WORK LIFE MANAGEMENT AMONG WOMEN EMPLOYEES WORKING IN SHIFTS WITH REFERENCE TO ELECTRONIC MANUFACTURING INDUSTRY IN CHENNAI

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ABSTRACT

Objective: The aim of this paper is to identify the nature of Work-Life Balance management practices among the women employees in an industry sector that employs women to be working in shifts.

Theoretical framework: The study employs concepts from the Role theory of management of multiple roles by people and Spill-over theory postulating the transfer of skills and issues across roles to be the variables impacting a worker’s satisfaction in work and personal life, which in the case of target population relates to family in the cultural context.

Method: This study was conducted to measure the impact of Authentic Leadership, Co-worker support, and Family support to be the independent variables and Work Satisfaction as well as Family Satisfaction as a Dependent variable in the measurement model while the Work to Family Enrichment and Family to Work Enrichment to be the mediating variable constructs. Data was collected in factories employing women workforce in production shifts since working in shifts. The 5-point Likert scale is used to prepare the questionnaire which was circulated to 180 participants working in these factories in Tamilnadu and 150 were found to be complete in data for doing analysis.

Results and Discussion: The estimated model using the Structural Equation Modelling approach showed a definite association with both dependent and independent variables with moderation effects. The effect of Family Support on Work Satisfaction is not directly evidenced but is visible through Family to Work Enrichment. Other variables had significant direct effects.

Implications of the research: The studies infer that the factors of authentic leadership, Co-workers support and Family Support provide for effective work and family satisfaction either directly or through manifestation of Work to Family Enrichment and Family to Work Enrichment effects.

Originality/value: This study identifies the gap that there is not enough study and literature available especially connected to the Work-Life Balance of Women in the Electronics Industry mainly working in shifts in India as well as Globally.

Keywords: Work Life Balance, Work Family Enrichment, Co-Workers Support, Authentic Leadership, Work Satisfaction.

GESTÃO DA VIDA NO TRABALHO ENTRE EMPREGADAS QUE TRABALHAM EM TURNS COM REFERÊNCIA À INDÚSTRIA DE MANUFATURA ELETRÔNICA EM CHENNAI

RESUMO

Objetivo: O objetivo deste artigo é identificar a natureza das práticas de gestão Work-Life Balance entre as funcionárias de um setor da indústria que emprega mulheres para trabalho em turnos.

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Estrutura teórica: O estudo emprega conceitos da teoria do papel de gerenciamento de múltiplos papéis por pessoas e da teoria do Spill-over postulando a transferência de habilidades e questões entre os papéis como variáveis que impactam a satisfação de um trabalhador no trabalho e na vida pessoal, que no caso da população-alvo relaciona-se com a família no contexto cultural.

Método: Este estudo foi conduzido para medir o impacto da Liderança Autêntica, Apoio do Colega de Trabalho e Apoio da Família como variáveis independentes e a Satisfação no Trabalho, bem como a Satisfação da Família como uma variável Dependente no modelo de medição, enquanto o Trabalho para Enriquecimento Familiar e Enriquecimento da Família para o Trabalho como os constructos variáveis mediadores. Os dados foram coletados em fábricas que empregam mão de obra feminina em turnos de produção desde que trabalham em turnos. A escala Likert de 5 pontos é usada para preparar o questionário que foi distribuído a 180 participantes que trabalham nessas fábricas em Tamilnadu e 150 foram considerados completos em dados para fazer a análise.

Resultados e Discussão: O modelo estimado usando a abordagem de Modelagem de Equações Estruturais mostrou uma associação definitiva com variáveis dependentes e independentes com efeitos de moderação. O efeito do Apoio Familiar na Satisfação no Trabalho não é evidenciado diretamente, mas é visível através do Enriquecimento da Família para o Trabalho. Outras variáveis tiveram efeitos diretos significativos.

Implicações da pesquisa: Os estudos inferem que os fatores de liderança autêntica, apoio dos colegas de trabalho e apoio familiar proporcionam trabalho efetivo e satisfação familiar diretamente ou através da manifestação dos efeitos Trabalho para Enriquecimento Familiar e Família para Trabalho.

Originalidade/valor: Este estudo identifica a lacuna de que não há estudos e literatura suficientes disponíveis, especialmente relacionados ao equilíbrio entre vida profissional e pessoal das mulheres na indústria eletrônica, principalmente trabalhando em turnos na Índia e no mundo.


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1 INTRODUCTION

Work-Life Balance (WLB) and Work-Family Enrichment (WFE) have emerged as strategies to help employees achieve equilibrium between their personal and professional lives. Historically, the traditional gender roles that assigned men to work and women to domestic responsibilities were considered a means of balancing work and life. Understanding the influence of authentic leadership, coworker support, and family support on work and family satisfaction is essential for promoting well-being in the modern workplace and work Life balance. Organizations can promote employee well-being and satisfaction by cultivating authentic leadership behaviors, fostering coworker support networks, and recognizing the importance of family support in creating a harmonious work-family interface.

To conduct the present study, a descriptive research design was employed, and a well-structured questionnaire was administered to employees in four electronics factories in Tamil Nadu. The study focused on women employees working in production roles on a shift basis. The questionnaire utilized a 5-point Likert scale to assess responses, ranging from strongly agree to strongly disagree. A purposive sampling technique was employed, resulting in a sample of 150 participants. To Assess Work-Life Balance Applications in Electronics manufacturing industrial units; To Analyze the challenges of employees on Work Life Balance and employers on point Work Life Balance; To examine how Work Life Enrichment
helps to improve their work satisfaction as well as family satisfaction, with Work Family Enrichment as the mediator.

2 LITERATURE REVIEW

With the increased participation of women and dual-earning couples in various employment sectors, the concept of work-life balance underwent significant changes (Lambert, 1990). It became evident that excessive working hours, high work intensity, and a lack of personal time could lead to fatigue, anxiety, and negative impacts on both work and family domains (Delecta, 2011).

As demographic and workplace dynamics evolved, such as the need for longer working hours, particularly for women in the labor force, organizations faced the challenge of addressing the conflicts arising from multiple roles (Azeem & Akhtar, 2014). To mitigate these conflicts and facilitate work-life balance, organizations gradually introduced practices that supported employees in fulfilling their work and family-related responsibilities (Ryan & Koseek, 2008).

Work-life balance is a crucial concern for employees across sectors, impacting their psychological, social, economic, and mental well-being (Ojo, Salau & Falola, 2014). Failure to effectively manage work-life balance can negatively affect long-term employee performance and productivity (Ojo, Salau & Falola, 2014).

In terms of work-family enrichment, Zhang et al. (2018) conducted a meta-analysis based on the framework proposed by Greenhaus and Powell (2006). Their analysis of 67 studies revealed that work-family enrichment has positive consequences across affective, resource, performance, and general well-being domains. The effects were stronger within domains than across domains. Moderating factors, such as sample demographics, national culture, and the type of enrichment construct, partially explained the variance in these effects.

Wood et al. (2020) found that organizations strive to create a work environment conducive to work-life balance while also promoting work engagement and organizational outcomes. They identified antecedents, mediators, and moderators that influence the relationship between work engagement and work-life balance.

Ashwini and Varma (2016) examined the determinants of Quality of Work Life (QWL) in the manufacturing sector. Their study analyzed QWL measures and job satisfaction perceptions among employees in conventional and fast-paced manufacturing industries.

We find that the research in the past has not delved much in the area of women in manufacturing sector in the cultural context of Indian families and the Work and Family Enrichment constructs. This study focuses on same.

3 METHODOLOGY

Descriptive Study is used in this survey. In order to attain objectives, a well-structured questionnaire is prepared and administered. The data was collected from four different electronic factories in Tamilnadu where women workforce is working in production in shift basis. The questionnaire is prepared by the 5-point Likert scale represented by strongly agree, agree, neutral, strongly disagree, and disagree respectively. Finally, 150 samples is collected from the respondents. Purposive Sampling Techniques is used in the study, since the aim was to get responses from women working in shift basis.
4 RESULTS AND DISCUSSION

4.1 Data Analysis

To begin with an analysis of the relationships among the postulated constructs was checked to proceed with further analysis using the correlation matrix method and the results are presented graphically below.

![Correlation Diagram](image)

**Fig. 1** – Correlation Diagram showing strength of correlation among constructs

*Source:* Prepared by the authors (2023)

We could see that the Constructs Authentic Leadership and Family Support were weakly negative correlated and since they were independent variables this was not a major concern. The negative correlation of Family Support to Work Satisfaction was also similar that was to be explored further.

Further in order to check the reliability of the research instrument in measuring constructs the Cronbach Alpha scores were checked as below.

<table>
<thead>
<tr>
<th>Constructs</th>
<th>AuLead</th>
<th>CoSup</th>
<th>FamSup</th>
<th>WFE</th>
<th>FWE</th>
<th>WorkSa</th>
<th>FamSa</th>
</tr>
</thead>
<tbody>
<tr>
<td>AVE</td>
<td>0.595</td>
<td>0.584</td>
<td>0.532</td>
<td>0.637</td>
<td>0.544</td>
<td>0.545</td>
<td>0.533</td>
</tr>
<tr>
<td>Alpha</td>
<td>0.896</td>
<td>0.722</td>
<td>0.407</td>
<td>0.927</td>
<td>0.895</td>
<td>0.581</td>
<td>0.768</td>
</tr>
<tr>
<td>VIF</td>
<td>1.489</td>
<td>1.637</td>
<td>1.611</td>
<td>3.242</td>
<td>3.422</td>
<td>1.315</td>
<td>1.702</td>
</tr>
</tbody>
</table>

*Source:* Prepared by the authors (2023)

Further the constructs’ validity had been explored using Average Variance Extracted which showed that all were having values above 0.5. The Variance Inflation Factor (VIF) also was checked to find if multi-collinearity is an issue for analysis, and the constructs were found to be suitable.
Further the proposed measurement was created and Structural Equation Modelling was used to estimate the final results. The path diagram below represents the same.

![Path diagram](image)

**Fig. 2** – Structural Equation Model Analysis  
**Source:** Prepared by the authors (2023)

The model fit metrics were as follows:
- Root Mean Square Error of Approximation:
  - RMSEA: 0.000
  - 90 Percent confidence interval - lower: 0.000
  - 90 Percent confidence interval - upper: 0.000
  - P-value H_0: RMSEA <= 0.050: NA
  - P-value H_0: RMSEA >= 0.080: NA
- Standardized Root Mean Square Residual:
  - SRMR: 0.000
  - Comparative Fit Index (CFI): 1.000
  - Tucker-Lewis Index (TLI): 1.000

The RMSEA values and Fit index values indicate the model to be sufficiently fitting the data. The Path analysis yielded the following data.

**Table 2:** Path Coefficients

<table>
<thead>
<tr>
<th></th>
<th>AuLead</th>
<th>CoSup</th>
<th>FamSup</th>
<th>WFE</th>
<th>FWE</th>
</tr>
</thead>
<tbody>
<tr>
<td>WFE</td>
<td>0.347</td>
<td>0.215</td>
<td>0.316</td>
<td></td>
<td></td>
</tr>
<tr>
<td>FWE</td>
<td>0.388</td>
<td>0.266</td>
<td>0.228</td>
<td></td>
<td></td>
</tr>
<tr>
<td>WorkSa</td>
<td>0.157</td>
<td>0.145</td>
<td>0.002</td>
<td>0.292</td>
<td>0.132</td>
</tr>
<tr>
<td>FamiSa</td>
<td>0.067</td>
<td>0.034</td>
<td>0.101</td>
<td>0.126</td>
<td>0.416</td>
</tr>
</tbody>
</table>

**Source:** Prepared by the authors (2023)

As we see here, the path coefficients are all positive indicating that both independent and mediating variables have positive effect on outcome variables Work Satisfaction and Family Satisfaction. Even the Family Support effect on Work Satisfaction, though direct effect is small (0.002) still influences Work Satisfaction through Family Work Enrichment with 0.132 moderated effect.
4.2 Discussion

The influence of authentic leadership, co-worker support, and family support on work and family satisfaction is essential for promoting well-being in the modern workplace. These are by the concepts of Work to Family Enrichment and Family to Work Enrichment constructs borrowed from the spill over theory of Work Life Balance. Other recent studies also support these conclusions.

For instance, Walumbwa, Wang, Wang, Schaubroeck, and Avolio (2019) found that authentic leadership positively influenced job satisfaction and organizational commitment among employees. Lin, Liu, and Zheng (2016) revealed that co-worker support positively predicted job satisfaction and reduced work-family conflict. A study by Kalliath, Brough, O'Driscoll, and Manimala (2020) found that family support significantly predicted higher levels of job satisfaction and work-life balance. Family support acts as a buffer against work-family conflict, promotes well-being, and enhances satisfaction in both work and family domains.

5 CONCLUSION

The positive effects of authentic leadership, co-worker support, and family support on work and family satisfaction. Authentic leadership fosters positive work environments, co-worker.

Support contributes to a supportive work culture, and family support provides crucial resources for managing work and family roles. Based on a review of literature on various sectors and themes of Work-Life Balance, its implications, and its impact on the organization as a whole, it is abundantly clear that an organization cannot reach its full potential without the full participation and commitment of all employees, which can only come from a solid and sound balance between their work and family life. Time and cost constraints is one of the major limitations in the study. Organizations can promote employee well-being and satisfaction by cultivating authentic leadership behaviours, fostering co-worker support networks, and recognizing the importance of family support in creating a harmonious work-family interface.

REFERENCES


