



Review on Impact of Quality of Work-Life Balance of Women Employees in an Organization

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ABSTRACT: Job stress is defined as the stress that is developed by the employee at the work place. It arises when the employee is not comfortable and is not capable of doing the work allotted. The ease and knowledge of the work perceived by the employee is the factor that creates stress to the employee in the workplace. The female employees undergo more stress than the male employees. The stressors felt by the married female employees becomes a matter of concern. It is a well-known fact that both men and women are the two sides of the same coin, each one of them possessing an exclusive allure and exhibiting their own style of thinking and handling the situations differently. Among the various stressors faced by the women employees at the workplace, gender bias is a threatening and a fear-fighting challenge undergone by the women employees. Efforts to bridge the gender gap are still far behind with many of the government and the private organizations. This study makes an attempt to analyze the various stressors that are faced by the women employees at the workplace and the impact of the same in the overall outcome and in the growth of the organization. The tool used for the analysis was a questionnaire comprising of 10 key factors covering the study. They are rated on a 5-point Likert-scale ranging from Strongly Agree with a maximum of 5 points to a minimum of 1 point for Strongly Disagree. The data was collected from a sample of 50 respondents belonging to 4 companies in Chennai covering both the genders. The data obtained were analyzed by use of statistical techniques such as Mean, Standard Deviation and t-Test. The statistical analysis were made with SPSS (version 2.0). The findings suggested that organizations who keep their employees satisfied, especially the female employees, have achieved high growth and profitability as they are said to be highly focused in the work they do, more committed and have been victorious in making a mark on their own in such a shrinking competitive market.

Keywords: Group Cohesiveness, Inter-personal Conflicts, Role Ambiguity, Social Support.

I. INTRODUCTION

The term stress is the disparity and the variance between the intellectual or the cognitive and psychic or the inner levels of an individual. It occurs due to one's expectations and the reality. The reality refers to the various external and the internal factors surrounding a person. The stressors are off-late becoming crucial in day-to-day activities, thus creating an alarming situation to the employers in driving the momentum of the organization.

Studies analyzed by various authors are much determined and desirous in articulating the essential areas of stress that cause tremendous amount of mental agony to the employees of the organization.

Alongside, studies are also made visible to various techniques that would help to reduce the stress levels and forge an increase in the overall productivity. Dr. Hans Selye, one of the superior personality who has defined and experimented the concepts of stress and its wider implications in the lively manhood of a human being describes it as a wear and tear of a person, which often may turn to be positive or sometimes negative.

The impact on both the cases may occur accordingly, if positive, it influences a person to gain as his desires and when turns negative, it creates a haphazard and chaos to a person. It is to be noted that life without stress is unimaginable and none in the universe, being an employer or an employee can survive without looking at both the ends.

Women employees have proved their work potential and their strengths very often in the work-front but still, they aren't able to go to the top layer, which is occupied by men. The greatest challenge is that there are very few female role models, when men train their successors with full agility, a woman learns everything, the hard and her own way.

The threat is that the female leaders are many but role models are few. Hence, when women try and look for leaders whom they can emulate, they are left behind. Women are detached, muddled and separated when they look up to people around for support and mentorship. This challenge need to slowly minimize in the next upcoming few years, with more women should enter as leaders, CEOs, politicians, vice presidents, general managers etc.

II. CONCEPTUAL BASIS OF THE STUDY

Studies on workplace stress have never ruled out the point that the women employees face more stress in the workplace than the male employees. The quantum of stress faced by the women employees is invariably high, being whether in the workplace or at home. Researchers have investigated that the right kind of workplace policies and structures adopted in an organization will have an increased effect on the members of the group. In this context, it becomes necessary to study and analyze on the stressors that affect the women employees both at the workplace and at home. Research testimonials and documentations show very clearly that the satisfied women employees have shown good and satisfactory performance than the other type. They must be made to feel inspired and empowered. The top brass leading the team must be more genuine, passionate, supportive, and trustworthy and motivate followers to support the goals for the progress of the organization.

III. OBJECTIVES OF THE STUDY

- To determine the factors that cause a negative impact on the workplace for the female employees employed in the organization.
- To explore the effect of stress that creates dissatisfaction among the female employees employed in the organization.

IV. REVIEW OF LITERATURE

- Role overhead, role ambiguity and role conflict are identified as the key stressors in addition to the strenuous working conditions, poor peer relations and powerlessness playing a key role in increasing the stress of the women employees [1].
- Most of the employees face major problems on account of psychological factors. Stress is not an issue of an individual person, it is an organizational issue. Stress reduces the work performance of the employee which results in reduced productivity, thereby affecting the organization as a whole [2].
- Stress occurs due to poor pay and regular increments may reduce the stressors amongst the women employees and sharing of work responsibilities amongst them may have an impact in reducing the stressors [3].
- Emotional pressure and deprived personal growth are the key factors for stress [4].
- Stress has been due to dissatisfied policy structures such as financial and non-financial benefits, salary and other perks etc. [5]

- Pay benefits, long working hours and more working days (reduction of holidays) are vital factors for stress [6].
- Stress has been more predominant due to poor working atmosphere and working conditions in the workplace leading to agony, anguish and distress [7].
- Poor working conditions and working environment exert more pressure [8].
- The culture adopted and the pressure exerted by the higher authorities on the employees played a vital role for dissatisfaction in work among the employees [9].

V. IMPACT OF STRESS ON WORK AND ORGANIZATIONAL PERFORMANCE

Stress borrowed from the discipline of Physics literally means, 'Coercion or Constraint or Oppression, which was obtained and extracted from a Latin word, 'STRINGERE', which means, Rigid and Rigorous.

The major causes of stress are listed below:

- Poor Working Conditions
- Overload in work
- Non-participation in Decision-making
- Demands in workplace
- Role Conflicts
- Disturbed work shifts
- Role ambiguity
- Concern over the career
- Absence of Social support
- Organizational changes
- Interpersonal conflicts
- Inter-group challenges and concerns
- Absence of Group Cohesiveness

Occupational stress is a situation where-in the employee is disturbed, distracted and disagree to work owing to factors which is felt uncomfortable [10]. This tends him to be affected in both ways, physically and psychologically. It deviates the person from their normal routine work of functioning system [3]. Occupational stress is the relationship between a person and the environment where he/she is employed. As every occupation is due to some stress, which differs in its own degree with related occupations, work pressure is become an increasingly stressful factor across all occupations accompanied with job complexities.

The problem of stress is always a threat to the Individual as well as to the Organization [21]. Stress has both positive and negative face, a little taste of stress is said to be healthy as it keeps us always alert and productive. On the other side, it results in serious physical, psychological, emotional, mental and behavioral changes; some of those are listed in Table 1.

Table 1: Negative Side of Stress.

Physical	Emotional	Behavioral
Difficulties in sleep	Depression	Social withdrawal
Body pain, stomach, muscle pain, neck and back pain	Restlessness	Constant thinking about various stressors
Fatigue	Anxiety	Drug and alcohol consumption
Weak Immune system	Lack of motivation	Unhealthy eating

VI. METHODOLOGY

It is an organized and a methodical way to solve the problem. The various research methods and techniques adopted are shown:

A. Sources of Data

There are two types of data,

- Primary Data – collected afresh for the first time and is original in character.

- Secondary Data – data's which are already collected

B. Sampling Frame

The sampling frame for the study is shown in the table (For N=50)

C. Techniques Adopted

Stratified Random Sampling was mainly adopted for the study. At times, convenient sampling was also used for the study.

Simple Descriptive Analysis and Independent Sample t-Test are adopted for the analysis of the study.

D. Research Instrument

A simple Questionnaire was framed having 10 close-ended questions, for which the data's are collected and analysis is done by two methods, Simple Descriptive Analysis and Independent Sample t-Test.

VII. ANALYSIS AND INTERPRETATIONS

A. Descriptive Statistical Analysis

Table 2 shows the Descriptive Statistical Analysis to test for the factors affecting the morale of the women employees in the workplace.

Interpretation: The Overall Mean Value of the Impact of Stress on Organizational Performance is 36.61, which is 73.22% ($36.61/50 \times 100$). This indicates that the

Impact of Stress on Organizational Performance is above 73%.

The mean value is higher in the case of the variables, 'Decrease the morale of the employees' and 'Reduce the conducive working environment' whose values are 3.98 and 3.84 respectively. Similarly, the mean values are lesser in the case of the variables, 'Increase the grievances and complaints' and 'Reduce the image of the organization'/'Reduction in Organizational development' whose values are 3.45 and 3.46 respectively. This infers that the Impact of Stress on Organizational Performance is more than the average level since all the mean value of the variables are above 3 (60%) out of 5.

B. Inferential Analysis - Independent Sample 'T' test

Gender – Impact of Stress on the Organizational Performance: H_0 : There is no considerable change in the genders with respect to the Impact of Stress on Organizational Performance of the employees.

T-test was investigated to find if there is any vast change in the genders with respect to the Impact of Stress on Organizational Performance of the employees working in the organization and the results are shown in Table 3.

Table 2: Descriptive Statistical Analysis.

S.No.	Variables	Mean	SD
1.	Decrease the satisfaction in workplace.	3.67	0.778
2.	Decrease the morale of the employees	3.98	1.012
3.	Reduce the conducive working environment.	3.84	1.059
4.	Increased absenteeism	3.59	1.210
5.	Reduce the image of the organization	3.46	1.091
6.	Increase the cost of manpower	3.59	1.210
7.	Reduction in Organizational development.	3.46	1.091
8.	Increase the grievances and complaints.	3.45	1.203
9.	Poor employee-employer relationship.	3.82	1.052
10.	Poor work performance and decrease in productivity	3.74	.964
Impact of Stress on Organizational Performance		36.61	6.281

Table 3: Independent Sample 't' test - Gender: Impact of Stress on Organizational Performance.

S. No.	Variables	Gender						t - value	p - value
		Male			Female				
		N	Mean	SD	N	Mean	SD		
1.	Decrease the satisfaction of employees in workplace.	25	4.21	0.940	50	4.23	0.840	0.135	0.892
2.	Decrease the morale of the employees	25	3.37	0.892	50	3.80	0.798	0.129	0.027*
3.	Reduce the conducive working environment.	25	4.06	1.134	50	3.54	1.263	1.885	0.043*
4.	Increased absenteeism	25	3.70	1.037	50	3.91	1.069	2.333	0.020*
5.	Reduce the image of the organization	25	3.65	0.921	50	3.79	1.031	1.747	0.041*
6.	Increase the cost of manpower	25	3.51	0.923	50	3.88	0.790	4.964	0.000**
7.	Reduction in Organizational development.	25	2.95	1.162	50	3.59	1.290	6.210	0.000**
8.	Increase the grievances and complaints.	25	3.36	1.037	50	3.52	1.267	1.728	0.045*
9.	Poor employee-employer relationship.	25	3.73	1.012	50	3.90	1.066	1.903	0.048*
10.	Poor work performance and decrease in productivity	25	3.64	0.831	50	4.05	1.030	1.981	0.042*
Impact of Stress on Organizational Performance		25	36.18	4.056	50	38.20	4.850	5.441	0.000**

*Level of significance = 5% & **Level of significance = 1%

Interpretation: With respect to the genders, the mean score of the Female respondents is 38.20 and that of the Male respondents is 36.18, which indicates that the

Impact of Stress on Organizational Performance is more for Female respondents than the Male respondents.

The mean value of the variables, 'Decrease the Satisfaction of the employees in the workplace' and 'Poor work performance and decrease in productivity' are 4.23 and 4.05 respectively which are the top two effects of stress on Organizational Performance for Female respondents.

The mean values of the variables, 'Increased Absenteeism' (3.91), 'Poor Employee-Employer Relationship' (3.90), and 'Increase the cost of manpower' (3.88) also cause high effects of stress on the female respondents.

The value of P is lower than the Significant Value (0.01 and 0.05) in 9 out of the total of 10 cases and lower in the overall mean score for the variable, 'Impact of Stress on Organizational Performance Score (0.000). Hence, Null Hypotheses is rejected. The Null Hypothesis is accepted in only one case, 'Decrease the Satisfaction of the employees in the workplace' (M = 0.892) whose P value (0.892) is lower than the Significant Value (0.05).

Thus, it is inferred that there is a considerable variance in the genders in accordance to the Impact of Stress on Organizational Performance of the female employees.

Marital Status – Impact of Stress on Organizational Performance: H₀: There is no considerable variance in the marital status of the respondents in regard to the Impact of Stress on Organizational Performance of the female employees.

T-test was done to find out if there is any variance in the marital status of the respondents with respect to the Impact of Stress on Organizational Performance of the female employees and the results are shown in Table 4.

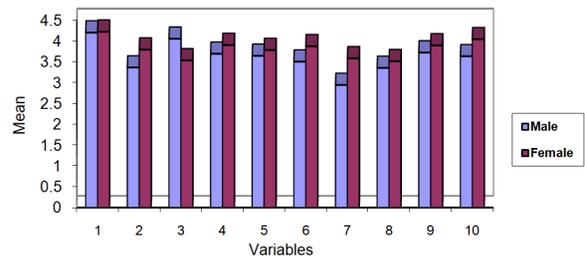


Fig. 1. Independent Sample 't' test - Gender: Impact of Stress on Organizational Performance.

Table 4: Independent Sample 't' test - Marital Status: Impact of Stress on Organizational Performance.

S. No.	Variables	Marital Status						t - value	p - value
		Married			Unmarried				
		N	Mean	SD	N	Mean	SD		
1.	Decrease the satisfaction of employees in workplace.	25	3.85	0.746	25	4.00	1.053	1.964	0.043*
2.	Decrease the morale of the employees	25	3.54	1.261	25	3.36	1.132	1.853	0.044*
3.	Reduce the conducive working environment.	25	4.21	0.871	25	4.18	1.028	0.388	0.698
4.	Increased absenteeism	25	3.92	0.962	25	3.85	1.077	0.783	0.434
5.	Reduce the image of the organization	25	4.04	0.978	25	3.67	1.117	1.811	0.041*
6.	Increase the cost of manpower	25	3.76	0.757	25	3.43	0.916	3.040	0.003**
7.	Reduction in Organizational development.	25	3.98	1.009	25	3.51	1.104	5.149	0.000**
8.	Increase the grievances and complaints.	25	3.83	1.043	25	3.42	1.039	4.605	0.000**
9.	Poor employee-employer relationship.	25	3.61	1.182	25	3.05	1.291	5.919	0.000**
10.	Poor work performance and decrease in productivity	25	3.42	1.138	25	3.01	1.097	6.012	0.000**
Impact of Stress on Organizational Performance		25	38.16	3.604	25	35.47	5.486	6.966	0.000**

*Level of significance = 5% & **Level of significance = 1%.

Interpretation: With reference to the marital status, the mean score of the Married Female respondents is 38.16 and that of the Unmarried Female respondents is 35.47, which indicates that the Impact of Stress on Organizational Performance is more for Married Female respondents than the Unmarried Female respondents. The mean values of the variables, 'Reduce the conducive working environment' and 'Reduce the image of the School' are 4.21 and 4.04 respectively which are the top two effects of stress on Organizational Performance for Married Female respondents. The mean values of the variables, 'Reduction in organizational development' (3.98), 'Increased Absenteeism' (3.92) and 'Decrease the Satisfaction of the employees in the workplace'(3.85) also cause high effects on the married female respondents. Similarly, the mean value of the variables, 'Reduce the conducive working environment' and 'Decrease the

Student Satisfaction on teaching' are 4.18 and 4.0 respectively which are the top two effects of stress on Organizational Performance for Unmarried Female respondents. Table 4 clearly shows that apart from the above two variables, except for the variable, 'Increased Absenteeism'(3.85), there is vast difference between the mean value of the other variables of Unmarried Female respondents compared to Married Female respondents. The value of P is lesser than the significant value (0.01 and 0.05) in 8 out of 10 cases; hence the Null Hypotheses is rejected. It is accepted in 2 cases, whose P values are 0.698 and 0.434 which are higher than the significant value (0.05). Therefore, it is inferred that there is a variance in the marital status of the respondents with regards to the Impact of Stress on Organizational Performance of the female employees.

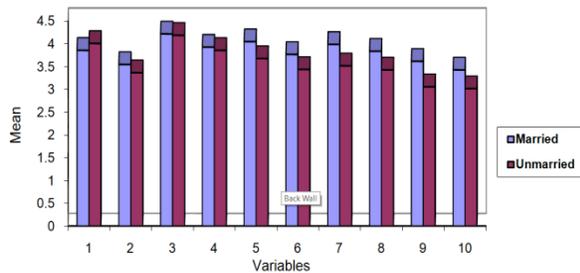


Fig. 2. Independent Sample 't' test - Marital Status: Impact of Stress on Organizational Performance.

VIII. RECOMMENDATIONS AND SUGGESTIONS

Human resources are the most valuable assets of an organization [22]. They are the repository of knowledge, skills and abilities that can never be imitated by the competitors [25]. Organizations that create a good institutional climate would lead to the benefits shown in Table 5 to both the Organization and the working employees.

Table 5: Problems of Stressors.

S. No.	Threats to the Individual	Threats to the Organization
1.	Goal achievement	Increased Absenteeism & Increase in Manpower Turnover ratio
2.	Failure of personal development	Decrease in the Quality of Work and also the Quantity of Work done
3.	Affecting the quality of life	Reduced job satisfaction and morale of the employee
4.	Deteriorating health and well-being	Poor chain of communication and increased inter-conflicts

Organizations that create a good working environment at the workplace can expect to benefit from,
 — Better job satisfaction often leads to unique perspectives and greater creativity [27].
 —Work ambience providing equal opportunities increases positivity, which creates enthusiastic and a delightful atmosphere [26]
 — Increase in Dedication level improves productivity and financial performance [25]
 — Inculcates more challenging and robust decision-making which lessens the chances of a burn-out situation
 — Diverse workplace creates passion in work and forward-thinking towards achievement of company goals.

IX. CONCLUSION

According to the results of the study, the stressors that are caused to the female employees employed in the organization can have a negative influence on the employee well-being. A transition and transformation in the workplace is the need of the hour and hence the

decision makers, who are the builders of the organization, who aims to uplift the spirit of the system and to achieve its goals, must strive hard to ensure that the workplace is equipped with all positive aspects that satisfies the basic needs of the women employees. This would create a positive morale in the minds of the women employees and make them involve in the work with more passion and dedication.

X. FUTURE SCOPE

As we move forward into the future, positioning of women employees, while anticipating and responding to emerging trends will harness the opportunities and mitigate high risks. Achieving satisfaction of the women employees isn't just a moral issue, it makes economic sense. Organizations must make sure to put an end to stereotyping and ensure fair promotion and recruitment practices which not only broadens their proactive approach to talent acquisition but also boosts the morale and the psychological safety of the women employees.

Thus, to promote the corporate brand of the organization, it is essential to focus on a pathway to a more congenial and cordial working atmosphere with the leaders stepping up-men and women together- to eliminate the differences of inequality and endeavor together for a common goal.

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