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## ORIGINAL CONTRIBUTION

# Women Employees Work Life Balance in Garment Industries

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## ABSTRACT

In the history of human development, women have been as vital in the history making as men have been. In fact higher status for women vis-à-vis employment and work performed by them in a society is a significant indicator of a nation's overall progress. Undoubtedly, without the active participation of women in national activities, the social, economic or political progress of a country will deteriorate and become stagnant. But ironically and tragically, women employees in general, are not taken very seriously by their superiors, colleagues, or society at large. Having a career poses challenges for women due to their family responsibilities. Traditionally Indian women had been home makers but in the recent decades, proper education and better awareness, in addition to the ever increasing cost of living has made them to go out and choose careers. In a patriarchal society like India it is still believed that a man is the primary bread winner of his family. Although Indian women have started working outside their homes but still they have a long way to go both culturally, socially and economically, to bring in positive attitudinal changes in the mind-set of people.

**Keywords:** Women Employees, Stress, Quality of Work life, Work life Conflict

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## 1. INTRODUCTION

Job stress in organisations is widespread. About half of all workers feel the pressures of job-related stress. Extensive research shows that excessive job stress can adversely affect the emotional and physical health of workers. The result is decreased productivity, less satisfied, and less healthy workers. This study will first discuss the symptoms and causes of stress and then explore ways in which employer might reduce stress in themselves and their employees. It has been known since the beginning of the century that the experience of stress can have quite serious effects on health. However, because we all respond to stress differently, "stress-related disease is not easily predictable from objective measures of environmental stressors" It is also found that "the more life stress a person experiences, the greater the likelihood of developing a physical disorder like heart disease, infection, allergies, even cancer". It is further ascertained<sup>16</sup> one of the ways the

ego sometimes responds to stress is dissociation, where whole blocks of memory are repressed and forgotten. In stress dynamics very stressful experiences can lead to psychological trauma, which, in turn, can lead to post-traumatic stress disorder many researchers considered stress to be essential for the birth and growth of the ego. They found that, "the ego seems to arise in the first place from the collision between the somatic factor and the environment, and, once established as a subject, it goes on developing from further collisions with the outer world and the inner". Thus, some degree of stress is essential for a healthy growing ego. A problem arises when the ego is presented with more stress than it can adequately handle. This is also true for stress in the workplace, as noted by researchers who point out that moderate stress often fosters productivity.

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<sup>1</sup>Maurer, Marcia K. "Is Stress Running Your Life?" Modern Office Innovation, February 2002, 27–28

<sup>1</sup>Schorr, Leslie. "Coping with Stress, Boosting Productivity." Employment News, Spring 2001, 23.

## 2. OBJECTIVES :

1. To know the demographic profile of the employees .
2. To study the factors & sources that influence stress among the Garment Industry employees.
3. To find out the problems faced by women employees and their level of work life balance in Garment Industry .
4. To suggest / recommend the effective mitigating mechanism to balance their work - life and reduce the stress level to the employees of Garment Industry.

## 3. RESEARCH METHODOLOGY:

### Sample Size

A sample size of 750 respondents was selected on convenience sampling method. Out of 750 respondents chosen for the study, 710 of them were found usable. The samples of this study encompass all types of employees and it works out to 710.

### Data Analysis

The study has been done on the basis of both primary as well as secondary sources of data. The data collected among the employees through survey constitute primary and information gathered through books, journals, magazines, reports, dailies consisting of secondary data. The data collected from both the sources were scrutinized, edited and tabulated. Further, the processed data were analysed using statistical package for social sciences (SPSS 20.) and other computer packages. The following statistical tools were used in the study to deduce the results about data variables:

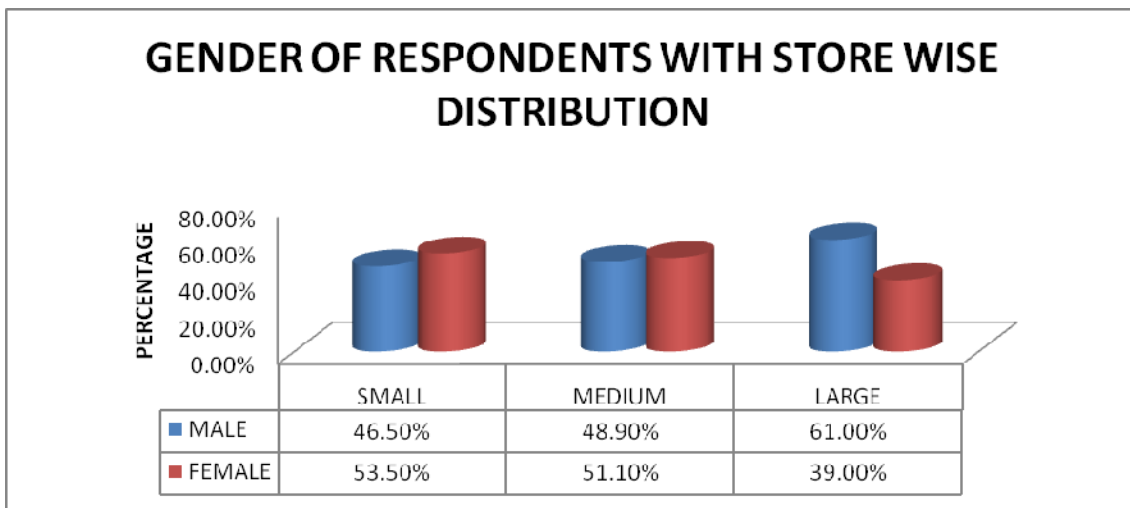
1. Descriptive analysis
  - a. Percentile
  - b. Mean
  - c. Standard deviation
2. Independent t test
3. Paired t test
4. ANOVA
5. Exploratory Factor analysis
6. Weighted ranking method

## 4. INDIVIDUAL CHARACTERISTICS

Despite disagreement over several conceptual and definitional issues in stress research, there seems to be consensus on the importance of individual differences. Many individual characteristics might be correlates of stress (Beeh r & Newman, 1978), but we restrict attention here to job experience, Type A behavior pattern, and fear of negative evaluation. Several studies have found negative relations between age or experience and occupational stress (Indik, Seashore, & Slesinger, 1964; Koch et al., 1982; Rosse & Rosse, 1981; Sheridan & Vredenburg, 1978). There are at least two explanations for these relations (Indik et al., 1964). One is selective withdrawal, the idea that voluntary turnover is more probable among people who experience more stress, that certain characteristics dispose some people to experience more stress, and that people are differentially likely to quit according to those characteristics. As a result, the people who remain with the organization longer are those with more stress-resistant traits. The other explanation is adaptation. It assumes that people eventually develop coping mechanisms to deal with stress. Because this takes time, senior organizational members should be more fully adapted and, therefore, should experience less stress. Type A behavior pattern is another potential correlate of stress. It is a behavioral syndrome that includes aggressiveness, competitiveness, impatience, and a sense of urgency in overcoming obstacles to task performance (Ivancevich & Matteson, 1984). This suggests that Type A persons act in ways which produce more stressful events for themselves and find the events more intensely stressful. In support of this possibility, Ivancevich et al., (1982) found that Type A nurses reported more work overload, more time pressures, and more role conflict.

Table 1: Cross Tabulation between Gender of respondents and Type of store

		Type of store			Total
		SMALL	MEDIUM	LARGE	
Gender	MALE	94	88	200	382
		46.5%	48.9%	61.0%	53.8%
	FEMALE	108	92	128	328
		53.5%	51.1%	39.0%	46.2%
Total		202	180	328	710
		100.0%	100.0%	100.0%	100.0%



From the above table, out of 710 respondents 53.8 percent of the respondents are male and 46.2 percent are female respondents. From the overall male respondents, 46.5 percent are from small type of store, 48.9 percent are from medium type of store and 61 percent are from large type of stores. From the overall female respondents, 53.5 percent are from small type of store, 51.1 percent

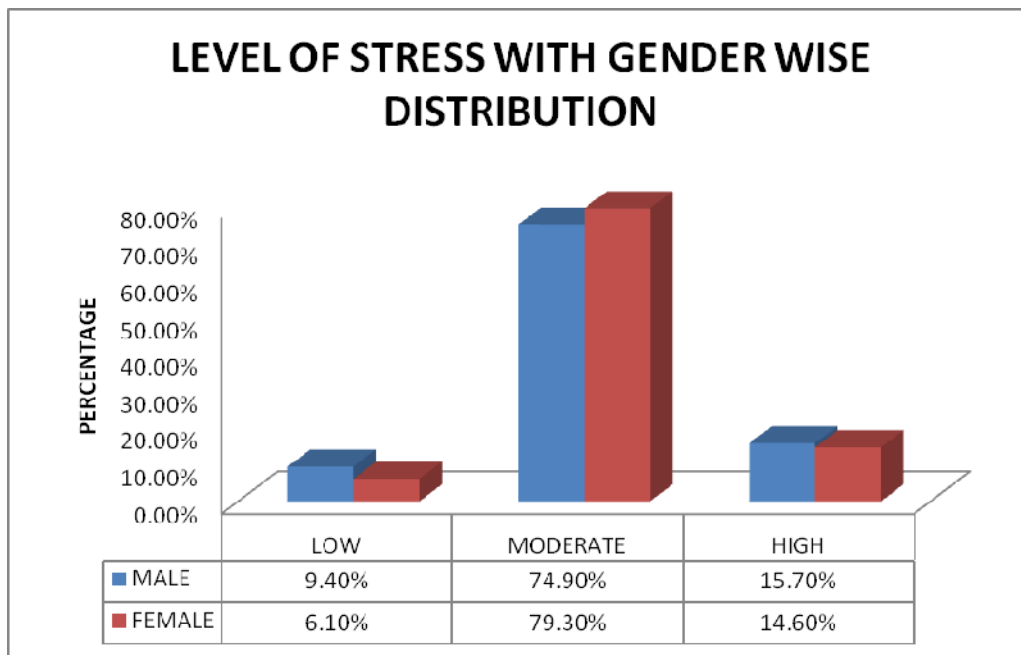
are from medium type of store and 39.0 percent are from large type of stores.

It clearly shows that researcher have seen majority of male respondents which hold 53.8 percent from total number of respondents as well as majority of respondents from large type store which occupy 61 percent from the large store respondents.

Table 2: Cross Tabulation between Gender of Respondents and their Level of Stress

		LEVEL OF STRESS			Total
		LOW	MODERATE	HIGH	
GENDER	MALE	36 9.4%	286 74.9%	60 15.7%	382 100.0%
	FEMALE	20 6.1%	260 79.3%	48 14.6%	328 100.0%
Total		56 7.9%	546 76.9%	108 15.2%	710 100.0%

Chart No. 2



From the table, it is clearly shown that the researcher has analysed the stress level of both male and female respondents. The tabulated data reveals that out of 382 male respondents, 74.9 percent of the male respondents are having moderate level of stress in their work. Following that, 15.7 percent of respondents are having high level of stress and 9.4 percent of the respondents are having low level of stress in their work.

Out of 328 female respondents, 79.3 percent of the respondents are having moderate level of stress in their work, which is followed by 14.6 percent of respondents with high level of stress

and 6.1 percent of the respondents have low level of stress in their work.

### 5 .FACTOR ANALYSIS

Eighteen items were taken for exploratory factor analysis. Before attempting the factor analysis to assess the individual fitness level of the variables, Measure of Sampling adequacy (MSA) statistics was obtained. In SPSS, MSA levels are printed on the diagonal of the anti-image correlation matrix.

Variables which were having MSA levels less than .6 were eliminated in iterations.

Kaiser-Meyer-Olkin Measure of Sampling Adequacy was employed to examine the appropriateness of the data for factor analysis. High values (between 0.5 and 1) indicate that the factor analysis is appropriate. Further, Bartlett's Test of Sphericity is a test statistics used to examine the hypothesis that the variables are uncorrelated in the population.

From table No 1 it is clear that the data used for the study is conducive for performance of factor analysis. It is also evident from the table that the variables are significantly related to the population. SPSS v20.0 was used to conduct a Principal Component Analysis with varimax

rotation for independent variables and the results are shown in table 1 wherein four factors emerged with good construct loadings above 0.5. The table also indicates the variance explained by each of the factors in the construct and the eigen values are all above 1.00. finally, the four factors are created from 18 variables.

The four factors are family and work satisfaction, family – work conflict , work – family conflict and work life balance flexibility. For these four factors, researcher conducts the reliability test with the help of cronbach Alpha method and ensure the cronbach Alpha values are greater than 0.60 for each factor.

Table 3: KMO and Bartlett's Test

<b>KMO and Bartlett's Test</b>		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		<b>.872</b>
Bartlett's Test of Sphericity	Approx. Square	Chi- 5811.676
	Df	153
	Sig.	<b>0.000</b>

Table 1: Result of Factor analysis

<b>Factor 1 : Family and work satisfaction</b>		
Q.No	Items	Loadings
1	In most ways my family-life is close to my ideal	.740
2	The conditions of my family-life are excellent	.721
3	I am satisfied with my family life	.709
4	Generally speaking, I am very happy with my work	.703
5	I never think of leaving this job	.504
6	I am generally satisfied with the kind of work I do in my job	.503
Variance explained (%)		24.755
Eigen value		8.417
Cronbach Alpha value		7.91

<b>Factor 2 : Family – work conflict</b>		
Q.No	Items	Loadings
7	The demands of my family or spouse/ partner interfere with work-related activities	.790
8	I have to put off doing things at work because of demands on my time at home	.769
9	Things I want to do at work don't get done because of the demands of my family or spouse/partner	.732
10	Family-related strain interferes with my ability to perform job-related duties	.730
Variance explained (%)		
Eigen value		13.581
Cronbach Alpha value		4.618
		7.32

<b>Factor 3 : Work - family conflict</b>		
Q.No	Items	Loadings
11	The demands of my work interfere with my home and family life	.835
12	The amount of time my job takes up makes it difficult to fulfil my family responsibilities	.714
13	Things I want to do at home do not get done because of the demands my job puts on me	.687
14	My job produces strain that makes it difficult to fulfil family duties	.538
15	Due to work-related duties, I have to make changes to my plans for family activities	.515
16	unable to enjoy the normal day-to-day activities	.501
Variance explained (%)		
Eigen value		11.128

Cronbach Alpha value	3.784
	6.77

Factor 4 : Work-life balance flexibility		
Q.No	Items	Loadings
17	child/ Elder care - e.g. the company provides financial support for child/elder care	.831
18	Flexible time - e.g. part-time work, rostered hours, shifts	.823
Variance explained (%)		9.239
Eigen value		3.141
Cronbach Alpha value		6.26

**T-Test**

The t test is used to know the presence of mean variations between two groups. Normally, this test is applied to know existence of the differences between mean of two groups.

HO - “There is no mean difference between the gender of respondents and the ability level of work- life balance of garment industry employees.

To test the null hypothesis, the t test was applied and the results shown in the following table.

Null Hypothesis:

Table No. 4: Relationship between the gender of respondents and the ability level of work- life balance of garment industry employees.

SL. NO.	Work – Life balance factors	Male	Female	T-value
1	Family and work satisfaction	2.69	2.59	1.36 <sup>NS</sup>
2	Family – work conflict	2.99	2.91	0.934 <sup>NS</sup>
3	Work - family conflict	2.85	2.96	1.92 <sup>NS</sup>
4	Work-life balance flexibility	3.5	3.17	3.57**

Source: Computed Primary Data

Note:

- \*\* denotes significant level at 1%
- \* denotes significant level at 5%
- <sup>NS</sup> denotes not significant.

It is evident from the table, \*\* since p value is less than 0.01, the null hypothesis is rejected at 1% level with regards to Work-life balance flexibility of garment industry employees . Hence there is significant mean difference between genders of respondents with regards to Work-life balance flexibility of textile retail employees. The mean scores of male respondents (3.5) and female respondents (3.17) reveal that male respondents have better work-life balance flexibility than female respondents.

<sup>NS</sup> Since p value is greater than 0.05, the null hypothesis is accepted. Hence there is no significant mean difference between gender of the respondents with regards to family & work satisfaction, family-work conflict and work-life conflict.

**Source:** Computed Primary Data

Note:

\*\* denotes significant level at 1%

\* denotes significant level at 5%

<sup>NS</sup> denotes not significant.

It is evident from the table, \*\* since p value is less than 0.01, the null hypothesis is rejected at 1% level with regards to Work-life balance flexibility of garment industry employees . Hence there is significant mean difference between genders of respondents with regards to Work-life balance flexibility of textile retail employees. The mean scores of male respondents (3.5) and female respondents (3.17) reveal that male respondents have better work-life balance flexibility than female respondents.

<sup>NS</sup> Since p value is greater than 0.05, the null hypothesis is accepted. Hence there is no significant mean difference between gender of the respondents with regards to family & work satisfaction, family-work conflict and work-life conflict.

## 6. SUMMARY OF FINDINGS, SUGGESTIONS AND CONCLUSION

### FINDINGS

#### Demographic profiles

It has been observed that 53.8 per cent of the total retail employees are male and rest of 46.2 per cent are female.

#### Work – Life balance

Four factors are constructed through factor analysis. They are F1 is family and work satisfaction, F2 is family – work conflict , F3 is work – family conflict and F4 is work life balance flexibility.

Although, all the four factors of mean scores are around 3.00. The respondents have provided highest mean score (3.3) for work – life balance flexibility and lowest score (2.64) for family and work satisfaction.

The result of t test confines that, the mean scores of male respondents (3.5) and female respondents (3.17) reveal that male respondents have better work-life balance flexibility than female respondents.

#### Suggestions

Stress is an infectious malady. This, when affects one, infects the whole physic one after the other. Stress, a silent killer, is an impasse to lead a normal life.

In this study, the researcher finds that stress mars employees' health, their performance in work place and at last the entire business. The researcher emphasizes his point in this research that stress slows down the business. It decreases not only the employees' performance but also the productivity, sales conversion ratio, sales efficiency etc. Employees due to stress hesitate to demo the sales items to the customers. This is one of the reasons why there is no customer-employee rapport.



## Conclusion

This research brings out clearly the reasons for the employees' stress. The researcher brings the problems of the employees to light such as poor relation among colleagues, poor work-life balance for women employees, inflexibility of the working time women

employees. They face utmost difficulty in playing dual role i.e. work at home and industry. Women employees have a lot of responsibilities than that of men employees. The burden of taking care of the family falls on women.

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