The Influence of Demographic Profile on Work Life Balance of Women Employees in Tannery Industry – An Empirical Study

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ABSTRACT

In the current scenario, the common news in newspapers is that many highly educated and dual income couples prefer to opt for divorce, separation or the partner may get killed by the spouse. The reason for this may be due to the immense stress they face at work and also due to the family environment. Their work-life balance is very poor, suffer high ego, unable to spend time with family members and are pampered children of their parents. If the person is highly educated, has high income, and also receives support from family members, he / she can face failure easily which is caused by family life; for others, they may end up making harsh decisions like committing suicide, lodging a report against their spouse, starting unhealthy habits which affect his / her health or harass their life partner. This motivated the researchers to carry out the study of less educated, lower income female employees who are working in the tannery industry. The researchers found that current experiences and dual earners are the most important independent variables in predicting stress, such as hypertension, obesity and gynecological problems. The researchers also found respondents with certain demographic profiles to work more productively than others. This study also reveals the most and least preferred attributes of work life balance.

Keywords: Stress, failure, productivity, attributes, family and work life balance

INTRODUCTION

Work life balance (WLB) of women workers has become a vital and often discussed matter, as women are also earning and equally sharing the responsibility for the betterment of their family. Work life balance means the individual's capacity to schedule the hours of personal and

professional responsibilities to lead a healthy and peaceful life. A woman when attains a successful WLB, she becomes highly committed, productive, satisfied with the job and succeeds in her career. Some women fail to achieve their work life balance due to incapability to set priorities (Santhana & Gopinath, 2013). A working woman enjoys her personal life and succeeds in her professional life which leads to positive work life balance. Work life balance of women employees differs from one another; the priorities differ based on their age, marital status, number of children, age of children, experience and emotional intelligence. In today's competitive scenario, the ability to work with emotion plays a key role in faculty members' performance. From many studies, it has been evident that faculty members who have higher emotional intelligence can perform better in both the working environment and family life, which leads to personal satisfaction. WLB is the assurance of emotional intelligence among faculty members (Sagaya, 2015).

Crompton (1999) described that in the beginning of the twenty-first century, work-life balance did not receive much attention and seemed to be less challenging due to two reasons. First, employment was limited only to a male full-time worker and they were considered as the bread-winner. Second, it was a traditional trend that women involved themselves in more unpaid work such as nurturing, caring and domestic work. The notion of work-life balance underwent a drastic change and gave rise

to work life balance issues, when increased number of women workers and dual-earner couples entered into workforce in various employment sectors (Burke & Greenglass, 1987; Lambert, 1990).

In the early centuries only few women had the access to higher education and many were forced to rely on their father's or husband's attitudes on the way to women employment. The fast growing knowledge economy has enlightened many women by higher education and has given them the opportunity for robust careers (Delina & Prabhakara, 2013). Women are now visible in those domains which were traditionally dominated by men. This has given a tough task for women to balance additional responsibilities related to work and family. Many mothers struggle to balance both the roles in a better way; especially for working mothers with young children it becomes a great challenge to fulfill the responsibilities. It acts as a boon for them to balance career and life (Sahana & Bagali). According to Greenhaus, Collins and Shaw (2003) WLB is defined as the extent to which an individual is similarly engaged and equally satisfied with his or her work and family role. Purohit (2013) refers to WLB as a situation where people have control over their work when, where, what and how they perform. Although women struggle to balance family and work roles, their participation in the workforce has led to many benefits like economic benefits to the organisations, involvement in decision making whether it is related to family or

work, increase in standards of living, social interaction, and increased competence (Cleveland, Stockdale, & Murphy, 2000).

In this rapidly growing competitive world, opportunity for job is increasing day by day, and organisations are required to create a congenial atmosphere where employees especially women and working mothers can balance their professional and family life. A successful work-life balance leads to achievement of personal and professional career goals (Matheswaran & Hemalatha, 2015). Bharat (2003) pointed out that demographic changes in women are seen to be increasing at the workplace and dual earner families have generated an increasingly diverse workforce and a greater prerequisite of employees to balance their work and non-work lives. Increasing work life balance issues of employees, increasing attrition rates, and absenteeism have forced organisations to revise and initiate practices such as flexible working hours, different work arrangements, supportive family-friendly policies like family care responsibilities, child care facilities, compensation packages, and employees' assistance programmes (Andukuri, Sagar & Deepa, 2013).

Rahul and Parvesh (2015) described WLB to mainly emphasise on two main features called achievement and satisfaction. This implies that a working woman should be able to have job satisfaction (enjoyment), and at the same time, be able to rise in her career (achievement). Balancing a successful career with family life can be challenging and has an impact on a person's satisfaction in their work and family role. A better work life balance will help to achieve professional satisfaction and personal freedom for employees (Sayers, 2007).

Research Objectives

The researchers have framed the following research objectives to find the work life balance of women employees in the tannery industry:

- To identify the most important independent variable in predicting the occurrence of stress when compared to other independent variables.
- To find out the association of demographic profile of the respondents and WLB determinants.
- To find the most preferred and least preferred attribute of WLB.

REVIEW OF LITERATURE

In recent years, WLB has drawn much attention in the modern management literature. Pandu, Balu and Poorani (2013) state that work life balance is all about framing a productive culture where the ability of the individual is maximised and the tension between work and other activities of people's survival is minimised. Participating in multiple roles can subsidise to good mental and physical health of an individual so long the degree of "fit" between work and family is acceptable (Bamett, Garies, & Brennan, 1999; Marks & MacDennid, 1996). The current knowledge economy has given adequate access to women who are combined with factors

like changes in marital arrangements and smaller families. This has led to an increase in the volume of working women especially working mothers.

Demographic Variables and Work life Balance

In the past decades, global demographic and personality fluctuations occurred, such as maximum participation of women in workforce, dual earning families, single parent earning families, child care, and elderly care resulted in greater tasks for women workers, who try to balance the needs of both work and family life (Tennant & Sperry, 2003). Researchers pointed out these kind of greater tasks and higher demands from work and family led to negative effects on the well-being of workers and causing family-work conflicts (Aryee, Srinivas, & Tan, 2005).

Age. Leger (2004) reported that most working women who belonged to the age group of 35 to 55 years were experiencing depression and generalised anxiety disorder; such symptoms emerged to be a hurdle in their success at the workplace and household lives. Dubey, Saxena and Bajpai (2010) found women belonging to the age group of above 40 years to maintain better work life balance by having control on their work-life responsibilities, when compared to their younger colleagues. Many researches have reported that working women of 25 to 50 years face the problem of work life balance (Desai, 2015).

Women's Marital Status. Balancing work and life has become difficult for a married working woman. Due to the transactional shift in the trend of society, families have started to move from joint to nuclear family, causing imbalance in work and family (Desai, 2015). Sahana and Bagali (2014) described that marital relationship, co-operation of husband and family members, and their attitudes are factors that impact WLB of women. Martins, Eddleston and Veiga (2002) pointed out that married women always give more importance and priority to their family than work. Barette (2009) also postulated that balancing work life is difficult for a single parent.

Educational Background and Income of Women. Chong and Ma (2010) found that higher education and more work experience boost the confidence level of an individual and increases self-efficacy. Ross and Huber (1985) predicted that education has a largest effect on reducing stress; it has a positive impact on WLB. Tausig and Fenwick (2001) described that work life balance is less among employees with undergraduate degree or with an advanced university degree and high among school leavers or below. Researchers argue that work place flexibility is limited to high income and position of women. It was also pointed out that women with high income were able to make some arrangements for domestic work (Kalpana & Kiran, 2014).

Personality. Researchers have identified five core personality traits : (1) Extraversion

(active, assertive, positive emotions,excited); (2) Agreeableness (kind, forgiving, straight forward, trusting, pro-social behaviour); (3) Conscientiousness (Competent, well organised, self-disciplined, achievement oriented, deliberated); (4) Neuroticism (self-conscious, impulsive, anxious, angry, tense, depressed); and (5) Openness (curios, imaginative, creative, aesthetic, inventive) (Judge & Higgins, 1999; McCrae & John, 1992). Responding emotionally to a role by a person influences their interpersonal availability and psychological presence in a different role (Rothbard, 2001). Crooker et al., (2002) found that individuals with conscientiousness (commitment, control and challenge) and kindness are most likely to achieve a better WLB. Kaur (2013) found that there is positive correlation between WLB, satisfaction with life and friendliness dimension of personality. Intrinsic work values make a person express openness for change - interest, growth, pursuit of autonomy and creativity in work. An employee with extrinsic work value orientation may be associated with lower job vitality, job commitment, job satisfaction and higher exhaustion (Van den Broeck, Vansteenkiste, & Has De Witte, 2010).

Caregiver and Work Life Balance. Giddens (l997) described that an increasing number of working women choose to put a hold on their career, when they become mothers. Another reason for women not to be in full time employment is because of their husbands who may be neglecting to take care of the children. Campbell et al.

(1994) studied women's job performance and work attitudes which were affected by family life. The results witnessed that women with children had less occupational commitment compared to women without children. Also, women who have younger children were better at balancing work and family life than colleagues with older children. Pew Research Center survey (2013) predicted that most working mothers with children under the age of 18 agreed that being a working parent made it harder for them to advance in their career, about 42% of working mothers reduced their working hours at some point of their working life in order to take care of the child or other family members. Working mothers who have children with some chronic illness or disability face more problems in balancing work and family, sometimes this leads to work life conflict (Emslie, Hunt, & Macintyre, 2004). Along with child care, working women also have the responsibility to take care of their ageing parents (elderly care). Elderly care differs from child care; the demands associated with elderly care increase over time and caring for them spans many years which is unpredictable and varies widely (Pavalko & Gong, 2005).

Household Responsibilities and Work Life Balance. Treiman and Hartman (1981) pointed out that married women, irrespective of their paid or unpaid employment, do double the amount of housework than their husbands. A married woman who is unemployed works 70 hours per week in carrying out domestic chores and taking care

of the children. In contrast to this married men only spend about 11 hours per week for doing house work and taking care of children. Hochschild and Machung (1990) illustrated that married women having families and careers dedicated an additional month to domestic chores. Nicolson (1997) described that working mothers often face health problems due to their family and work responsibilities. Makoswska (1995) studied the psychosocial factors of stress and well-being of employed women. The results revealed that the relationship between family functioning, well-being and stress was significant. However, work-related stressors were greater than family-related stressors.

Work Characteristic and Work Life Balance

Haworth and Lewis (2005) pointed out that many organisations are introducing new technologies, working practices and are also demanding greater flexibility due to their pressure of competition in the workforce. Geurts, Kompier, Roxburgh and Houtman (2003) put forward that higher workloads lead to negative spillover affecting both work and home. Butler, Grzywacz, Bass, and Linney (2005) found existence of positive relationship between job demands and work-family conflicts. Work demands and additional work hours minimise the time for home (White, Hill, McGovern, Mills, & Smeaton, 2003). McDonald, Brown and Bradley (2005) put forward five dimensions that affect organisational work-life culture: lack of managerial support, expectation of

organisation time, perception of negative career consequences, gendered nature of policy utilization, and perception of unfairness by employees with limited non work responsibilities. Employees with lower levels of observed control over their work are more probable to experience high role overload and high intervention between work and family roles (Baral & Bhargava, 2010). Improvements and introduction to new technologies have helped employers to progress in business more effectively, more accessible to clients as well as often reachable with employees. Technology has made working hours of an employee into 24/7 (Maxwell & McDougall, 2004).

Consequences of Work Life Imbalance

Low level of work life balance can lead to employees having less morale and more absenteeism (Brought, O'Driscoll, & Kalliath, 2005). Gambles (2006) discusses that work life imbalance of an individual is related to demanding and increased work practices followed at the workplace, work increasingly interfering with personal life, workplace being more efficient with labour regulations and constant changes. Stress stemming from higher demands from work or family has effects in family-work conflicts and work-family conflicts (Aryee, Srinivas, & Tan, 2005). Kofodimos, (1993) suggested that imbalance in particular causes great levels of stress, minimises the quality of life finally reducing individuals' performance and efficiency at work. Aziz and Cunningham (2008) narrated that work stress and work life imbalances are

correlated with workaholic behaviour. Malik, McKie, Beattie and Hogg (2010) found that imbalance in work-family life was caused by increased work needs and led to higher levels of stress. Long working hours force employees to flee many of their family responsibilities that create an imbalance in their work and family lives. Greenhaus et al. (2003) indicated that an imbalanced fulfillment between dual roles, work and family creates maximum stress as the disparity appears to be a perpetual reminder about one not meeting his or her desires or values in one role as the other.

Well-being

Well-being of an individual can be categorised into (a) subjective well-being that focuses on positive effects and the absence of adverse effects, and (b) psychological well-being, which focuses on achieving an individuals' full capacity. Subjective wellbeing is also known as emotional well-being (Ryan & Deci, 2001). According to Lazarus and Folkman (1984), stress is a relationship between a person and their circumstances which is evaluated as taxing and endangers his or her well-being. Well-being of a person can also be determined by their subjective judgment towards satisfaction with life, psychological health (Grzywacz, Almeida, & McDonald, 2002), and also by their objective evaluation of physical health (for example, blood pressure) (Broadwell & Light, 1999). For an individual, high stress may cause ill-being especially when a person lacks coping strategies or applies ineffective strategies

to cope with stress (Hardie, Kashima, & Pridmore, 2005; Lazarus & Folkman, 1984). Diener (1984) argued that positive effect, negative effect and satisfaction with life are important factors indicating well-being. Erlandson (2006) described that women with low complex pattern of occupations in a paid workforce have better health and well-being than women having medium and high complex pattern of occupation. For an individual, both family and work are vital elements in life (Clark, 2000).

Work and Family Support

Various studies suggest that there is a correlation between forms of social support which includes support from spouse, family members, superior, co-workers or colleagues and work/family conflict (Byron, 2005; Cinamon & Rich, 2005). Many studies discriminate the domain of work-based social support from individual social support, such that existence of correlations in one domain can attenuate adverse consequences or accentuate positive consequences from other sectors (Carlson & Perrewe, 1999; Greenhaus & Parasuraman, 1994). Allen (2001) found from the survey that types of occupations who alleged their organisations as minimally friendly and where their presence is required for family care, experienced more work-family conflict, which caused them to be less satisfied with their job, less committed to the organisation and showed greater intentions to turnover than those who alleged their organisation as more family supportive. Various forms of research has also suggested

that a friendly organisational environment and supportive relationships (the manager, supervisor, colleagues and co-workers) at work might have a significant association with the employee's work outcomes. The social support of peers actually facilitates job satisfaction of all workers (Ducharme & Martin, 2000). Social support outside the workplace or at home may come from women's spouse, parents, siblings, children, relatives and friends. Working women believe that support from spouse in various areas, which includes earnings, personal financial management (Kate, 1998), home and family responsibilities (Baron, 1987), career management and support (Gordon & Whelan-Berry, 2004; Hertz, 1999) and interpersonal support (Becker & Moen, 1999) helps them in balancing work and life. Greenhaus and Parasuraman (1994) found that the family relationships enhance support which minimises work-family conflicts by reducing their time demands and stress. Vasumathi, Sagayamary and Subashini (2015) found that majority of the faculty members' performance is affected by conflict / misunderstanding with the managers, while only very few have more conflicts / misunderstanding with the family members.

Work and Family Satisfaction

Various research projects have configured that work / family conflict is the reason for minimised satisfaction, including personal satisfaction, marital satisfaction and work satisfaction. Work family conflict and family work conflict are due to the strain framed by incompatible roles. Occurrence of work family conflict has shown to be relatively negative to family satisfaction and family work conflict due to lower job dissatisfaction (Netemeyer, Boles, & McMurrian, 1996). Various researches witnessed that job satisfaction produces many favorable organisational outcomes, like lower absenteeism, lower turnover rate, increased job performance, organisational commitment, customer satisfaction and organisational citizenship behavior (Kinicki, McKee-Ryan, Schriesheim, & Carson, 2002). Researchers and scholars have also reported that work-family conflict and family-work conflict are adversely associated with work satisfaction (Beutell, 2010; Netemeyer et al., 1996), family satisfaction and well-being (Beutell, 2010; Lu et al., 2010). Grandey, Cordeiro and Crouter (2005) pointed out that job and family roles are the key roles for many individuals. Literature suggests that an individual who considers work to be the source of interference may develop a negative attitude towards the job, resulting in lower job satisfaction. On the other hand, if an individual considers family as the source of interference and high value work role, it may result in family conflicts and lower family satisfaction (Beutell, 2010; Grandey et al., 2005).

RESEARCH METHODOLOGY

Type of Research

Descriptive research is followed in this study. Women workers working with the tannery industry in Tamil Nadu were considered as target respondents for this study.

Sample Size

The formula for deriving the sample size is as follows:

$n = (z\sigma / d)^2$

n = Sample size of the population

z = Value at a complete level of confidence

σ = Standard deviation of the population

d = Difference between the population mean and sample mean

The researchers approached the target respondents who were working in the tannery at locations such as Ambur, Vaniyambadi, Gudiyatham and Ranipettai. As per CLRI 2013 report, there are 42,000 tannery units in India. Out of that number, 1924 tannery units are located in Tamil Nadu. There are 314 units located in Vellore and Tirupattur districts. There are 63 units in Ranipet, 96 units in Ambur, 130 units in Vaniyambadi and 25 units in Melvisharam. It was a difficult task to identify the population mean and standard deviation, hence the researchers used convenience sampling method and the survey was conducted with women labourers working in the tannery industry. Hence, the researchers approached 500 respondents (250 from each district). In Vellore district, the researchers collected 250 questionnaires from women labourers who were working in Gudiyattam (125 questionnaires) and Ranipet (125 questionnaires). Similarly, the researchers collected questionnaires from 250 women labourers working at Ambur (125 questionnaires) and Vaniyambadi (125 questionnaires). The target respondents were selected based upon their interest and willingness to respond to the questionnaire and they were thus, considered as sample size for this study.

Research Instruments

This research is an empirical study; hence, questionnaire was used as the sole instrument for primary data collection for this research. The researchers drafted a structured questionnaire which consisted of second parts. The first part of the questionnaire consisted of demographic profile of the women labourers, in the second part, the questions were related to the WLB, occurrence of stress related disease, and other important attributes required for WLB. The researchers conducted a validity test for the variables in the questionnaire in order to measure the WLB practices, working hours related issues and important attributes of work life balance.

Sources of Data

The primary source of data was collected by distributing a well-structured questionnaire, while the secondary source of data were

collected from articles, business magazines, publications and booklets of the tannery industry.

Data Analysis Procedures

The primary data was collected by distributing questionnaires to the target respondents and their responses were keyed-in and analysed using SPSS (Statistical Package for Social Sciences). Multiple regression analysis is useful to identify the important independent variables among all other independent variables that predict the dependent variable. Therefore, multiple regression analysis was carried out to identify the occurrence of stress-related disease on independent variables such as age, marital status, educational qualification, current experience, current annual income, number of children, number of dependents excluding children, dual earning couple and time to reach the workplace from home. The authors found that current experience and dual earner couples are the most important independent variables in predicting the occurrence of stress when compared to other independent variables such as age, marital status, educational qualification, current annual income, number of children, number of dependents excluding children and time to reach the workplace from home. Discriminant analysis identifies the association between one dependent variable (dichotomous questionnaire) and many independent variables. Hence, the researchers used discriminant analysis which revealed a significant association between working hours and the demographic profile of respondents (age, marital status, educational qualification, current experience, current annual income and number of children). Weighted average method was adopted to find out the preferred work life balance attributes of women labourers.

DATA ANALYSIS AND FINDINGS

Regression Analysis

Regression analysis was carried out to predict the occurrence of stress related disease with the demographic profile of the respondents such as age, marital status, educational qualification, current experience, current annual income, number of children, number of dependents excluding children, dual earning couple and time to reach the workplace from home.

Table 1
Predicting the occurrence of stress related sisease with Demographic Profile Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.267	.071	.054	1.465

Table 2
ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	80.553	9	8.950	4.167	.000
	Residual	1052.349	490	2.148		
	Total	1132.902	499			

Table 3
Coefficients

Model	Unstandardised Coefficients		Standardised Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	3.171	.377		8.421	.000
Age	-.061	.081	-.043	-.750	.453
Marital status	-.159	.083	-.116	-1.928	.054
Educational qualification	-.121	.073	-.077	-1.653	.099
Current experience	.240	.090	.139	2.667	.008
Current annual income	-.038	.119	-.015	-.319	.750
Number of children	.156	.082	.124	1.897	.058
Number of dependents excluding children	.088	.055	.077	1.618	.106
Dual earner couple	.411	.139	.137	2.969	.003
Time taken to reach the workplace from home	.196	.089	.106	2.205	.028

Dependent variable: Stress related disease

From Table 1, we can see the R^2 value, 0.71, which shows that 7.1% of the variation in predicting the occurrence of stress can be explained by 10 independent variables such as age, marital status, educational qualification, current experience, current annual income, number of children, number of dependents excluding children, dual earner couple and time taken to reach the workplace from home.

From Table 2, the analysis of variance table shows that the significance of F is 0, which indicates that the model is statistically significant at a confidence level of 0%.

From Table 3, the equation can be written is as follows:

Y= 3.171- 0.061 (Age) – 0.159 (marital status) – 0.121(educational qualification) + 0.240 (current experience) – 0.038 (current annual income) + 0.156 (number of children) + 0.088 (number of dependents excluding children) + 0.411 (dual earner couple) + 0.196 (time taken to reach the workplace from home.

It is also clearly depicted from Table 3 that independent variables, namely age, current annual income and number of dependents excluding children are statistically significant since their p value is greater than 0.1.

Forward Regression Analysis

Table 4
Descriptive statistics

Particulars	Mean	Std. Deviation	N
Stress related disease	4.51	1.507	500
Age	2.31	1.073	500
Marital status	2.11	1.096	500
Educational qualification	2.04	.965	500
Current experience	1.94	.872	500
Current annual income	1.40	.611	500
Number of children	2.50	1.197	500
Number of dependents excluding children	2.88	1.322	500
Dual earner couple	1.56	.500	500
Time taking to reach company from home	1.87	.816	500

Table 5
Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.168	.028	.026	1.487
2	.208	.043	.040	1.477

Table 6
ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	31.845	1	31.845	14.403	.000
	Residual	1101.057	498	2.211		
	Total	1132.902	499			
2	Regression	49.144	2	24.572	11.268	.000
	Residual	1083.758	497	2.181		
	Total	1132.902	499			

Table 7
Coefficients

Model		Unstandardised Coefficients		Standardised Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.951	.162		24.317	.000
	Current experience	.290	.076	.168	3.795	.000
2	(Constant)	3.346	.269		12.456	.000
	Current experience	.301	.076	.174	3.967	.000
	Dual earner couple	.373	.132	.124	2.817	.005

a. Dependent Variable: Stress related disease

Table 5 shows the R^2 value as 0.028, which means that 2.8% of the variation in predicting the occurrence of stress can be explained by two independent variables such as current experience and dual earner couple.

From Table 6, the analysis of variance shows that the significance of F is 0, which indicates that the model is statistically significant at a confidence level of 0%.

From Table 7, using forward regression analysis, the regression equation of the occurrence of stress can be predicted by demographic variables such as:

Y= 3.346+ 0.301(Current experience) + 0.373 (Dual earner couple)

Backward Regression Analysis

Table 8
Descriptive statistics

Particulars	Mean	Std. Deviation	N
Stress related disease	4.51	1.507	500
Age	2.31	1.073	500
Marital status	2.11	1.096	500
Educational qualification	2.04	.965	500
Current experience	1.94	.872	500
Current annual income	1.40	.611	500
Number of children	2.50	1.197	500
Number of dependents excluding children	2.88	1.322	500
Dual earner couple	1.56	.500	500
Time taking to reach company from home	1.87	.816	500

Table 9
Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.267a	.071	.054	1.465
2	.266b	.071	.056	1.464
3	.264c	.070	.057	1.463

Table 10
ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	80.553	9	8.950	4.167	.000b
	Residual	1052.349	490	2.148		
	Total	1132.902	499			
2	Regression	80.334	8	10.042	4.684	.000c
	Residual	1052.568	491	2.144		
	Total	1132.902	499			
	Regression	79.124	7	11.303	5.277	.000d
	Residual	1053.778	492	2.142		
	Total	1132.902	499			

a. Dependent Variable: Stress related disease

Table 11
Coefficients

Model		Unstandardised Coefficients		Standardised Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.171	.377		8.421	.000
	Age	-.061	.081	-.043	-.750	.453
	Marital status	-.159	.083	-.116	-1.928	.054
	Educational qualification	-.121	.073	-.077	-1.653	.099
	Current experience	.240	.090	.139	2.667	.008
	Current annual income	-.038	.119	-.015	-.319	.750
	Number of children	.156	.082	.124	1.897	.058
	Number of dependents excluding children	.088	.055	.077	1.618	.106
	Dual earner couple	.411	.139	.137	2.969	.003
	Time taking to reach company from home	.196	.089	.106	2.205	.028

Table 11 *(continue)*

Model		Unstandardised Coefficients		Standardised Coefficients	t	Sig.
		B	Std. Error	Beta		
2	(Constant)	3.157	.374		8.448	.000
	Age	-.061	.081	-.043	-.751	.453
	Marital status	-.163	.082	-.118	-1.989	.047
	Educational qualification	-.124	.072	-.080	-1.717	.087
	Current experience	.235	.089	.136	2.652	.008
	Number of children	.156	.082	.124	1.907	.057
	Number of dependents excluding children	.090	.054	.079	1.658	.098
	Dual earner couple	.405	.137	.134	2.956	.003
	Time taking to reach company from home	.189	.086	.102	2.199	.028
3	(Constant)	3.096	.365		8.493	.000
	Marital status	-.173	.081	-.126	-2.150	.032
	Educational qualification	-.121	.072	-.077	-1.673	.095
	Current experience	.222	.087	.128	2.554	.011
	Number of children	.135	.077	.107	1.757	.080
	Number of dependents excluding children	.092	.054	.081	1.702	.089
	Dual earner couple	.419	.136	.139	3.086	.002
	Time taking to reach company from home	.182	.085	.098	2.131	.034

a. Dependent Variable: Stress related disease

Using backward and forward analysis, the researchers found that current experience and dual earner couples are the most important independent variables in predicting the occurrence of stress when compared to other independent variables such as age, marital status, educational qualification, current annual income, number of children, number of dependents excluding children and time to reach the workplace from home. It is also significant that the coefficient of current experience and dual earner couple are 0.222 and 0.419 respectively, which is higher than the coefficients of other independent variables.

Discriminant Analysis

H1: There is a significant association between working hours and demographic profile of the respondents (age, marital status, education qualification, current experience, current annual income and number of children).

Table 12
Wilks' Lambda

Test of Function(s)	Wilks' Lambda	Chi-square	df	Sig.
1 through 2	.928	36.699	12	.000
2	.997	1.672	5	.892

Table 13
Standardised canonical discriminant function coefficients

Particulars	Function	
	1	2
Age	-.232	-.026
Marital status	.462	-.438
Educational qualification	-.058	.684
Current experience	-.755	.266
Current annual income	.730	.322
Number of children	.311	.769

Table 14
Classification Groups

Number of hours normally work in a day			Predicted Group Membership			Total
			5-8 hrs	8-9 hrs	above 9 hrs	
Original	Count	5-8 hrs	75	56	48	179
		8-9 hrs	77	172	48	297
		above 9 hrs	8	7	9	24
	%	5-8 hrs	41.9	31.3	26.8	100
		8-9 hrs	25.9	57.9	16.2	100
		above 9 hrs	33.3	29.2	37.5	100

51.2% of original grouped cases correctly classified

The classification matrix in Table 14 shows that the discriminant function obtained is able to classify 51.2% of the 500 objects correctly. The Wilk's Lambda value in Table 12 is 0.928, which is closer to 1. Hence it shows low discriminating power of the selected variables. The probability value of the F test indicates that the discrimination between working hours is highly significant. This is because P<0, which indicates that the F test would be significant at a confidence level up to (1-0) x 100 or 100%. Therefore, H1 is accepted. There is a significant association between the working hours

of the respondents and their demographic profile of the respondents (age, marital status, education qualification, current experience, current annual income and number of children).

Table 15
Functions at group centroids

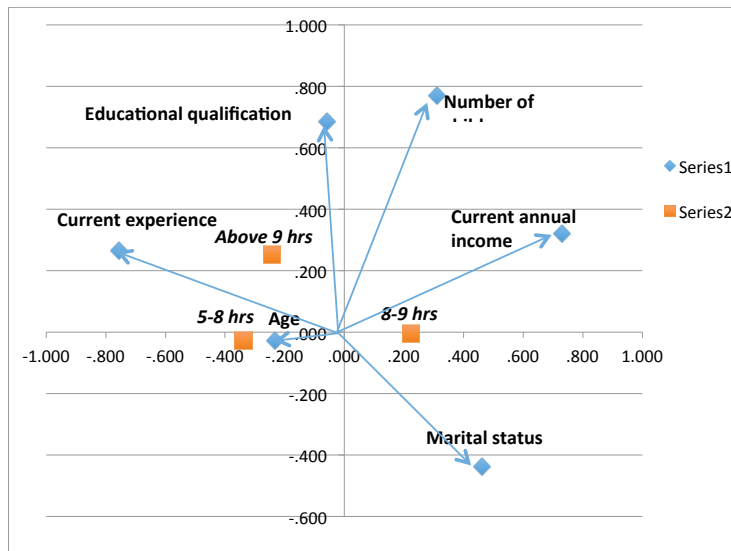| Number of hours normally worked in a day	Function	
	1	2
5-8 hrs	-.337	-.028
8-9 hrs	.223	-.003
above 9 hrs	-.244	.253

Figure 1. Attribute Based Perceptual Mapping

Figure 1 on Attribute Based Perceptual Mapping shows that all the three different working hours (5-8 hours, 8-9 hours and above 9 hours) have their individual positions. The same map also represents the plotted value of the attributes as well as two types of dimensions (each discriminant function is represented by a dimension). The map also indicates that dimension 1 comprises marital status and current annual income. Table 13 on standardized discriminant function coefficient appears to be significant for marital status (0.462) and

current annual income (0.730). Similarly, dimension 2 comprises educational qualification, number of children (0.311) and current experience (0.266). Respondents' age has no impact in defining any of the dimensions as its coefficient value from Table 5 is -0.232, -0.026 and its arrow is not close to either of the two different dimensions. Respondents who work for 8-9 hours are stronger on dimension 1 (marital status and current annual income). This analysis reveals that the respondents who are married and satisfied with their current

annual income are working 8-9 hours compared to other respondents. Respondents who have good educational background and excellent experience work beyond 9 hours. Respondents who work for 5-8 hours are low on both the dimensions compared to other respondents. It also proves that unmarried respondents, those who are unhappy with current annual income, the less qualified and less experienced ones who work for only 5-8 hours do not prefer to work more than 8 hours. Hence, their work life balance would is better than other respondents who work more than 8 hours in office.

Weighted Average Method

Table 16
Attributes of WLB

		More flexible hours	Time off during school holidays	Time off during sickness	Support from family members	Support from supervisors	Health care benefits	Social services	Job Sharing	Counseling service	Rest room	Picnic/ excursion	Medical claim for dependents	Education allowance for kids
N	Valid	500	500	500	500	500	500	500	500	500	500	500	500	500
	Missing	0	0	0	0	0	0	0	0	0	0	0	0	0
Mean		5.38	5.38	5.20	6.53	5.67	5.09	6.38	9.24	8.42	8.60	8.82	8.95	6.49	5.33
Std. Deviation		3.338	3.338	3.739	3.429	3.582	3.125	3.169	2.890	3.144	2.896	2.995	4.098	3.737	3.697
Coefficient of Variation (%)		62.04	62.04	71.9	52.5	63.2	61.4	49.7	31.2	37.3	33.7	33.9	45.7	57.5	69.36

Table 17
Ranking of WLB attributes

Factors	Frequency Table															
	Rank 1	Rank 2	Rank 3	Rank 4	Rank 5	Rank 6	Rank 7	Rank 8	Rank 9	Rank 10	Rank 11	Rank 12	Rank 13	Total	Weighted average	Rank
More flexible hours	15	112	80	54	25	48	31	24	44	4	22	40	1	4403	48.38	2
Time off during school holidays	46	91	100	71	26	2	32	26	1	46	4	15	40	4401	48.36	3
Time off during sickness	27	55	56	23	39	50	35	59	33	41	54	10	18	3736	41.05	8
Support from family members	63	39	74	70	39	33	22	16	37	44	25	26	12	4166	45.78	5
Support from supervisors/colleagues	78	43	14	113	50	86	32	4	13	18	25	18	6	4454	48.94	1
Health care benefits	64	16	23	20	63	52	83	34	56	51	18	7	13	3810	41.86	6
Social services	15	6	3	2	2	60	34	90	50	12	89	82	55	2380	26.15	13
Job sharing	17	20	7	29	20	36	34	50	60	67	89	48	23	2788	30.63	9

Table 17 *(continue)*

Factors	Frequency Table															
	Rank 1	Rank 2	Rank 3	Rank 4	Rank 5	Rank 6	Rank 7	Rank 8	Rank 9	Rank 10	Rank 11	Rank 12	Rank 13	Total	Weighted average	Rank
Counseling service	2	8	2	40	37	11	86	63	54	59	38	34	66	2699	29.65	10
Rest room	6	1	26	12	47	5	71	62	43	24	72	104	27	2590	28.46	11
Picnic/excursion	20	35	35	10	15	33	25	35	5	72	22	6	187	2527	27.76	12
Medical claim for dependents	75	33	30	22	39	65	20	22	82	9	42	57	4	3754	41.25	7
Education allowance for kids	83	58	49	32	114	20	2	32	15	31	15	14	35	4333	47.61	4

From Table 17, it can be seen that the majority of respondents say support from supervisor / colleagues is the most important attribute for WLB. The next important attribute is more flexible hours, followed by time off during school holidays. The respondents ranked the least important attribute to be social service. This reveals that if respondents spend time on social service, they are unable to balance work and family environment. The respondents feel that going to picnic / excursion plays an adverse effect on WLB, since the respondents with lesser annual income would not prefer to go for a picnic or excursion arranged by the company, which would make them unable to spend time with family members, have financial problems and health issues. The respondents feel that they don't require restroom facility offered by the company which leads to an increase in non-productive hours at the work place. This would be accumulated for the next day and it ultimately results in poor WLB.

Table 16 shows the coefficient of variation for social service (31.2%), counseling service (33.7%) and rest room (33.9%) are lower than other determinants of WLB. There is more consistency among respondents towards the response of social service, counseling service and rest room facility. Their mean rank is higher than other attributes of WLB. Social service, counseling service and rest room facility would not help them for WLB, compared to other attributes.

CONCLUSION

The study has revealed that current experience and dual earner couple are the most important independent variables in predicting the occurrence of stress related diseases in comparison to other independent variables such as age, marital status, educational qualification, current annual income, number of children, number of dependents excluding children and time to reach company from home. Using discriminant analysis, the researchers found that the respondents' who are married and satisfied with current annual income work 8-9 hours compared to other respondents. This result is aligned with Barette (2009), and Kalpana and Kiran (2014). Respondents

who have good educational background and excellent experience work above 9 hours. Hence, the organisation should select female workers with good quality of education and experience, as they contribute more to the organisation. Also, the organisation should pay adequate salary to female labourers in an effort to increase productivity. This result is similar to the finding of Chong and Ma (2010), and Ross and Huber (1985). Respondents who work for 5-8 hours are low on both the dimensions compared to other respondents. It also proves that unmarried respondents, unhappy with current annual income, less qualified and less experienced respondents who work only 5-8 hours will not prefer to work more than 8 hours. This finding contradicts with White et al., (2003). Hence their work life balance would be better than the other respondents who work more than 8 hours in office. Using weighted average technique, the researchers have revealed that the majority of respondents feel support from supervisor or colleagues is the most important attribute for WLB. The next important attribute is more flexible hours; this result is aligned with Andukuri et al. (2013) and is followed by time off during school holidays. The respondents feel the least preferred attribute of WLB to be social service. This finding is against the result of Ducharme and Martin (2000). This research reveals that if the respondents spend time on social service, they are unable to balance work and family environment. The researchers also found that going to picnic or excursion plays an adverse effect on WLB, since the maximum number of respondents with less annual income would not prefer to go for picnic or excursion arranged by the company, as they are unable to spend time with family members, and have financial problems and health issues. The respondents say they don't require rest room facility offered by the company which leads to non-productive working hours at the workplace; and would be accumulated for the next day, which ultimately results in poor WLB.

IMPLICATIONS OF THE STUDY

The company should educate women employees that require adequate rest in between work hours. This may lead to more productivity and reduce fatigue of employees working for long hours at monotonous work. Women employees feel that going for picnic or excursion will create issues in WLB. Therefore, it is the duty and responsibility of the management to create awareness among employees about the recreation activities which would help them achieve greater WLB as well as present the opportunity to reduce conflicts among employees with supervisors or colleagues and family members. The respondents feel spending time for social work leads to poor WLB. The supervisor should encourage and motivate employees to work for society which will help them to burst or divert their work or family stress to pleasant work. This brings them more energy and positive attitude in both work and family environment. Policy creators should also spend money in creating crèche facility and counseling facility. The employees are dissatisfied with

the counseling facility available in their company, hence, the management should appoint properly trained counselors who can guide employees with respect to their work and family related issues.

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