

# Chapter 6

## Conclusion and Findings

The objective of this study is to assess the impact of WLB of moonlight women employees in IT sector in Pune region. Work-family conflict and family-work conflict plays an important role in the lives of the employees. These are the two most important variables which measures WLB of women employees . The other three variables, namely: family satisfaction, work satisfaction and psychological distress are used to measure employees well being. This study focuses on assessing how these variables relate to each other in order to establish the relationship between personal and professional lives of the employees. Six hypotheses are proposed and tested using correlation coefficients in order to examine associations between these variables.

### 6.1 Work Family Conflict

Work-family conflict is the first variable defining work life balance of women employees. Work and family literature indicates that work-family conflict occurs when work activities interfere with family activities. Researchers described work-family conflict as a form of inter role conflict in which the general demands of, time devoted to, and strain created by the job interfere with performing family-related responsibilities. The present study proposed that work-family conflict will be negatively related to family satisfaction and work satisfaction, and positively related to psychological distress.

From hypothesis 1, which says that work family conflict will be negatively cor-

related with family satisfaction. This hypothesis is supported, and the correlation between the two variables is  $r = -0.68$ . From the result it is found that the more work-family conflict is experienced by women employees the less satisfied they are with their family lives. This happens because participation in one domain makes it more difficult to participate in a second domain therefore, higher work demands may limit or prevent individuals from spending quality time with their families, which can lead to lower satisfaction with family life. This proves the argument that any work-related activities that interfere with family activities create conflict between work and family domains. This conflict results in lower levels of satisfaction with family life amongst the employees.

It is argued that work and family both these variables are the most important elements of everyone's life. Any competing demands of work and family life will cause conflict and negatively affect the wellbeing of workers. Many researchers have conducted various studies on relationships between work-family conflict and family satisfaction, and they have found negative correlations between those two variables. From these findings it is implied that employees who experience higher level of work-family conflict are seemed to be less satisfied with their family lives. This was supported in this study.

From hypothesis 2, which says that work family conflict will be negatively correlated with work satisfaction. This hypothesis is supported, and the correlation between the two variables is  $r = -0.73$ . From these findings it is found that the more work-family conflict is experienced by individuals the less satisfied they are with their work. This suggests that work-related activities, amount of time spent at work, and strain produced by work demands and pressure have negative effects on the employee's degree of contentment with the kind of work there were doing in their jobs, overall satisfaction with their work, and commitment to their employers.

The findings from this study prove the argument that work-related activities competing with family activities create time-based conflict, and pressure and demands of work role conflicting with the demands of family role create strain-based conflict. It is found that employees experiencing higher levels of work-family conflict seem to be less satisfied with their jobs, which leads to lower levels of commitment towards their organisation. This was supported by the results of this study.

From hypothesis 3, which says that work family conflict will be positively correlated with psychological distress. This hypothesis is supported, and the correlation between the two variables is  $r = 0.78$ . The result indicates that the more work-family conflict is experienced by individuals the more psychological distress will be observed. The findings suggest that participants who experienced higher levels of work-family conflict caused by higher degrees of work pressure and demands, and longer time spent in employment, reported higher degrees of distress, concentration problems, sleeping problems, higher levels of unhappiness, strain, and lack of confidence. The relationship between work-family conflict and psychological health results in distress and anxiety. From the current study it is found that there is positive relationships between work-family conflict and poor psychological health.

## **6.2 Causes of Work family conflict**

From the current study it is found that the main cause of work family conflict is lack of staff members, long working hours to complete the goals. These findings support the argument who says that an excessive workload is strongly related to work-family conflict. These findings are also consistent with research conducted which says positive relationships between the number of working hours and work-family conflict, results in decreased health and lower family functioning. The other main cause of work family conflict is long working hours and work schedule inflexibility which also increase work-family conflict.

When respondents were asked for the suggestions to improve their WLB, the majority suggested more staff members, higher work schedule flexibility, less working hours and overtime, flexible timings, compressed work week, promotion for good work, timely rewards, quarterly bonus scheme, cab facility for the women in the night, no night shift duties for women employees etc.

## **6.3 Family Work Conflict**

Family-work conflict is the second variable assessing WLB of women employees. Family-work conflict occurs when family activities interfere with work activities. Researchers describe family-work conflict as a form of inter role conflict in which

general demands of, time devoted to, and strain created by the family interfere with performing work-related responsibilities. The present study proposed that family-work conflict will be negatively related to family satisfaction and work satisfaction, and positively related to psychological distress.

From hypothesis 4, which says that Family work conflict will be negatively correlated to Family satisfaction. The hypothesis is supported, and the correlation between the two variables is  $r = -0.63$ . The findings indicates that the more family-work conflict is experienced by individuals the less satisfied they are with their family lives. This suggests that family activities that interfere with work-related activities create conflict, which results in lower levels of family satisfaction. Work and family literature shows limited research on interference between family activities with work-related activities, and its impact on family satisfaction. So the result indicates that there is a negative correlation between family work conflict and family satisfaction.

From hypothesis 5, which says that Family work conflict will be negatively correlated with Work satisfaction. The hypothesis is supported and the correlation between the two variables is  $r = -0.71$ . The findings indicates that the more family-work conflict is experienced by individuals the less satisfied they are with their work. So it states that participation in the family domain makes it more difficult to participate in the work domain, suggesting that any family-related activities that interfere with work activities create conflict between those two domains, which results in lower levels of satisfaction with work.

From hypothesis 6, which says that family-work conflict will be positively correlated with psychological distress. The hypothesis is supported and the correlation between the two variables is  $r = 0.57$ . The findings indicates a positive correlation between family-work conflict and depression. It indicates that the correlation between depression and family-work conflict is stronger over time than the correlation between depression and work- family conflict. There is a positive correlation between family-work conflict and individuals stress. Literature also shows that family-work conflict is positively related to anxiety and substance disorders.

## 6.4 Practical Implication

The results of this study have several practical implications that should be beneficial to individuals, organisations, managers and business owners in terms of a deeper understanding of the significance of a healthy balance between work and family demands, and their effects on peoples wellbeing and organisations performance. From employees perspective, a better understanding of the importance of balancing work and family demands should help in recognising the areas that negatively affect their wellbeing, and allow the addressing of these issues by seeking access to family-friendly initiatives that would improve their work and family satisfaction, and overall wellbeing. From organisations point of view, this study should give employers better insights regarding connections between WLB and employees wellbeing, and their impacts on employees commitment, absenteeism, turnover, productivity and overall performance. This information should be useful to organisations in developing and implementing WLB policies.

The results of this study show negative relationships between poor WLB and individuals wellbeing, in particular negative impacts of work-family conflict on levels of work satisfaction, family satisfaction and psychological health. Lower levels of work satisfaction can lead to employees higher dissatisfaction with the employer, lower commitments and productivity. Lower family satisfaction can influence work performance. Distress can result in decreased productivity and higher absenteeism , higher staff turnover, and poorer work quality.

Organisations, managers and business owners should take into consideration the consequences of poor WLB stated above, as they impact business productivity and performance. Some employers may be reluctant to implement family-friendly initiatives due to costs; however, over the long term, implementing family- friendly initiatives may reduce costs of sick leave, staff turnover and low productivity, and be more favourable to the business in terms of costs, productivity and performance. It should be noted that WLB has been recognised by employees and employers as an important factor in achieving optimum wellbeing and job performance.

Findings from this study should help organisations, managers and business owners to recognise the importance of employees wellbeing and job satisfaction, as these factors are closely connected to staff motivation, commitment and retention,

which impact organisations productivity and overall performance. The current study showed that individuals well being benefits not only employees by way of higher work satisfaction, family satisfaction and better psychological health, but it also benefits employers by decreased absenteeism and turnover, increased motivation, productivity and performance. As extensive hours at work and a lack of work schedule flexibility were identified as the main causes of work-family conflict, employers can decrease work-family conflict by introducing flexi-time, time off in lieu, and compressed working week initiatives to their employees. Organisations providing such benefits seem to understand the relationship between greater WLB and retention of a competent workforce, and its effect on organisational commitment and profitability.

## 6.5 Conclusion

This study makes some contributions to WLB studies regarding women employment. The study identified the existence of negative effects of poor WLB due to high levels of work-family conflict and family-work conflict on family satisfaction. This study also confirmed negative effects of poor WLB due to high levels of work-family conflict on work satisfaction and psychological health. It was found that demands and pressure from work and family domains have an adverse impact on family satisfaction. In addition, higher levels of work demands and longer time spent in employment led to lower levels of quality time spent with families and lower family satisfaction. Work-family conflict resulted in lower satisfaction with work and commitment towards employers, and higher degrees of distress, concentration problems, sleeping problems, unhappiness, and lack of confidence.

This study did not confirm negative relationships between family-work conflict and work satisfaction, and family-work conflict and psychological health. Even though correlations between those variables would suggest a negative impact of high family-work conflict on work satisfaction and psychological health, these correlations did not reach statistical significance, and these arguments could not be supported.

This research showed that the main causes of work-family conflicts were excessive working hours and a lack of work schedule flexibility. The research also showed

that apart from an increasing female workforce and two-income households, the Indian labour force is ageing. This could lead to increased demands for more flexible working arrangements for employees with eldercare and childcare responsibilities. It was recognised that employers can improve WLB by implementing family-friendly initiatives such as flexi-time, compressed working week, time off in lieu, childcare support and eldercare support.

Findings from the current study are important to both employees and employers in terms of a deeper understanding of WLB and its effects on peoples wellbeing, which consequently affects organisations productivity and performance.