

# **INTERACTIVE STUDY OF JOB-HOME LIFE BALANCE AMONG WORKING WOMEN: A STUDY IN MANUFACTURING ORGANIZATION**

**Dr. Chayanika Senapati**

Assistant Professor, K.K Handiqui State Open University

---

**Abstract:** It has been an assumption from the early days that 'men' were expected to give priority to their work lives and women were expected to devote themselves to their families (Ferree 1990). But with the development in the society and with the development of the mindset of the people, the educated and independent minded women joining the workforce and have to bear the pressures from both work and family, and this often may lead them to experience conflicts between Job Satisfaction and Home Life Satisfaction. After reviewing the literature review, it has become apparent that the nature of Job Satisfaction and Home Life Satisfaction differ with respect to individual as well as nature of the Job. Based on this background, this study wants to examine interaction between the Job Satisfaction and Home (Non-Work) Life Satisfaction among employees undertaken for the study. Six hypotheses have been formulated to examine significant relationships existing between Home Life Satisfaction and Job Satisfaction under two Situations. A 'Model of Jane Sperry Cripps (1986)' have been adapted to construct the variables of Home life Satisfaction namely 'Family Environment', 'Emotional Environment' and 'Personal Issues' and Job Satisfying variables to construct the variables such as 'Monetary Issues', 'Work Environment' and 'Job Nature' to examine direct effect on Quality of Home Life Satisfaction. Multiple regression analysis and ANOVA has been carried out in order to test the Hypotheses. The findings shows that, in manufacturing organisation the Home life satisfying variables significantly contributes to Job Satisfaction also the Job Satisfying Variables contributes towards Home Life Satisfaction. The result of Hypothesis 7 and 8 for Manufacturing Sector supports the 'Segmentation Theory' that Job and Home Life Satisfaction are two distinct domains of Life that can be lived separately.

**Keywords:** Job Satisfaction, Work Life Balance, Home Life Satisfaction.

---

## **Introduction:**

**Background and A Brief Overview of the Study:** Women empowerment in every sector of India has been emphasised to boost the Indian economy since the 90's with different formation of women oriented NGOs. Quite a lot of studies have brought out the imperative role that women have been playing a very important role in all the sector of employment -from farming to marketing in the multinational companies. Involvement of women in working force as well as in personal and social decision making process becomes a vital issue in today's world. With the challenges and growing demands, income generation for both the gender has become important in a family. A study conducted by Batish and Naurial (2003), revealed that changing times has brought new interests and responsibilities into a women's life and it is now accepted that women's income is indispensable not only for survival of individual families but for maintenance of wider socio-economic system. From centuries, it had been men who had taken the responsibility to join the work force and becomes the sole bread-earner for the family and the women had been taking the responsibilities to take care of the household duties, but in due course of time. Women now-a-day are taking the responsibilities of the both home responsibilities as well as the financial aspects of the family as a result she bears the pressure from both work and family, and this often may lead them to experience conflicts between Job and Home Life. Home Life is an important sphere of every individual and it is considered as one of the important factor that usually leads to Job Satisfaction or Dissatisfaction. Susan M. Heathfield (2014) stated that, "Work-life Balance as an endeavour to balance time between personal and family life i.e. time for children, parents, friends and community, personal growth, self time and care, and other personal activities in addition to the demand of the workplace".

Zedeck and Mosier (1990), O'Driscoll (1996) and more recently Guest (2001,2002) came out with five theoretical models namely Spillover, Compensation, Segmentation, Instrumental, and Conflict theory. A positive correlation between the Job Satisfaction and Home Life Satisfaction supports the Spillover theory which suggests that individuals who are (dis) satisfied with their job will also be (dis) satisfied with their home or personal lives and vice versa. A negative correlation supports the Compensation theory which suggests that individuals who are not satisfied with their Job generally seek satisfaction with Non-Work life, and vice versa. The Segmentation theory suggests that Job Satisfaction and Home Life Satisfaction are two distinct spheres of life that can be lived separately. The instrumental theory suggests that the activities of an individual in one sphere of life aid success in the other sphere of life. Conflict theory suggests that due to high level of demand in all spheres of life (both work and non work) there exists a conflict between them (Zedeck & Mosier 1990; O'Driscoll, 1996; Guest, 2001).

**Review of Literature:** Work Life Balance in India came into existence during 1970's, when women started to take part in the working class (Rajadhyaksha , 2012) and then there was a need to maintain a balance between work and family life .Since working women were new to the Indian society during 1970's, majority of the studies were concerned and focused towards working women, stresses of balancing work and home duties and its impact on the psychological well-being of women (Bharat, 2000). After the liberalization of the Indian economy during 1990's many multinational companies, call centres, software companies entered the Indian market and thereafter with the development and implementation of Information - Technology with the adoptability of western working culture create a demand to study Work Life Balance. The following are some of the literature which was conducted in India in the past few years.

Sekaran (1984, 1985) was the one of the first researchers to study Work Life Balance among 130 dual-earner couples from the city of Bombay. The study suggested that Indian husbands and wives consider the work and non-work spheres of their lives as 2 distinct (not integrated) facets.

Kanungo N R and Misra S (1988) in their study explored the need for patterns and involvement in work and family contexts. Results revealed that in the work context, growth needs found to be the most important factor followed by affiliative and subsistence needs. In the family context, affiliative needs found to be the most important factor followed by subsistence and growth needs. Involvement in work and family contexts was found to be influenced by the need satisfaction potential of the respective contexts.

Judge, Timothy A. and Watanabe, S (1993) tested a causal model that tests the effects between job and life satisfaction. The variables taken to measure Job Satisfaction was intrinsic factors, promotion, working condition, education, subjective efforts, wages, hours worked, job tenure, perceived ease of movement and the variables taken for life satisfaction were age, gender, marital status, subjective health physical symptoms. The result revealed that there found to be a weaker relationship with Job Satisfaction on life satisfaction.

Dolan, Shimon L. et al (1998) in their empirical study conceptualized reciprocal model of Job Satisfaction and life satisfaction among 827 employees from dealership firm. Spillover-Compensation-Segmentation model was used for the study. ANOVA, correlation analysis and chi square analysis were used to evaluate the relationship between job and life. The study revealed that most of the individuals fall under spillover theory followed by compensation theory and segmentation theory. It was found that Intrinsic factor increases the level of satisfaction at work.

Roderick D. Iverson et al (1999) developed a causal model of life satisfaction which categorizes four variables: job related, personal, and environmental and community related variables. The study was conducted among 286 male employees in a coal mine and the findings indicated that community variables and kinship support found have a direct and indirect effect on life satisfaction of the employees.

Wesley and Muthuswamy (2005) in a study among 230 teachers from an engineering college in Coimbatore, India, found that work to family conflict was more prevalent than family to work conflict, thus indicating that permeability of work into family was more than permeability of family into work.

Jan and Masood (2008) in their study examined life satisfaction among 120 women employees and analyzed the influence of socio-personal characteristics with their life satisfaction. The study used multi-stage sampling method, using questionnaire and scale regarding "Life Satisfaction among Women". The study depicts that women have average level of life satisfaction at all age levels. The study found that with an increase in age, the overall life satisfaction decreases; whereas, with an increase in personal income, the overall life satisfaction increases.

Bakshi A et al (2008) carried a study to find out the job-satisfaction and life satisfaction of the government and Private lecturers of Jammu district. A significant positive correlation between Job Satisfaction and life-satisfaction of overall sample was found among the respondents.

Hemanalini, R et al (2010) conducted empirical study to examine Work Life Balance of women Bidi Workers in Tamil Nadu. The study revealed that the employees who are adopting the conventional method of working in the factory are experiencing personal, professional, and monetary need to achieve, work-life balance complexities. Whereas, home based working method offered by the Bidi industry assisted majority of women workers to experience work-life balance.

Rania, S et al (2011) in their study analyze the relationship between employee satisfaction and work-life balance. The study also suggest that high correlation exists between work task and employee satisfaction with a mediator variable namely work-life balance.

Sandhu and Prabhakar (2012) carried out a study among 235 professional working on banking sector to examine the various factors that influence the quality of work-life. Exploratory factor analysis revealed five factors, which significantly influence the quality of work life namely remuneration, opportunities for personal growth, supportive leadership and structures, work environment and work-life balance.

Kar Subhasree & Misra K. C. (2013) study analyses the impact of Work Life Balance practices on employee retention and the mediating effect of a supporting culture based on empirical evidence drawn from 100 Indian IT sector. The findings suggests that improvements in people management practices with a high supportive work culture characterized by work time and work life flexibilities contributes to increased Work Life Balance and make the employees more productive.

Kumari L (2013) aimed to study the employee's perception on their work- life balance policies and practices in the Public sector banks. Quota sampling method was followed among and a Survey was conducted among 350 respondents. The findings of the study emphasized that each of the Work Life Balance factors is a predictor of Job Satisfaction and there is a significant gap among the female and male respondents with Job Satisfaction with respect to various factors of Work Life Balance. The finding suggests that Job Satisfaction is an important indicator of Work Life Balance.

After going through the above literature review, it can be mentioned here that there are mainly three theories of Work-Life Balance which are found to be applicable in most of the studies are namely Spillover theory, the Segmentation theory and Compensation theory. Among the above mentioned theories, the Spillover Theory is most discussed and supported theory by many research scholars. Researchers like Wesley & Muthuswamy (2005), Bakshi A et al (2008), Singh A Kumar & Amanjot (2012), Hulin (1969), Andrew & Withey (1976, 1974), Rice R W et al (1980), Cripps J (1986), Judge, Timothy A and Watanabe (1993), Dolan, Shimon L et al (1998), Lian J W et al (2007) and Jan M et al (2008) supports the spillover theory which suggests that satisfaction in one sphere of individual's life leads other areas. Sekaram (1984, 1985) study suggested the segmentation theory which states that there is no linkage between job and life satisfaction and both are two distinct domains.

Again, in a few literatures, reviewed above, the demographic variable Age is found to be negatively associated with overall life satisfaction i.e. with an increase in Age, Work Life Balance/overall life satisfaction decreases [Jam & Masood (2008), Rajanish Ratna (2008), Jan M et al (2008)]. Jam & Masood (2008) stated that there is a relationship of the extrinsic variable salary with Life satisfaction.

**Rationale of the Study:** This study is to present and discuss various issues relating to Family Environment, Emotional Environment, Personal Issues, Job Nature, Work Environment and Monetary Issues of any working women, employed in Manufacturing Organization in Guwahati City. In the earlier years, the working women were rarely engaged in any work outside home. Now, most of the working women occupy all the levels of managerial/administrative/production posts in any organization. Mathew & Panchanatham (2009a; 2009b) stated in their paper that, these changes of entering more and more women in all hierarchical levels in an organization is the change in the work culture and have added to women's duties and responsibilities to their family as well as to society.

This study is proposed to examine the effect of Home Life Satisfying factors at first and then its simultaneous impact on the Job and again evaluating Job Satisfying factors at first and then its simultaneous impact on the Quality of Home Life being measured among the working women in Guwahati and how these can have an impact on their personal and professional development.

**Research Hypothesis:** From the literature review it has been observed that most of the studies are carried out either outside India or in India. So, far there is no such research has been conducted in relation to simultaneous effect Job Life on Home Life in the North East Indian context. After reviewing the important and relevant literatures, this study has concentrated on certain important aspects of Job Satisfaction and Home Life Satisfaction

The present study is divided into two parts, the first part wants to examine the significant relationship between Home Life Satisfaction and Job Satisfaction. The second part of the study examines the interaction between two Demographic variables (Age and Gender), Home Life Satisfaction and Job Satisfaction.

#### **First Part: Home Life Satisfaction and Job Satisfaction:**

Six hypotheses have been formulated under two situations to examine significant relationships existing between Home Life Satisfaction and Job Satisfaction:

##### **Situation I: Evaluating Home Life Satisfying factors at first and then its simultaneous impact on the Job has been measured under Situation I.**

Thirteen Home Life Satisfying factors have been measured in a rating scale of 1 to 7 with 1 Meaning 'Extremely Dissatisfied' and 7 Meaning 'Extremely Satisfied'. Simultaneously its effect on the respondent's job has been measured in a rating scale of 1 to 5, with 1 Meaning "Very Negative" and 5 Meaning 'Very Positive'. Table 1 shows the Home Life Satisfying factors and its simultaneous effect on respondent's job.

Under Situation I, the evaluation of Home Life Satisfying factors have been considered at first and then its impact of the Job have been examined. Accordingly the following Hypotheses have been formulated:

**H<sub>1</sub>:** Family Environment has a significant positive direct effect on Job Satisfaction.

**H<sub>2</sub>:** Emotional Environment has a significant positive direct effect on Job Satisfaction

**H<sub>3</sub>:** Personal Issues has a significant positive direct effect on Job Satisfaction

**This holds true for all the four sectors undertaken for the Study.**

##### **Situation II: Evaluating Job Satisfying factors at first and then its simultaneous impact on the Quality of Home Life has been measured under Situation II.**

Twelve Job Satisfaction factors have been measured in a rating scale of 1 to 7 with 1 Meaning 'Extremely Dissatisfied' and 7 Meaning 'Extremely Satisfied'. Simultaneously its effect on the respondent's Quality of Home Life Satisfaction has been measured in a rating scale of 1 to 5, with 1 Meaning "Very Negative" and 5 Meaning 'Very Positive'. Table 2 shows the Job Satisfaction factors and its simultaneous effect on respondent's Quality of Home Life Satisfaction.

Under Situation II, evaluation of Job factors have been considered at first and then its impact on the Quality of Home Life has been examined. Accordingly the following Hypotheses have been formulated:

$H_4$ : Monetary Issues has a significant positive direct effect on Quality of Home Life Satisfaction.  
 $H_5$ : Work Environment has a significant positive direct effect on Quality of Home Life Satisfaction.  
 $H_6$ : Job Nature has a significant positive direct effect on Quality of Home Life Satisfaction.  
**This holds true for all the four sectors undertaken for the Study.**

**Second Part: Demographic Variable (Age and Gender), Home Life Satisfaction and Job Satisfaction:** The second part of the present study examines the interactive effect of Demographic variables (Age and Gender), Home Life Satisfaction and Job Satisfaction. This study has formulated two more hypotheses to examine the interactive effect of Demographic variables (Age and Gender), Home Life Satisfaction and Job Satisfaction.  
 $H_7$ : The interactive impact of Demographic variables (Age and Gender) and Home Life Satisfaction leads to positive Job Satisfaction.  
 $H_8$ : The interactive impact of Demographic variables (Age and Gender) and Job Satisfaction leads to positive Home Life Satisfaction.

**This holds true for the sector undertaken for the Study.**

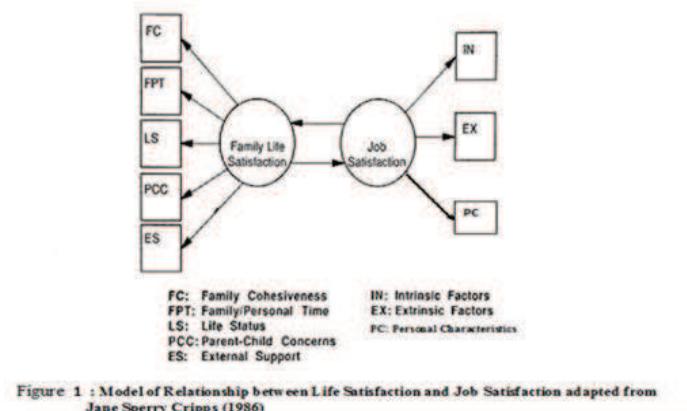
**Research Methodology:** For this study, Manufacturing organizations in Guwahati and greater Guwahati belonging to Private and Public sectors have been considered. A detail description of the research methodology containing selection of sampling frame, sampling units, sample size, questionnaire development together with brief descriptions of the organizations undertaken for the study have been provided in the subsequent paragraphs.

**Research Design:** Reviewing more than 50 literatures for the present study, it has been found that almost all the studies confirmed certain relationship between Job Satisfaction and Home Life Satisfaction. Based on these findings, the present study has adapted causal research design as it wants to explicitly examine definite relationship among Job Satisfying factors and Home Life Satisfaction among the women working in Manufacturing Sector both private and public organizations located at Guwahati.

**Sampling Frame:** The sampling frame includes the executive and managerial level women employees of Manufacturing organisations belonging to Public and Private sector located at Guwahati City and the greater Guwahati, the premier city of North East India. Both primary and secondary data have been used for the study. Primary data has been collected through questionnaire survey by formulating appropriate sample and secondary data has been collected from different websites, journals and manuals.

**Sample Size:** A total sample of 100 women employees were taken from the private and public manufacturing sector organisations.

**Research Model:** This research study uses some aspects of Home Life satisfaction from the "Model of Relationship between Life Satisfaction and Job Satisfaction" adapted from Jane Sperry Cripps (1986).



**Elements of the Model Used in the Present Study:** The above mentioned model has been explicitly used in the formulation of the research hypothesis.

Hypothesis 1,2 and 3 uses the 'Model of Jane Sperry Cripps (1986)' and some of the constructs of Home life Satisfaction namely 'Family Environment', 'Emotional Environment' and 'Personal Issues' used to examine the significant direct effect on Job Satisfaction. Again, Hypotheses 4,5, and 6 have been formulated using the model is used to construct the variables such as 'Monetary Issues', 'Work Environment' and 'Job Nature' to examine direct effect on Quality of Home Life Satisfaction.

Hypotheses 7 and 8 have been formulated using 'Model of Jane Sperry Cripps (1986)' to examine the interactive effect of Demographic variables (Age and Gender) and Home Life Satisfaction and Job Satisfaction.

**Questionnaire Development:** The Questionnaire has been divided into three parts.

**Part I:** The first part of the questionnaire has questions regarding demographic details of the respondents like Gender, Age, Relationship Status, Educational Qualification and Job and Promotion Tenure.

**Part II:** The third part of the questionnaire tries to measures the influence of Home Life Satisfying factors on Job Satisfaction. It has been partly adapted from Cripps (1986) study which has 13 measuring variables developed in a 7 point Likert scale and to measure the subsequent effect of Home Life Satisfaction on Job Satisfaction has been measured on a 5 point rating scale.

**Part III:** The last section of questionnaire has questions to measure the influence of Job Satisfaction on Quality of Home Life Satisfaction. It has 12 measuring variables based on 7 point Likert scale to measure the influence of Job Satisfaction and the subsequent effect of Quality of Home Life Satisfaction has been measured on a 5 point rating scale.

As discussed above there are three parts in the questionnaire and the sample of the questionnaire is presented below:

#### Format of the Questionnaire

##### PART I: DEMOGRAPHIC QUESTIONNAIRE

1 Name:		
3 Your Age:		
4 Religion:		
_____ Hinduism		
_____ Christianity		
_____ Islam		
_____ Sikhism		
5 What is your relationship status :		
_____ Single		
_____ Married		
_____ Divorced		
_____ Other		
6 What is your highest degree obtained:		
_____ Matriculation		
_____ Graduation		
_____ Higher Secondary		
_____ Post Graduate or Professional degree		
9 How long have been on your present job?		
10 When was your last promotion		
11 When will be your next promotion		

## PART II: HOME LIFE SATISFACTION TO JOB SATISFACTION QUESTIONNAIRE

Home Life factors	How satisfied are you with your Home Life?							What effect do you think it has on your job?				
	1	2	3	4	5	6	7	1	2	3	4	5
1 Personal health	Extremely Dissatisfied	<input type="checkbox"/>	Extremely Satisfied	Very Negative	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>					
2 Health of family members	Extremely Dissatisfied	<input type="checkbox"/>	Extremely Satisfied	Very Negative	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>					
3 Emotional support from spouse	Extremely Dissatisfied	<input type="checkbox"/>	Extremely Satisfied	Very Negative	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>					
4 Emotional support from children	Extremely Dissatisfied	<input type="checkbox"/>	Extremely Satisfied	Very Negative	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>					
5 Emotional support from relatives and friends	Extremely Dissatisfied	<input type="checkbox"/>	Extremely Satisfied	Very Negative	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>					
6 Children's behavior	Extremely Dissatisfied	<input type="checkbox"/>	Extremely Satisfied	Very Negative	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>					
7 Amount of time for self	Extremely Dissatisfied	<input type="checkbox"/>	Extremely Satisfied	Very Negative	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>					
8 Division of household duties	Extremely Dissatisfied	<input type="checkbox"/>	Extremely Satisfied	Very Negative	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>					
9 Communication among the family members	Extremely Dissatisfied	<input type="checkbox"/>	Extremely Satisfied	Very Negative	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>					
10 Family togetherness	Extremely Dissatisfied	<input type="checkbox"/>	Extremely Satisfied	Very Negative	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>					
11 Sense of control over life events	Extremely Dissatisfied	<input type="checkbox"/>	Extremely Satisfied	Very Negative	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>					
12 I am financially secure	Extremely Dissatisfied	<input type="checkbox"/>	Extremely Satisfied	Very Negative	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>					
13 My life is balanced emotionally	Extremely Dissatisfied	<input type="checkbox"/>	Extremely Satisfied	Very Negative	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>					

Overall how satisfied are you with your home life?

Very Satisfied      Very Dissatisfied

Overall, what effect do you think your home life has on your job performance?

Very positive      Very Dissatisfied

## PART III: JOB TO HOME LIFE SATISFACTION QUESTIONNAIRE

Job Life factors	How satisfied are you with your Job?							What effect do you think it has on the Quality of your Home life?				
	1	2	3	4	5	6	7	1	2	3	4	5
1 Pay / Salary	Extremely Dissatisfied	<input type="checkbox"/>	Extremely Satisfied	Very Negative	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>					
2 Work schedule	Extremely Dissatisfied	<input type="checkbox"/>	Extremely Satisfied	Very Negative	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>					
3 Flexibility of work schedule	Extremely Dissatisfied	<input type="checkbox"/>	Extremely Satisfied	Very Negative	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>					
4 Fringe benefits	Extremely Dissatisfied	<input type="checkbox"/>	Extremely Satisfied	Very Negative	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>					
5 Working conditions / physical environment	Extremely Dissatisfied	<input type="checkbox"/>	Extremely Satisfied	Very Negative	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>					
6 Job security	Extremely Dissatisfied	<input type="checkbox"/>	Extremely Satisfied	Very Negative	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>					
7 Job policies and regulations	Extremely Dissatisfied	<input type="checkbox"/>	Extremely Satisfied	Very Negative	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>					
8 Work status	Extremely Dissatisfied	<input type="checkbox"/>	Extremely Satisfied	Very Negative	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>					
9 Co-workers at work	Extremely Dissatisfied	<input type="checkbox"/>	Extremely Satisfied	Very Negative	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>					
10 Support of super visors/management	Extremely Dissatisfied	<input type="checkbox"/>	Extremely Satisfied	Very Negative	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>					
11 Opportunity to work independently	Extremely Dissatisfied	<input type="checkbox"/>	Extremely Satisfied	Very Negative	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>					
12 Variety of work tasks	Extremely Dissatisfied	<input type="checkbox"/>	Extremely Satisfied	Very Negative	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>					

Overall how satisfied are you with your job?

Very Satisfied Very Dissatisfied

**Scaling and Multi Item Scale:** The Likert Scale is a widely used rating scale that requires the respondents to indicate a degree of agreement or disagreement with each of a series of statement about the stimulus object [Likert (1932)]. The advantages of Likert type scale are that they are easy to construct and administer and the respondents are familiar about how to use them. A five point Likert scale (1=Agree and 5= Disagree) is used in this study. But for some questions seven-point rating scale is also used.

**Variables Measuring Home Life Satisfaction and Job Satisfaction:** Table 1 represents the variables measuring Home Life Satisfaction and Job Satisfaction. The variables measuring Home Life Satisfaction have been reduced to 3 subscales namely Family Environment, Emotional Environment and Personal Issues as given in Table 1.

Similarly the variables measuring Job Satisfaction have been reduced to 3 sub scales namely Monetary Issues, Work Environment and Job Nature as shown in Table 1.

**Table 1:** The Variables Measuring Home Life Satisfaction and Job Satisfaction

Home Life Satisfaction and Job Satisfaction Variables			
Home Life Satisfying Variables		Job Satisfaction Variables	
<b>Family Environment</b>	1. Family Togetherness 2. Communication among family members 3. Division of household duties 4. Health of Family Members	<b>Monetary Issues</b>	1. Salary 2. Fringe Benefits
<b>Emotional Environment</b>	1. Emotional support from spouse 2. Emotional support from children 3. Emotional support from friends and relatives 4. Children Behaviour 5. Emotionally balanced life	<b>Work Environment</b>	1. Work Schedule 2. Flexibility of work schedule 3. Co-Workers Support 4. Supervisor Help 5. Job policies and Regulation 6. Working condition
<b>Personal Issues</b>	1. Personal Health 2. Amount of time for self 3. Financial Security 4. Sense of control over life events	<b>Job Nature</b>	1. Variety of work task 2. Opportunities to work independently 3. Work status 4. Job security

This study also employs 'Durbin Watson' statistics to detect the presence of auto correlation in the residuals. In most cases, the Durbin Watson value is found to be greater than 2, which shows that successive error terms are on an average much different I value from one another, hence, it is expected that the following 'Regression Analysis' to be adequate as there is absence of serial positive correlation.

**Measurement of Reliability:** Reliability has been measured by measuring the reliability coefficient, or Cronbach's Alpha, which is defined as the average of all split-half coefficients resulting from the different ways of splitting the scale items (Cronbach, 1951). The coefficient varies between 0 and 1, where a value of 0.6 or less generally indicates unsatisfactory internal consistency reliability (Nunnally, 1978). The present study employs Cronbach's Alpha as a measure of internal consistency of scales that examines how closely related a set of items are as a group. For this study, Cronbach's Alpha of each scale has been found to be medium to high which is greater than 0.60 (Nunnally, 1978), hence scales are acceptable for further analysis. The Cronbach's Alpha score tables for the manufacturing sectors have been presented in subsequent sections.

**Statistical Tools Used for the study:** Multiple regression analysis has been carried out in order to test the Hypotheses 1 to 6. Under situation I, 'Job Satisfaction' has been taken as dependent variable and the three subscales of 'Home Life Satisfaction' i.e. Family Environment, Emotional Environment and Personal Issues have been taken as independent variables. Under situation II, 'Home Life Satisfaction'

has been taken as dependent variable and the three subscales of 'Job Satisfaction' i.e. Monetary Issues, Working Environment and Job Nature have been taken as independent variables. Hypothesis 7 and 8 which examines the interactive impact of Demographic variables (Age and Gender), Job Satisfaction and Home Life Satisfaction have been tested by using ANOVA with special emphasis on the interaction effect.

**Analysis and Discussion:**

**Analysis of Hypotheses 1, 2, 3, 4, 5 and 6:** The following Table 2 and Table 3 shows the Cronbach's Alpha values of the measuring variables for Insurance sector and it has been found values ranging from medium to high in both Public and Private Insurance Sector allowing the data for further analysis.

**Table 2:** Cronbach's Alpha score for assessing the reliability of scales for the Home Life Satisfaction Variables

Home Life Satisfaction Variables	Cronbach's Alpha Score for Public Manufacturing Sector	
	Home Satisfaction	Life Satisfaction
<b>Family Environment</b> Family Togetherness Communication among family members Division of household duties Health of Family Members	0.851	0.835
<b>Emotional Environment</b> Emotional support from spouse Emotional support from children Emotional support from friends and relatives Children Behaviour Emotionally balanced life	0.772	0.751
<b>Personal Issues</b> Personal Health Amount of time for self Financial Security Sense of control over life events	0.703	0.751

**Table 3:** Cronbach's Alpha for assessing the reliability of scales for Job Life Variables

Job Life Satisfying Variables	Cronbach's Alpha Score for Public Manufacturing Sector	
	Job Satisfaction	Home Life Satisfaction
<b>Monetary Issues</b> 1. Salary 2. Fringe Benefits	0.742	0.798
<b>Work Environment</b> 1. Work Schedule 2. Flexibility of work schedule 3. Co-Workers Support 4. Supervisor Help 5. Job policies and regulation 6. Working condition	0.770	0.734
<b>Job Nature</b> 1. Variety of work task 2. Opportunities to work independently 3. Work status 4. Job security	0.723	0.724

**First Part: Multiple Regression Analysis for Manufacturing Sector under Situation I and II**  
**Analysis for Manufacturing Organization under Situation II:**

Multiple regression analysis has been carried out in order to test the Hypotheses 1 to 3. For the multiple regression, 'Job Satisfaction' has been taken as dependent variable and the three subscales of 'Home Life Satisfaction' i.e. Family Environment, Emotional Environment and Personal Issues have been taken as independent variables.

**Table 4:** Impact of Home Life Satisfaction on Job Satisfaction for Manufacturing Organisations

<b>Regression Analysis of Family Environment of Home Life Satisfaction on Job Satisfaction</b>				
R = 0.283	R square = 0.280	F = 0.565	Significance = 0.690	DW=2.813
	Standardized coefficient(Beta)	T	Significance	
<b>Family Environment</b>	2.897	3.444	0.002	
Health of Family Members	0.159	0.771	0.447	
Work division	-0.191	0.539	0.494	
Communication among Family members	0.369	0.919	0.026*	
Family Togetherness	-0.051	-0.149	0.883	
<b>Regression Analysis of Emotional Environment of Home Life Satisfaction on Job Satisfaction</b>				
R = 0.621	R square = 0.386	F = 21.386	Significance = 0.025	DW=2.258
	Standardized coefficient(Beta)	T	Significance	
<b>Emotional Environment</b>	1.163	1.285	0.211	
Emotional support from spouse	0.152	0.624	0.538	
Emotional support from children	0.414	0.867	0.018*	
Friends & Relatives Support	0.370	0.917	0.024*	
Children Behaviour	0.060	0.134	0.895	
Balanced Emotionally	0.046	0.267	0.792	
<b>Regression Analysis of Personal Issues of Home Life Satisfaction on Job Satisfaction</b>				
R = 0.447	R square = 0.200	F = 1.620	Significance = 0.199	DW=2.965
	Standardized coefficient(Beta)	T	Significance	
<b>Personal Issues</b>	1.901	2.296	0.030	
Personal Health	-0.086	-0.380	0.707	
Amount of time for self	0.045	0.184	0.856	
Sense of Control over Life events	0.403	1.348	0.019*	
Financial Security	0.081	0.290	0.774	

\*. Correlation is significant at the 0.05 level (2-tailed).

**Summary of the Findings:** From the table 4, it can be drawn that, under Family Environment ( $F=0.565$ ,  $p \leq 0.690$ ) scale only Communication among Family Members ( $\beta=0.369$ ,  $p \leq 0.026$ ) contributes to Job Satisfaction.

Emotional Environment ( $F=21.386$ ,  $p \leq 0.025$ ) moderately contributes 38.6 % to an employee Job Satisfaction. However, under the Emotional Environment scale, Emotional support from Children

( $\beta=0.414$ ,  $p \leq 0.018$ ) and Emotional support from Friends and Relatives ( $\beta=0.370$ ,  $p \leq 0.024$ ) are found to be significantly contributing to Job Satisfaction.

Personal Issues ( $F=1.620$ ,  $p \leq 0.199$ ) contributing only 20% towards employee's Job Satisfaction. Under Personal Issues scale, only Sense of Control over Life Events ( $\beta=0.403$ ,  $p \leq 0.019$ ) of an employee contribute positively towards Job Satisfaction.

**Analysis for Manufacturing Organization under Situation II:** Multiple regression analysis has been carried out in order to test the Hypotheses 4 to 6. For the multiple regression, 'Home Life Satisfaction' has been taken as dependent variable and the three subscales of 'Job Satisfaction' i.e. Monetary Issues, Working Environment and Job Nature have been taken as independent variables.

**Table 5:** Impact of Job Satisfaction on Home Life Satisfaction for Public Manufacturing Sector

Regression Analysis of Monetary Issues factors of Job Satisfaction on Home Life Satisfaction				
R = 0.604	R square = 0.364	F = 8.021	Significance = 0.002	DW=2.237
	Standardized coefficient(Beta)	T	Significance	
<b>Monetary Issues</b>	1.875	3.853	0.001	
Salary	0.055	0.299	0.767	
Fringe Benefits	0.570	3.081	0.005*	
Regression Analysis of Working Environment factors of Job Satisfaction on Home Life Satisfaction				
R = 0.569	R square = 0.323	F = 1.911	Significance = 0.120	DW=2.023
	Standardized coefficient(Beta)	T	Significance	
<b>Working Environment</b>	1.759	2.933	0.007	
Work Schedule	0.156	0.308	0.761	
Flexibility of Work Schedule	0.256	0.601	0.041*	
Work Conditions	0.332	0.933	0.020*	
Job Policies	-0.149	-0.608	0.549	
Co-Workers Support	0.116	0.307	0.762	
Supervisors Help	-0.009	-0.017	0.987	
Regression Analysis of Job Nature factors of Job Satisfaction on Home Life Satisfaction				
R = 0.714	R square = 0.510	F = 6.762	Significance = 0.001	DW=2.103
	Standardized coefficient(Beta)	T	Significance	
<b>Job Natures</b>	1.528	3.753	0.001	
Job Security	0.031	0.138	0.891	
Work Status	0.508	2.136	0.032*	
Opportunities to work independently	0.207	0.580	0.567	
Variety of work task	0.010	0.039	0.969	

\*. Correlation is significant at the 0.05 level (2-tailed).

**Summary of the Findings:** Table 5 shows Regression Analysis of Job Satisfaction variables on Home Life Satisfaction and it has been found that, Monetary Issues ( $F=8.021$ ,  $p \leq 0.002$ ) contributes 36.4 % to Quality of Home Life Satisfaction. Within the Monetary Issues scale, only Fringe Benefit ( $\beta=0.570$ ,  $p \leq 0.005$ ) has been found to be significantly contributing to Job Satisfaction.

Under Working Environment ( $F=1.911$ ,  $p \leq 0.120$ ) scale, Flexibility of Work Schedule ( $\beta=0.256$ ,  $p \leq 0.041$ ) and Working Condition ( $\beta=0.332$ ,  $p \leq 0.020$ ) found to contribute significantly towards the employees Quality of Home Life Satisfaction.

Job Natures ( $F=6.762$ ,  $p \leq 0.001$ ) positively contributes 51% to the employee's Quality of Home Life and it is observed that only Work Status ( $\beta=0.508$ ,  $p \leq 0.032$ ) contributes to Quality of Home Life.

**Second Part : Analysis of Hypothesis 7 and 8 for Manufacturing Organization:** Table 6 shows the analysis, which examines the interactive impact of Demographic variables (Age and Gender) and Job Satisfaction leading to positive Home Life Satisfaction.

**Table 6:** Analysis of variance of Home Life Satisfaction for Manufacturing Organization

Source	Type III Sum of Squares	Df	Mean Square	F	Sig.
Corrected Model	7.854	13	.604	.707	.734
Intercept	209.805	2	209.805	245.414	.000
Gender	.640	2	.640	.749	.399
Age	.515	2	.515	.603	.448
Overall Job Satisfaction	2.275	8	.569	.665	.625
Gender * Age	.457	2	.457	.535	.474
Gender * overall Job Satisfaction	.668	4	.334	.391	.682
Age * overall Job Satisfaction	.367	6	.122	.143	.933
Gender * Age * overall Job Satisfaction	.035	2	.035	.041	.842
Error	14.533	22	.855		
Total	449.000	50			
Corrected Total	22.387	49			

**Interpretation:** The result shows that the Demographic variable (Age and Gender) and Overall Job Satisfaction have no significant relationship with Home Life Satisfaction.

Table 7 shows the analysis for Hypothesis 8, which examines the interactive impact of Demographic variables (Age and Gender) and Home Life Satisfaction leading to positive Job Satisfaction.

**Table 7:** Analysis of variance of Job Satisfaction for Public Manufacturing Sector

Source	Type III Sum of Squares	Df	Mean Square	F	Sig.
Corrected Model	7.908	12	.659	.568	.840
Intercept	241.539	2	241.539	208.357	.000
Gender	.584	2	.584	.504	.487
Age	.016	2	.016	.014	.907
Overall Home Life Satisfaction	2.228	6	.743	.641	.599
Gender * Age	1.767	2	1.767	1.525	.233
Gender * overall Home Life Satisfaction	.152	6	.051	.044	.987
Age * overall Home Life Satisfaction	4.708	6	1.569	1.354	.289
Gender * Age * overall Home Life Satisfaction	.000	0	.	.	.
Error	20.867	24	1.159		
Total	448.000	50			
Corrected Total	28.774	49			

**Interpretation:** The result shows that the Demographic variable (Age and Gender) and Home Life Satisfaction have no significant relationship with overall Job Satisfaction.

The result of Hypothesis 7 and 8 supports the 'Segmentation Theory' that Job and Home Life Satisfaction are two distinct domains of Life that can be lived separately.

**Conclusion of the Findings:** Under situation I, it has been found that among the working women in Private and Public Manufacturing Sector, Family Environment, Emotional Environment and Personal Issues contributes towards Quality of Job Life. Under situation II, among the women employees in Manufacturing Sector 'Fringe Benefits' under Monetary Issues, "Work Flexibility" and "Working Condition" under Working Condition, "Work Status" under Job Nature is found to be significantly contributing to Home Life Satisfaction.

This study finds that the variables measuring Home Life Satisfaction namely Family Environment, Emotional Environment and Personal Issues contribute to Job Satisfaction. The findings are found to be similar with the previous research by Crouter (1984), Greenhaus & Kopelman (1981) and Burke & Weir (1980).

This study is different from the study of Cripps, J (1986) and Judge, Timothy A. and Watanabe, S (1993) and finds that Job Satisfaction as a stronger predictor of Home Life Satisfaction than the reverse. This study like the other researchers Wesley and Muthuswamy (2005), Hulin (1969) Andrews and Withey (1976, 1974) and Lian J W et al (2007) partially fulfil the 'Spillover Theory' stating there is positive effect of Job Satisfaction on Home life Satisfaction. However, the 'Segmentation Theory' has been found to be more applicable in this study which states that Job and Home Life Satisfaction are two distinct domains of Life that can be lived separately as advocated by Wolfe(1960), Iris Barrett (1972), Greenhous and Beutell (1985), Lambert (1990) and Zedeck (1992).

Demographic variables (Age and Gender) and Home Life Satisfaction have no significant relationship with overall Job Satisfaction. However, the relationship between Demographic variables (Age and Gender), Home Life Satisfaction and their interaction effect have been found to have no significant relationship with overall Job Satisfaction.

## References:

1. Bakhshi Arti, Kumar Kuldeep, Sharma Shallu, Sharma Ambica (2008), "Job Satisfaction as predictor of Life Satisfaction: A study on Lecturers in Govt. & Private Colleges in Jammu." *Prachi Psycho-cultural Research Association*, Vol. 24 (2)
2. Cripps Jane Sperry (1986), "The relationship between family life satisfaction and job satisfaction for employed Hispanic and Anglo Women," Retrieved from <http://goo.gl/obzvch>, Accessed: 7/01/2011.
3. Dolan L., Gosselin, E. (1998), "Job satisfaction and Life Satisfaction : Analysis of a Bi/Directional Model with Social Demographic Moderators ", Proceedings of the 6<sup>th</sup> International Conference on Work Values, Konrad A. (ed.), Istanbul, July 1998 : 3-8
4. Frame, Philip and Hartog , Mary (2003), "From Rhetoric to reality: Into the swamp of ethical practice :Implementing Work-life Balance", *Business Ethics: A European Review.*, Vol. 12 (4). pp. 358-368.
5. Guest, D. E. (2001), "Perspectives on the Study of Work-Life Balance. A discussion paper", 2001 ENOP Symposium, Paris, March 29-31. Retrieved from <http://www.ucm.es/info/Psyap/enop/guest.htm>. Accessed :12/01/2014
6. Guest, D.E. (2002). "Perspectives on the Study of Work-life Balance", *Social Science Information*, Vol. 41, pp. 255-279.
7. Jan, M & Masood, T (2008), "An assessment of life satisfaction among women", *Home Comm. Sci.*, Vol 2, pp. 33-42.
8. Judge, T.A.,& Watanabe, S.(1993), "Another look at the job satisfaction-dissatisfaction relationship", *Journal of Applied Psychology*, Vol78, pp. 939-948

9. Kanungo, R N and S Misra (1988), "The Bases of Involvement in Work and Family Context", *International Journal of Psychology*, Vol. 23, pp 267-82
10. Kar, Subhasree and Mishra, K.C. (2013), "Nexus between Work Life Balance Practices and Employee Retention – The Mediating Effect of a Supportive Culture", *Asian Social Science*, Vol-9, Issue-11, pp. 63-69
11. Kumari L. (2013). "Employees Perception on Work Life Balance and its relation with Job Satisfaction in Indian Public Sector Banks", *IJEMR*, Vol. 2, Issue: 2, pp. 1-13.
12. Nunnally, J. C. (1978). *Psychometric theory* (2nd ed.). New York: McGraw-Hill.
13. O'Driscoll, M. (1996). "The interface between job and off-job roles: enhancement and conflict." *International Review of Industrial and Organizational Psychology*, Vol 11.
14. Rajadhyaksha Ujvala , (2012), "Work-life balance in South East Asia: the Indian experience", *South Asian Journal of Global Business Research*, Vol. 1 (1), pp.108 – 127
15. Rajanish, R. (2008), "Work Life Balance in IT Sector". *Journal of IPM*, Vol 9(1), pp. 26-37.
16. Roderick D. Iverson, Catherina Maguire (1999), "The Relationship Between Job and Life Satisfaction: Evidence from Re-mote Mining Community", Department of Management Working Paper, Number:14, p.7
17. Sakthivel Rania, Kamalanabhanb & Selvarania (2011), "Work / Life Balance Reflections on Employee Satisfaction", *Serbian Journal of Management*, Vol. 6 (1), pp. 85-96.
18. R. Hemamalini (2010), 'Work Life Balance and women Beedi Workers in Tirunavveli District, Tamil Nadu, *Women and Work e-journal*, january 2010
19. Sandhu Namrata and Prabhakar Rahul (2012), "Factors Influencing the Quality of Work Life in the Indian Banking Industry -An Empirical Study", *International Proceedings of Economics Development and Research*, Vol. 55, pp. 23
20. Sekaran, U (1984), 'Job and Life Satisfaction Experienced by Dual-Career Family Members', *Journal of Psychological Research*, 28(3), pp 139-44. – (1985): 'Enhancing the Mental Health of Indian Dual Career Family', *Indian Journal of Applied Psychology*, 22(1), pp 57-62.
21. Susan M. Heathfield (2014), 'Work Life Balance' retrieved from <http://humanresources.about.com/od/glossaryw/g/balance.htm>. Accessed on: 4/02/2014
22. Wesley, J.R. & Muthuswamy, P.R. (2005), "Work -family conflict in india- An empirical study'. *SCMS Journal of Indian Management*, October-December, pp. 95-102.

\*\*\*