efforts have been made by the organization to improve the WLB,yet, it is perhaps the excessive workload on employees is contributing to high job stress.

The garment sector in India is facing so many issues. The problem of stress is inevitable and unavoidable in the Garment sector. 80% of the workforces in the garment sector are women employees who play so many roles that are taking care of the family as well as working outside to earn their livelihood. They face severe occupational stress and a lot of psychological problems.

The productivity of the workforce is the most crucial factor as far as the success of an organization is concerned. Productivity in turn is dependent on the satisfaction level of employees. The present study was carried out to understand the impact of work-life balance factors on job stress and job satisfaction of women employees working in the garment sector. The researcher also scrutinized the available literature concerning occupational stress and job satisfaction to conceptualize the framework of the study. The findings of the study confirmed that there is an impact of work-life balance factors on job satisfaction and Job Stress.

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