

A STUDY ON WORK-LIFE CONFLICT AMONG WOMEN EMPLOYEES WORKING IN A LEADING PRIVATE MANUFACTURING FIRM

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ABSTRACT

This study investigates the impact of work related issues on family life and the impact of family related issues on work life of women employees working in a leading steel manufacturing company, namely, Tata Steel. Data were collected through a structured questionnaire and rigorous statistically tools like, regression analysis and ANOVA was done to test the proposed hypothesis. Result indicates that work and family-related issues have a positive relationship with family as well as work life respectively, but it shows insignificant impact. One can inference that there are some specific coping strategies which are followed by the women employee that reduces the conflict. This study also reveals the importance of demographic factors like age and marital status on work-life conflict and findings indicate that women with decreased age is likely to have high work-life conflict and married women employees face more work-life conflict as compared to unmarried one.

Keywords: Work life, Family-life, Issues. Private sector, Conflict.

Introduction

During the 1960s and 1970s, employer considered work-life as an issue mainly for working people. During 1980s, work-life balance was seen as more than just a woman's issue, affecting men, families and organization and cultures. The 1990s solidified the recognition of work-life balance as a vital issue for everyone women, men, parents-non-parents, single or couples. The term "Work-life balance" was first used in the United States to illustrate equilibrium between professional and personal life. Here, a balance does not mean an equal balance or scheduling equal hours between both roles because devoting the equal hours between both roles will not always be fruitful. Work-life balance for today will be different tomorrow because different types of people have a different values and priorities. Hence, it can be understood that there would be the presence of proper work-life balance where the avenues of satisfaction, achievement and enjoyment is available in their life. Work-life balance is defined as "satisfaction and good

functioning at work and at home with a minimum of role conflict" (Clark, 2000).

During the 19th century, it was assumed that unmarried women responsibilities were limited to household chores such as cooking, washing, cleaning the house, whereas in case of married women their responsibilities further extended to child, elder & spouse care, including household (cooking, washing) etc. As women employees were not allowed to go outside of the home, their role as a daughter, wife, and mother was limited within the boundary of home only, with the modernization of social system women were gradually allowed to go to schools and colleges to get educations at par with male members of the family. In late 20th century the role of women was totally changed, it was seen that more and more women started stepping out of home to go to work. Recently, the Indian women are not only limited to raising their children and assuming the responsibility of their home, but they have also entered into different areas so that they make their own identity in the world. Even after placing themselves in the market, this progress or changes have not freed them from the household

responsibilities. Consequently, work demand and family demand is increasing day by day. This increased work and family demand have been putting more pressure on them. Thus, managing both responsibilities of their work and home has become difficult for women in India.

Work Life Conflict (WLC) exists when one role that is work/ family makes it difficult to participate in another role that is family/work (Duxbury et al., 2001). Work-life Conflict has been defined “as push and pull between family and work responsibilities. Greenhaus and Beutell, (1985) has defined work-life conflict as a form of inter- role conflict characterized by the incongruence between the responsibilities of the home and workplace which are mutually incompatible”. Some studies suggested that men feel less work-life conflict as compared to women as both work and family responsibilities are equally important for them (Frone, 1992).

Contemporary studies suggest that work-family issues have gained special importance for employees, families, as well as for the organizations. Work and family life, both are two sides of the same coin, both interfere with each other. Work demands like long working hours (Narayana & Savarimuthu, 2014), overtime (Frone MR, 1997), heavy work load (Laxmi & Gopinath, 2013), inflexible work schedule (Burke; Greenglass, 2001) are the work-related issues faced by employees at their work, interferes the personal life and become the antecedent of work-family conflict. On the other hand, family demands like, child and elder care (Silva, Leila & Karkoulin, 2007), unsupportive family member(s) (Greenhaus, 2012), spouse care (Greenhaus & Beutell, 1985), and household responsibilities (Chen, 2012) have been identified as family-related issues which restrain employees to fulfill the work responsibilities in effective manner. Thus, interference of family over work life, is known as family-work conflict. Therefore, both types of work-life conflicts

create problems for women employee and grounds several negative outcomes at work.

Likewise, the outcome of family-work conflict (FWC) has resulted in job stress (Esson, 2004), low level of satisfaction (Naddem & Abbas, 2009), intention to quit the organization (Rode et al, 2007, Ghyyur and Jamal, 2012), regularly absent from work (Mehta, 2012), Job burnout (Wang, Y., & Chang, Y. 2010). While work-family conflict (WFC) may have negative consequences at home such as lower family satisfaction (Aminah, 1997 & Lee, 2014), family stress(Frone, 1997), strained family relation(Duxbury, 2002), etc. In the fast varying scenario of the Indian economy, restoring work-life balance has become an essential requirement for the organizations as well as for women. To create an effective balance between work and family, the first we need to address the issues causing such work-life conflict. Therefore, this study helps to understand the impact of work-related issues(Heavy workload, long working hours, overtime, inflexible work schedule, unsupportive supervisor) on family life and the impact of family related issues (unsupportive family member, childcare, elder care, household chores and spouse care etc) on the work-life . This study also examines the level of work-life conflict with respect to age groups and marital status

Literature Review

Most previous research on the ability to balance work and family indicates that because women typically maintain major responsibility for the home and the family, they have greater difficulty in balancing work and family than men (Duxbury and Higgins 1991; Gutek et al., 1991; Greenhaus et al., 1989; Dex, 1998;). Some other issues and challenges are work-family conflict, impact of work and family stressors and conflicts on the mental health, stress and work life balance. Some of the earlier studies done in IT sector, work life balance was found to be positively correlated with

quality of life in IT sector (S, Renu.,2012). It has been suggested that Indian women IT professionals can achieve the work family balance by setting priorities in their work and personal lives and by having support systems, both at work, in addition HR policies and programs could be termed to create a balance between work and family life, informally through the supervisor and co-worker support and at home (Valk & Srinivasan,2011). It has been investigated the Work-life conflict of women managers in Dhaka where women felt guilty as they had to play multiple roles. These women not only had to look their children after work but also they had to take care of their other responsibilities at home. They found no support from their family member. These all create a tension among them (Aslam, S.,Sattar,A.,Chaudhury, NA.,2011)

Silva, Leila, Karkoulin(2007) reported the result of 248 survey questionnaire and 20 interviews with full time and part-time female faculty member in a Lebanese higher education institution. This study assessed the causes and impact of work-life conflict faced by working women and determined the effect of independent variables like marital status, year of experience, having children, having dependents, and status in organization on dependent variables like work conflict and home conflict. The result revealed that all independent variables were found positively related to the work conflict and home conflict. Reddy et al. (2010) also studied the several variables that lead to work-family conflict and family-work conflict in different setting. It was found that variables such as size of family, the age of children, work hours and level of social support impact the experience of work-family conflict and family-work conflict. Result of this study has indicated that women scored highest work-family conflict and lowest family-work conflict. Women working in hospital setting reported higher work-family conflict compared to those working at school or industrial setting and family-work conflict was more among

women working in industrial setting when compared to those schools and hospital setting. A study done was done in Andhra Pradesh Engineering College, indicated that majority of the faculty was feeling stressed due to dependents, role clarity, co-worker support, family culture, working hours, flexibility, head support. (Goud and Nagaraju,2013). Much research has been conducted on nursing, which showed that work overload and inflexible work schedule had a strong positive relationship with work-life conflict (Burke & Greenglass,2001: Simon et al, 2004, Yildium& Aycan, 2008).

Laxmi & Gopinath (2013) in their research found that the number of hours worked per week, the amount and frequency of overtime, an inflexible work schedule, unsupportive supervisor, and an inhospitable organizational culture for balancing work and family increased the likelihood of women employees to experience conflict between their work and family roles . These work demand like work overload ,long working hours , overtime, requirement of flexibility denied them the time required to attend the children and other dependents and family demand like age of children and number of dependents , unsupportive family member restrained employee to fulfill the work responsibility effectively(Fox & Dwyer, 1999). The another study conducted in private sector banks of Tamilnadu found that, long working hours in the banking sector and work from home after office hours really disturbed the employees to balance their work and family life. It has been suggested that banks must develop a suitable strategy to overcome these sorts of problems so that they can motivate, satisfy and retain the talented work force. These strategies can contribute for bank's overall performance (V. Karthiga, 2014).

Victor, LD et al,(2013) aimed to know the work – life conflict among women employees in the banking sector of Batticaloa district. It has been found that women employees were working in banking

sectors had the greatest impact on work-life conflict. The work related variable like working hours, work stressor, and inflexible work schedule were found positive relationship with work-family conflict and family –related variables like number of children and age were also positively related to work-family conflict but family support was negatively related to work-family conflict. Asfaq, Mahmood & Ahmad (2013) found that performance of employee was affected by work-life conflict and workload. There was prolonged working hours in banking sector as compared to other sector, hence it became difficult for women employee to manage their work and family life and it was negatively associated with employee performance. In the study of Duxbury and Higgins (2001), role overload lead to work-life conflict which affected the performance of employee had direct relationship with job satisfaction. It has been concluded that conflict decrease the level of satisfaction among employee, because excessive work demand interfere in family life of women employee which negatively influence their attitude towards their job, as a result employee doesn't get satisfaction from their job (Rathi & Barath, 2012).

Yadav, R.K et al, (2011) studied on work-life balance among working women in State Bank of India, Bhopal. The Respondents reported average level of work life balance and were generally happy with their working arrangements. Since, researcher has suggested to the organization to provide facilities like flexible time, job sharing, crèche facilities, and necessary breaks to female employees, employees in turn feel that the organization is helping them in coordinating the family and professional life and increase their productivity and contribution towards the organization. Elliot, M.,(2003) conducted a study among faculty of public university in the Western U.S. The results indicated that difficulties caring for children and elderly dependents were the primary causes of work-life conflict in the

family domain, while dissatisfaction with resources and perceived unfair criticism are primary in the work domain.

Studies done in the garment industry indicate that the organization is showing keen interest in career life of the employees and work load has been kept reasonably, by sharing the duties and responsibilities among the employees. Employees are comfortable at work place. The employees are given an equal quantum of importance to both family and work. From this study, it was found that most of the employees were able to balance their work life and personal life. (M. Meenakshisundaram, Panchanatham, 2012). A study was done in a manufacturing industry, concluded that efficient work-life balance not only decreased the attrition rate of women employees, but also increased the overall growth of the industry in terms of quality skills. Even though they earn a decent salary, they quitted the company because of poor work life balance. For this reason firms should be much more careful in building their work life balance policies. There should be proper communication with the employees about all the policies and procedures. The firm should select the most appropriate process so that it does not affect the productivity (V. Dhamodaran, Annamalai AR, 2013). Previous research has studied that demographic variables like age and marital status were found significant relationship with perception of work- life balance of women employees. It concluded that demographics variable affect work-life balance (Thriveni & Rama, 2012). For working women, it is necessary to understand how people solve the problem of work-home conflict (Kreiner et al., 2009; Stroh, 2005). Mid-career working mothers have reflected on the need to actively plan how to adjust family issues, including family structure and parenting responsibilities, such that they can better negotiate the work-home interface (Grady and McCarthy, 2008; Sujata and Singh, 2011).

Research Gap

In present scenario, women are facing more work-life conflict as compared to men. It is increasingly getting difficult for them to achieve work-life balance. Research studies have reported that women employees who face work-life conflict, find negative effect on work life as well as family life. Thus, this study is intended to indicate the issues that influence work-life balance of women employee. From above literatures, it can be identified that most of the research in this area has been done in IT, Service, Banking and education sector, only few research studies have been undertaken in the manufacturing sector with regard to this area in Indian context. Hence, current study tries to bridge this gap. Moreover, there is no study on work-life balance in steel manufacturing sector. Thus, it is important to understand the level of work-life conflict among women employee working in this sector. There is also lack of quantitative studies that focus on the solution (balance) rather than on the problem (conflict). Thus, this study try to suggest coping strategies that help women employee to cope up with the conflict.

Research Objective

The primary objective of our study is to find the impact of the work-related issues and family-related issues on family life and work life respectively, and secondly, to understand the impact of demographic variables like age, marital status on work-life conflict of women employees. In addition to that, this study emphasis on understanding what they try to cope up with the conflict.

Hypothesis Development

On the basis of above review of literatures, certain hypothesis have been formulated for this study as-

1. H0 There is no impact of work-related issues (heavy work load, long working hours, overtime,

inflexible work schedule, unsupportive supervisor) on family-life.

- H1 There is an impact of work-related issues (heavy work load, long working hours, overtime, inflexible work schedule, unsupportive supervisor) on family-life.
2. H0 There is no impact of family-related issues (child care, unsupportive family member, elder care, household chores, and spouse care) on work-life.
 - H1 There is an impact of family-related issues (child care, unsupportive family member elder care, household chores and spouse care) on work-life.
3. H0 There is no difference between the work-life conflict of married and unmarried women employee.
 - H1 There is a difference between the work-life conflict of married and unmarried women employee.
4. H0 There is no difference between the work-life conflicts of different age groups.
 - H1 There is a difference between the work-life conflicts of different age groups.
5. H0 There is no impact of coping strategies on work-life conflict of women employees.
 - H1 There is an impact of coping strategies on work-life conflict of women employees.

Methodology and Sampling Design

Population and Sample

The present study is confined to women employees working in a leading steel manufacturing company. The sampling framework for the sample is the roster of women employee registered in full time job at different level of management. A random sample of 200 women employees were selected from roster. Firstly, the top level, women employee were selected and after

this women at middle and lower level were contacted . A total of 200 questionnaires were distributed among the married and unmarried women employees belonging to various disciplines of Tata Steel and collected after several days. Questionnaires were returned with the response rate of 53.2%. The response rate was low because women were hesitating to give the response as the topic is very sensitive, they don't want to disclose their family matter. The questionnaires which failed to provide adequate data for analysis purposes, such as incomplete questionnaires have been excluded from the study. Hence, response of 120 women employees were taken for the data analysis. Secondary data were also used for references, books, magazines and journals, etc.

Measure Used

The measures used for the current study were work-related issue and family related issues as independent variables while work-life and family life as dependent variables were adopted from the previous literatures. We have also verified the internal consistency of each scale. Work-related issues are those that women employee face at their work, were measured with 5 items and family-related issues faced at their home, were also measured with 5 items.. Both work-life and family life were measured with 5 items each. Coping strategies included 8 items. These all items are scored on a five point rating scale ranging from 1 to 5 (Strongly disagree to Strongly agree). Finally, Respondents were asked to indicate their response on this scale.

Statistical tools

On the basis of collected data, Regression and ANOVA has been used to test the proposed hypothesis.

Demographic Profile

Table 1

Demographic Profile of the Respondents

| Demographic variable | No of respondent | Percentage |
|---------------------------|------------------|------------|
| Marital status | | |
| Married | 92 | 76.7 |
| Unmarried | 28 | 23.3 |
| Age | | |
| 21-30 | 40 | 33.3 |
| 31-40 | 30 | 25 |
| 41-50 | 26 | 21.6 |
| 51-60 | 24 | 20 |
| Experience of work | | |
| 0-10 | 48 | 40.0 |
| 10-20 | 28 | 23.3 |
| 20-30 | 20 | 16.6 |
| 30-40 | 24 | 20.0 |
| Having children | | |
| Yes | 80 | 66.6 |
| No | 40 | 33.3 |
| Number of children | | |
| 1 | 64 | 53.3 |
| 2 or Above | 56 | 46.6 |
| Living at home | | |
| Only parents | 30 | 25.0 |
| Spouse, parents, children | 20 | 16.6 |
| Only children | 8 | 6.66 |
| Only spouse | 28 | 23.3 |
| Both spouse and children | 24 | 20.0 |
| Single | 12 | 10.0 |
| Education | | |
| Doctorate | 9 | 5.00 |
| Post graduate | 30 | 25.0 |
| Graduate | 42 | 35.0 |
| Matriculate | 10 | 8.33 |
| Others | 32 | 26.6 |
| Income | | |
| Below 25000 | 50 | 41.6 |
| 25001-50000 | 30 | 25.0 |
| 50001-75000 | 32 | 26.6 |
| Above 75000 | 8 | 6.66 |

All study participants were female, approximately 76.7 % female were married and rest 23.3% were unmarried. Out of 120 respondents, 33.3% were in the age group of 21-30, 25% were in the age group of 31-40, 21.6% were in the age group of 41-50 and 20% were in the age group of 51-60. About 40% of the respondents had less than 10 years of experience, while 23.3% of employees had 10-20 years of work experience, only 16.6 % had 20-30 years of experience and last 20% had 30-40 years of experience. Majority of women (66.6%) having children and rest of the respondents having no children. 30% of married women having one child and rest 70% having two or more children. 41.6% of respondents having income below 25000, 25% of respondents having between 25001-50000, 26.6% having between 50001-75000, and only 6.66% of respondent having above 75000. 35% of women were graduate, 8.33 % were matriculate, 5% had a doctorate degree, 25% were post graduate and 16% were in the some other degree

Reliability Assessment

Cronbach's alpha is a reasonable indicator of the internal consistency of an instrument that does not have right or wrong making scheme. We have also verified the internal consistency of each scale, an alpha value more than 0.70 is an indicator of good internal consistency. The alpha value for each scale is more than .70 which can be said to be an good reliability of the instrument

Table 2: Reliability Test

| Parameters | No. of Items | Cronbach Alpha |
|-----------------------|--------------|----------------|
| Work – life | 5 | .945 |
| Family-life | 5 | .905 |
| Family-related issues | 5 | .858 |
| Work-related issues | 5 | .823 |
| Coping stratgies | 8 | .806 |

Results And Discussion

Hypothesis 1

Regression analysis was used to find a relationship between the dependent variable and independent variables. An examination of regression outputs shows that independent variables such as heavy workload, long working hours, overtime, inflexible work schedule and unsupportive supervisor with the coefficient value .084, .77, .163, .128, & .334 respectively having a positive impact on family life. Since the unstandardized coefficient is having the highest value in case of unsupportive supervisor, the positive and significant impact of this variable is the highest on the dependent variable 'family life'. Table indicates that 22.3% of the variances in dependent variable (Family life) are explained by independent variables (work-related issues). As the significance value is $P < .05$ Hence null Hypothesis 1 is rejected and alternative hypothesis get accepted. Overall, it showing positive and significant impact on dependent variable family life.

Table 3: Impact of work-related issues on family life

| Model | B | T-Value | Sig. |
|--------------------------|-------|---------|------|
| Heavy Workload | .084 | .775 | .442 |
| Long Working Hours | .077 | .501 | .618 |
| Overtime | .163 | 1.197 | .236 |
| Inflexible Work Schedule | .128 | 1.097 | .277 |
| Unsupportive Supervisor | .334 | 2.736 | .068 |
| F | 4.379 | | |
| R | .537 | | |
| R2 | .288 | | |
| Sig. | .000 | | |

Significant at $p > .05$, Dependent variable- Family Life

Hypothesis 2

Child care, unsupportive family member, elder care, household chores, spouse care with unstandardized beta coefficient value of .202, .241, .066, .261, and .085 respectively having a positive, but an insignificant impact on work life. Since the unstandardized beta coefficient is having the highest value in case of household chores, the positive impact of this variable is the highest on the dependent variable 'work life'. It indicates from table that 42.6 % of the total variance in dependent variable (Work Life) is explained by all independent variables (Family-related issues). As the significance value is $P < .05$ Hence null Hypothesis 1 is rejected and alternative hypothesis get accepted. Overall, it shows positive and significant impact on dependent variable work life.

Table 4: Impact of family-related issues on work life

| Model | B | T-Value | Sig. |
|----------------------------|-------|---------|------|
| Child Care | .202 | 1.232 | .223 |
| Unsupportive Family Member | .241 | 1.709 | .093 |
| Elder Care | .066 | .445 | .658 |
| Household Chores | .261 | 1.775 | .082 |
| Spouse Care | .085 | .608 | .546 |
| F | 8.995 | | |
| R | .674 | | |
| R2 | .454 | | |
| Sig. | .000 | | |

*Significant at $p > .05$, Dependent variable- Work-Life

Our study reveals that women employee face more family-work conflict as compared to work-family conflict as table 4 showing 42.6 variance % in work life due to family-related issues while table 3 showing only 28.8 variance % in family life due to work – related issues. It means women employee face more family-related issues which interfering their work as compared to work-

related issues. Thus, our this finding is different from some other studies. A research carried out in the USA propose that work-family conflict is more often experienced since continuous work related issues create stress (Yang, et al. 2000). Another study revealed women scored highest work-family conflict and lowest family-work conflict. Women who were working in hospitals reported higher work-family conflict compared to those working at school or industry and (Reddy & Vranda, 2009). Anafarta, (2011) carried out work in public hospitals and found that health employees experience work-family conflict more than they experience family-work conflict. In IT industries, women were facing work-family conflict more than family-work conflict as they had to confront work -related problem such as long working hours, job insecurity, workload, unsupportive supervisor more as compared to family-related problem. According to Aminah (1997), married working women in Malaysia, experienced work-family conflict more than family-work conflict, which led to dissatisfaction in their family life. Frone. (2003) reported that work has more negative effects on family than the family has on work because work-to-family conflict is reported more frequently than family-to-work conflict.

Further, few study are available that confirm our findings. Pleck, (1977), Gutek et al, (1991) found that men exhibit greater interference from work to family (WFI) and women reported more interference from family to work (FWI). Gutek et al.(1991) proved that women face more family related issues than work-related issues. In another study of Reddy & Vranda conducted in 2009, family-work conflict was found more among women working in industry when compared to those schools and hospitals.

Hypothesis 3

The significance value of F statistic for the total score and gender is 12.423. Since the critical value at 5% level of significance is

4.01 is less than F value and fall in the rejection region. Hence, null hypothesis 3 is rejected and it can be concluded that there is a significant difference between the work life conflict of women employees with respect to marital status.

Table 5: Descriptive Statistics for Marital Status and Age of Women Employee

| Demographic Variables | N | Mean Score | Standard Deviation |
|-------------------------|----|------------|--------------------|
| • Marital Status | | | |
| Married | 92 | 3.56 | 1.119 |
| Unmarried | 28 | 2.47 | 1.104 |
| • Age | | | |
| 21-30 | 26 | 3.18 | 0.697 |
| 31-40 | 30 | 2.81 | 0.587 |
| 41-50 | 40 | 2.47 | 1.078 |
| 51-60 | 24 | 1.70 | 0.615 |

Table 5 shows that work-life conflict among married women employee with a mean value of 3.56, facing more conflict as compared to unmarried employee with the mean value of 2.47.

Some studies which have come up with similar results like Gupta and Sharma (2013) concluded that work-life conflict is significantly differed and affected by the marital status and found that married employee face more work-life conflict as compared to unmarried employees as they have been assuming multiple responsibilities of their home including work. Thus, they seek more perceptions regarding work-life balance. Recently, a comparative study was carried out between government hospitals and private hospitals among nurses. The outcome of this study showed that married women working in both hospitals were facing more problem in handling the balance between work and personal obligation while unmarried nurses had less conflict on this regard (Satpathy,I., Patnaik,MC., Jena,S.,2014). A similar result is also found among women employee of police department of India(Padma,S & Reddy., 2013)

There is few study that revealed contradictory result from the current study. Chaudhary et al. (2011) found that married employees face less conflict in their work and family domains as compared to unmarried employees. The reason might be the social and emotional support that married people received from their spouses and children. Panisoara,G & Serban(2012) provided new information with regard to the relationship between marital status and work life balance. The findings showed that the four categories of employees were included in the research (unmarried, married without children, married with children under 18, married with children over 18) do not have a significantly different level of work-life conflict.

Hypothesis 4

The significance value of F statistic for the total score and gender is 8.663, since the critical value at 5% level of significance is 2.77 is less than F value and fall in the rejection region. Hence null hypothesis H4 is rejected and it concludes that there is significant difference in the work life conflict of women employees with different age groups.

Table 6: Analysis of Variance Result

| Source of Variance | Sum of Squares | Mean Square | F- Ratio (Degree of freedom) | Significance |
|--------------------|----------------|-------------|-------------------------------|--------------|
| Marital Status | 71.928 | 12.688 | 12.423* (1, 119) | .001 |
| Age | 54.016 | 5.707 | 8.663* (3, 117) | .000 |

*Significant at P<.05

As Table 5 shows that the age group 21-30 has more mean value (3.18) among all groups, as women in this age group face more conflict as compared to other groups. The mean value of the rest three groups are decreasing viz. 2.81, 2.47 and 1.70 respectively, it means work-life conflict

reduces with increased age group. When women enter into a job, in the age group of 21-30, they have to assume multiple responsibilities of their home and work and as such they face very challenges in their life at this stage. It becomes very tough for them to make better synchronization between both lives, consequently, they face conflicting situation.

When women employee gradually becomes older with age, they learn how to maintain a balance between work and personal life as their child care responsibility etc. get reduced.

Narayanan and Savarimuthu(2013) carried out research among women employee working in IT sectors that work-life conflict is different among the women employee. Researchers categorized working women in IT industries depending on the age of their children like children below the age of 2 years, between 2-5 year of age, between 6-10 year of age, eleven year of age and over. It was found in this study, working women with younger child reported high work-life conflict than those working women with grown up child. Finding of the current research is consistent in some manner, but the difference is only that the above study measured the conflict level among women with different age children while present study found that work-life conflict among different types of age group of women employed.

Hypothesis 5

Table 8 shows the significance value P is less than .05, hence the null hypothesis is rejected. It inference that there is significant negative association between coping strategies and work-life conflict. It means women employees are following some coping strategies that help them to balance their work and personal life. Although, the hypothesis has been rejected but still results i.e., mean of strategies mentioned shows that certain coping strategies are adopted more by women because their mean is higher than other. The coping strategies adopted are

written below in descending order of their acceptance.

Table 7: Descriptive Statistics for Coping Strategies

| Variables | N | Mean | Standard Deviation |
|---|-----|------|--------------------|
| Manage time through task prioritization | 120 | 4.21 | .798 |
| Avoid doing official work at home and vice versa. | 120 | 4.12 | .927 |
| Seek support from family member | 120 | 3.67 | .973 |
| Employ a domestic helper to fulfill the home responsibilities | 120 | 3.35 | 1.548 |
| I try to hire a tutor for my child's homework | 120 | 3.19 | 1.616 |
| Seek family-friendly policies from employer | 120 | 3.03 | 1.511 |
| Avail leave for family tour. | 120 | 2.48 | 1.495 |
| Share or convince employer regarding family responsibilities. | 120 | 2.47 | 1.534 |

Table 8: Impact of coping strategies on work-life conflict

| Model | B | T-Value | Sig. |
|-------------------|--------|---------|------|
| Coping Strategies | .812* | 13.328 | .000 |
| F | 177.26 | | |
| R2 | .601 | | |
| Sig. | .000 | | |

*Significant at P<.05, Dependent variable-work-life conflict

1. Manage time through task prioritization.
2. Avoid doing official work and vice versa.

3. Seek support from family member.
4. Employ a domestic helper to fulfill the home responsibilities.
5. Hire a tutor for child's home work.
6. Seek family-friendly policies from employer.
7. Avail leave for family tour.
8. Share or convince employer regarding family responsibilities.

Table 8 shows, coping strategies explained 60.1 % variance in dependent variables i.e work-life conflict. It concludes that manage time through task prioritization is the most commonly used personal coping mechanism to reduce work-life conflict. This finding has confirmed the previous study was further observed that varieties of coping strategies such as support from family member, time management, building clear boundaries, changing mindsets etc. were actively adopted by Chinese women as mechanism to cope with tension between their work and family lives (Yan, Ma. 2008). Aaltio & Huang's(2007) done a study on female IT managers in China where it was found that women sought a support from family member, hired tutor's child homework, and employed domestic helper for cooking, washing, cleaning etc.

Finding And Conclusion

The results of this study shows that the work-related issues have a positive impact on family life and similarly family related issues also have a positive impact on work life. It can be concluded from the study that both work and family life interfere with each other which satisfy the finding of Greenhaus &Beultell (1986). Regression table shows that family-related issues have more variance % as compared to work-related issues that concludes that women are facing more family-work conflict as compared to work-family conflict in their organization. This depicts that the interference of work on family life is less than the interference of

family on work life. It is evident from the current study that women employees working in Tata steel are facing less conflict between their work and family life. It is due to coping strategies followed by the women employee as it have found significant negatively associated with work-life conflict . The present study also attempts to find out significant differences in work life conflicts among various age groups. It concludes that women face less work-life conflict with their increasing age group. This study also found a significant difference between the work-life conflict of married and unmarried women employee. Unmarried employees are experiencing less conflict as compared to married employee because they do not face more responsibilities as married women assume to have.

Limitation

The results are based on samples drawn from steel manufacturing company only, hence results can't be generalized.

Recommendations And Scope For Future Research

Various issues related with work and life have been considered in the present study however, future researchers can extend this finding by identifying more issues related with work and life balance for getting significant results. The sample size of the study can also be increased. This study suggest that employer should devise family friendly policies in their organization , focusing on newly joined or married women employees as they are more vulnerable to work life conflict. By introducing it in organization, it might be possible to relax the mind of their women employee to work freely and help to meet the competing demand of work and family lives.

Practical Implication

The findings of this study have practical implications for women employee working in the organization whether it is public or private. At the individual level, coping

strategies can be followed by the women employee who are facing continuously stress, anxiety etc. It would make able them

to confront with the difficult situations and cope up with the conflict.

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