# Effect of Cities on Managing Work Life Balance of Working Women in India

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## ABSTRACT

The Indian system, is a multi-cultural, multi-ethnic and multi-religious society. We have an amalgamation of several cultures. Literature Review gave important insights on role of Indian women in development and enhancement of World's culture and civilization and Humanity in overall perspective since ancient times. The type of cities in India where women work, has a great effect on her work life balance. The socio-economic environmental factors has powerful impact on organizations and individuals life. The culture foundation of the cities has an impact on its people thinking. In India, the life style of an individual is much dependent on the kind of city we have been living since years. The research paper is worked on with analyzing how the tier 1 and tier 2, 3 cities culture benefiting Indian working women for better work life balance.

**Keywords:** Indian Women, Work Life Balance, Working Women.

## INTRODUCTION

The country India has been the most ancient land with magnifienct mix of varied people. We have people with different languages, dialects, food habits, religion, philosophies, thinking and style of living. Respecting all under one banner of nationality is our seculairsm. With MNC's entry in 1990s, India underwent dramatic change. Tier 1 cites were no longer confined to geographic boudaries. As people from all walks of life, from country side to all states intermingled and settled in Tier 1 cities. Neither states, countries or even International boundaries cannot bind Tier 1 cities limited to where it is located. Cross cultural and cross continent became the culture of all big shot cities across the world. Along with its strong traditional and ethical foundation, Tier 1 cities emerged as cosmopolitan with time. People from different

cultures come and settle down to Tier 1 cities, making them cosmopolitan in nature. Hence Tier 1 cities have impact of people across the world with strong corporate life style. The country has lot of Tier 2 and Tier 3 cities. This is a good sign for scope of growth in future.

## REVIEW OF LITERATURE

Hobson (2001) found that there are lot of difficulties faced by US workers in balancing excessive work and life or family expectation. They have a great worry. Not only in corporate America but also in rest of the professional world, the issue need to be solved. Inability to attain desired balance can result into lot of adverse consequences. Gambles (2006) found that women and men from diverse countries had lot of difficulties in joining paid work with other important or meaningful parts of their lives. Via research discussion and personal experiences, multiple reasons are offered on why people became so obsessed with paid work. The impact of this obsession has affected the time for all other important areas of life. Reenen (2006) found that in developed world lot of work quality issues are ranging. Unemployment, had fallen in the U.S. and U.K.Hence their focus shifted from the quantity of jobs to the quality of jobs rather. The issues become more critical when women's participation has increased. Accrosed political agenda on such issues of family - friendly policies and work life balance. Thanacody et al., (2006) determined the career experiences in an Indian cultural setting and western of female academics. To identify factors contributing to their career growth. Analyzed following factors: gender typecasts and leadership, work and family conflict, casual networks, mentoring and national culture. Del (2008) examined the Italian labor market and identified that job mobility impacted gender wage gap. Found that in the first 10 years of the career, women experienced less wage increase than their men counterparts.The difference is majorly when working persons changes organizations.

Milner (2010) studied work and family policy disclose in UK and France. Analyzed notable extension of career rights ('flexibility' and 'Choice' in reconciling work and family careers of disabled children and adult careers) and measured to facilitate women's return to work after maternity leave. Many factors like age, working environment, family support, fringe benefits and training programs had significant relationship with Work Life Balance of female working persons. Motivating work environment was found to be significantly enhancing the ability to create a better work life balance. Suggestions like communication with superior and coworkers, time management, sharing work load and a positive way, all helps in better balance.

## OBJECTIVES

To study the effect of various cities on managing work life balance of working women in India.

## METHODOLOGY

**The Study:** The study is descriptive in nature which described the different tier cities of India where Indian women works. Study also describes the issues and challenges encountered by Indian working women. The articles published from 1990 to 2016 were analysed.

**The Sample:** The relevant data comprised of articles, journals, books and literature available on internet from various research organizations and government establishments. More than 30 articles were reviewed for study. The primary data has been collected via questionnaire from 702 respondents.

**Tools for Data Collection:** Primary data has been collected by using self administered scale which was having 40 items. The reliability and validity has been also tested of the scale. Secondary data were also collected from the various sources like various journals, magazines, relevant websites of various companies, etc. The Questionnaire is designed with two parts. For the study, out of 800 questionnaire, finally 702 were duly filled. The data of the survey against each question in questionnaire is analyzed. This was done via correlation with the review of literature and statistical inferences.

**Tools for Data Analysis:** The questionnaire was duly tested for its reliability and validity, the researcher has applied Reliability Test (Cronbach Alpha). The Data was found reliable and valid. Factor Analysis was performed on 40 questions by Data Reduction technique. t - test to identify the effect of type of city on work life balance of working women in India was performed using Independent sample t- Test

## FINDINGS AND ANALYSIS

Effect of type of cities on various factors of work life balance of working women in India

### 1.  Effect of Type of City on overall Work Life Balance:

$H_{01}$:  There is no significant difference between the mean scores of tier 1 cities working women and tier 2 cities working women with respect to managing their work life balance. Table No. 2 shows, 't' value -3.366 at degree of freedom '2/700' is significant at 1% level. Hence hypothesis is rejected. Inferred that 99% confidence level that there is a significant difference between the tier 1 cities and tier 2 cities working women with respect to managing their work life balance. That means working women of each city category have different level of perception towards managing their work life balance. From Table 28, found tier 2 cities women have mean score of 141.012 and tier 1 cities women have mean score of 139.449 with respect to overall work life balance. Implies tier 2 cities women have overall better work life balance than tier 1 cities women. Albouy (2008) found that quality of life in cities is proportional to cost-of-living relative to city's wage-level. These were clearly interrelated and do not decrease with the size of the city. Improvements to quality-of-life for work and family imbalance provide insights.

### 2. Effect of Type of City on Situational Factors

$H_{02}$: There is no significant difference between the mean scores of tier 1 cities working women and tier 2 cities working women with respect to situational factors. Table No. 2 shows, 't' value 10.370 at degree of freedom '2/700' is significant at 1% level. Hence hypothesis is rejected. Inferred that with 99% confidence level, there is a significant difference between the tier 1 cities and tier 2 cities working women with respect to situational factors. That means working women of each city type, have different level of perception towards situational factors.  From table 1, found that tier 1 cities women shows mean value 24.0933, whereas tier 2 cities women shows mean value 21.2905.  This implies tier 1 cities women has better work life balance than tier 2 cities women with respect to situational factors. Keeton (2007) revealed that women were slightly more satisfied

with their careers than men. Brown (1996) supporting with the results, suggested that involvement in job is affected by personality and situational factors. Found the relationship between public and private sector employees. Varying situations affects work life balance of an individual.

### 3. Effect of Type of City on Professional Environmental Factors

$H_{03}$: There is no significant difference between the mean scores of tier 1 cities working women and tier 2 cities working women with respect to professional environmental factors. Table No. 2 shows, 't' value 2.477 at degree of freedom '2/700' is significant at 1% level. Hence hypothesis is rejected.  This can be inferred that with 99% confidence level that there is a significant difference between the tier 1 cities and tier 2 cities working women with respect to Professional Environmental Factors. That means working women of each city type, have different level of perception towards professional environmental factors. From table 1, under professional environment factors of work life balance, it is found that tier 1 cities women shows mean value 18.2480, Tier 2 cities women shows mean value 18.9450.  Implies tier 2 cities women has much better work life balance than tier 1 cities women with respect to professional environmental factors. Lyness (2008) found there is positive relationship for both genders in their perceptions of work–life balance and career growth potential. Results shown that work–life balance might be associated with positive career out - comes. High egalitarian cultures, have women with higher positive ratings for work life balance.

### 4. Effect of Type of City on Work Pressure Factors

$H_{04}$: There is no significant difference between the mean scores of tier 1 cities working women and tier 2 cities working women with respect to work pressure factors. Table No. 2 shows, 't' value 6.284 at degree of freedom '2/700' is significant at 5% level. Thus, from results it is found that hypothesis is rejected.  This can be inferred that with 95% confidence level that there is a significant difference between the tier 1 cities and tier 2 cities working women with respect to work pressure factors. Implies working women of each city type have different level of perception towards work pressure factors.  From table 1, found tier 1 cities women shows mean value 18.448, whereas tier 2 cities women shows mean value 20.7645.  Implies tier 2 cities women has much better work life balance than tier 1 cities women with respect to work pressure factors. Boxall (2008) reported that hectic long working hours results in greater imbalance in the work life relationship. Found that increasing the number of policies of work life balance for professionals may not improve the work life imbalance people felt and the pressure of long working hours.

### 5. Effect of Type of City on Women Support System Factors

$H_{05}$: There is no significant difference between the mean scores of business Tier 1 cities working women and Tier 2 cities working women with respect to women support system factors.

Table No. 2 shows, 't' value 6.629 at degree of freedom '2/700' is significant at 1% level. Thus, from results it is found that hypothesis is rejected.  Inferred that with 99% confidence level that there is a significant difference between the tier 1 cities and tier 2 cities working women with respect to women support system factors. That means working women of each city type, have different level of perception towards women support system factors. From table 1, found that tier 1 cities women shows mean value 16.7627, whereas tier 2 cities women shows mean value 15.4190. Implies tier 1 cities women has much better work life balance than tier 2 cities women with respect to women support system factors. Kumari and Devi (2013) found that family responsibilities has an impact of on the career decisions of women professionals. Found the good support system for working women is required to balance both work and life in a better manner. In a comparative study done by Yadav (2013) revealed that work life balance is better in education sector than bank sector for the working women. Family support is more in tier 2, 3 cities for women to work as business owners.

### 6. Effect of Type of City on Overall Health (Body, Mind and Spirit) Factors

$H_{06}$: There is no significant difference between the mean scores of tier 1 cities working women and tier 2 cities working women with respect to overall health (body, mind and spirit) factors. Table No. 2 shows, 't' value 11.439 at degree of freedom '2/700' is significant at 1% level. Hence hypothesis is rejected.  Inferred that with 99% confidence level that there is a significant difference between the tier 1 cities and tier 2 cities working women with respect to overall factors. That means working women of each city type, have different level of perception towards overall health factors. From table1, found that tier 1 cities women shows mean value 13.0842, whereas tier 2 cities women shows mean value 14.5291. Implies tier 2 cities women has much better work life balance than tier 1 cities women with respect to overall factors. Unwalla (1977) found more

than 60% women stated that in the back of their minds. Own deteriorating health, family members' health leads to inability to perform work and home duties due to increased stress levels of working women. Dubey (2010) found that a healthy work life balance aids in attaining professional and personal goals of an individual. The nature of work has changed. Work life balance created positive synergy in the working environment of any organization and its working persons.

### 7. Effect of Type of City on Social Factors

$H_{07}$: There is no significant difference between the mean scores of tier 1 cities working women and tier 2 cities working women with respect to social factors.

Table No. 2 shows, 't' value 11.118 at degree of freedom '2/700' is significant at 1% level. Hence hypothesis is rejected. Inferred that with 99% confidence level that there is a significant difference between the tier 1 cities and tier 2 cities working women with respect to social factors. That means working women of each city type, have different level of perception towards social factors. From table 1, found that tier 1 cities women shows mean value 11.6667, whereas tier 2 cities women shows mean value 14.5291. Implies tier 2 cities women has much better work life balance than tier 1 cities women with respect to social factors. Crompton (2006) suggested that like egalitarian societies (Norway and Finland), our governments should also design, develop and implemented work life balance policies.

### 8. Effect of Type of City on Personal Happiness Factors

$H_{08}$: There is no significant difference between the mean scores of tier 1 cities working women and tier 2 cities working women with respect to personal happiness factors. Table No. 2 shows, 't' value .951. Thus, from results it is found that hypothesis is not rejected not rejected, implies H019 is not rejected. Inferred that there is not a significant difference between the tier 1 cities and tier 2 cities working women with respect to personal happiness factors. That means working women of each city type i.e. tier 1 cities and tier 2 cities have same level of perception towards personal happiness factors. From table 1 found that tier 1 cities women shows mean value 11.3467, whereas tier 2 cities women shows mean value 11.4954. This implies that tier 1 cities women has slightly better work life balance than tier 2 cities women with respect to personal happiness factors.

### 9. Effect of Type of City on Child Development Factors

$H_{09}$: There is no significant difference between the mean scores of tier 1 cities working women and tier 2 cities working women with respect to child development factors. Table No. 2 shows, 't' value 7.093 at degree of freedom '2/700' is significant at 1% level. Hence hypothesis is rejected. Inferred that with 99% confidence level that there is a significant difference between the tier 1 cities working women and tier 2 cities working women with respect to child development factors. That means working women of each city type, have different level of perception towards child development factors. From table 1, found that tier 1 cities women shows mean value 6.7653, whereas tier 2 cites women shows mean value 7.5321. This implies that tier 2 cites has women has much better work life balance than tier 1 cities women with respect to child development factors. Brown (1994) analyzed that there is adverse impact of women employment on family life. Also revealed that similarly there is also an adverse impact of family life on work behavior. It was found that working mothers were significantly lower in occupational commitment relative to working women who are not mothers. Results found were in contradiction to normal expectations. It was found that women with younger children performed better than women with older children.

### 10. Effect of Type of City on Women Policies Factors

$H_{010}$: There is no significant difference between the mean scores of tier 1 cities working women and tier 2 cities working women with respect to women policies factors. Table No. 2 shows, 't' value 4.645 at degree of freedom '2/700' is significant at 1% level. Hence hypothesis is rejected. Inferred that with 99% confidence level that there is a significant difference between the tier 1 cities and tier 2 cities working women with respect to women policies factors. Implies working women of each city type, have different level of perception towards women policies factors. From Table 1, found that tier 1 cities women shows mean value 6.6773, whereas Tier 2 cities women shows mean value 5.9419. This implies that tier 1 cities women has much better work life balance than tier 2 cities women with respect t women policies factors. Korabik (2003) highlighted the importance of cultural background impacting business decisions and professional expectations. Revealed that culturally suitable techniques would reduce the adverse effects of work–family conflict. Suggested

applicable ways for enhancing work life balance.

## 11. Effect of Type of City on Family Factors

$H_{011}$: There is no significant difference between the mean scores of Tier 1 cities working women and Tier 2 cities working women with respect to family factors.

Table No. 2 shows, 't' value 1.524. Hence hypothesis is not rejected, implies H022 is not rejected. Inferred that there is not a significant difference between the tier 1 cities and tier 2 cities working women with respect to family factors. That means working women of each city type, have same level of perception towards Family Factors. From table 1, found that tier 1 cities women shows mean value 17.8587, whereas tier 2 cites women shows mean value 18.2049.  Implies that tier 2 cites women has much better work life balance than tier 1 cities women with respect to family factors.

## CONCLUSION

The conclusion is that tier 1 cities have higher corporate culture where majority of women are employed. On the other hand tier2,3 cities gives better platform for  women entrepreneurs to start their enterprises. Even women in tier 2, tier 3 cities can start on her own new businesses. Availability of resources, ease of commute and transportation relationships to business tier 1 cities women cannot have this luxury. Women across world and in India too are exploring new 'opt out revolution' choices for their career. tier 1 employed women, are overburdened with professional responsibilities and personal life getting ignored. They are working on taking risks to leave high profile corporate jobs. Being fade off with years of routine, pressures, stress increasing day by day, they want break. Getting break from Indian companies is not easy. Only option left is 'opt out revolution'. Working women wish to gain more flexibility and control on their work and personal obligations. In tier 2 cities, women start up their own business. Indian women in new entrepreneurial fit, contribute in job creation, innovation, and economic development of nation through their entrepreneurial activities.

It can also be concluded that there is a need of more in-depth studies for Indian working women's work life balance problem. The issues are much deeper one related to work life balance of  working women in India. The few studies that have tried to work and resolve on such issue happened to be in the western context. Applicability of such studies are not viable for our country and specially for women needs to be further explored.

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Table 1: t Test on city

Group Statistics

|  | CITY | N | Mean | Std. Deviation | Std. Error Mean |
|---|---|---|---|---|---|
| TOTAL OF ALL FACTORS | TIER 1 | 375 | 1.4069E2 | 9.55649 | .49350 |
|  | TIER 2 | 327 | 1.4409E2 | 16.65846 | .92122 |
| SITUATIONALFACTOR 1 ( | TIER 1 | 375 | 24.0933 | 1.90814 | .09854 |
|  | TIER 2 | 327 | 21.2905 | 4.81925 | .26651 |
| PROFESSIONAL ENVIRONMENT FACTOR 2 | TIER 1 | 375 | 18.2480 | 3.31821 | .17135 |
|  | TIER 2 | 327 | 18.9450 | 4.13017 | .22840 |
| WORK PRESSURE FACTOR 3 | TIER 1 | 375 | 18.4480 | 4.03883 | .20856 |
|  | TIER 2 | 327 | 20.7645 | 5.67982 | .31409 |
| WOMEN SUPPORT SYSTEM FACTOR 4 | TIER 1 | 375 | 16.7627 | 2.19618 | .11341 |
|  | TIER 2 | 327 | 15.4190 | 3.14262 | .17379 |
| OVERALL HEALTH (MIND, BODY, SPIRIT) FACTOR 5 | TIER 1 | 375 | 11.6667 | 3.57177 | .18445 |
|  | TIER 2 | 327 | 14.5291 | 2.97509 | .16452 |
| SOCIAL FACTOR 6 | TIER 1 | 375 | 8.1200 | 2.46776 | .12743 |
|  | TIER 2 | 327 | 10.2844 | 2.68862 | .14868 |
| PERSONAL HAPPINESS FACTOR | TIER 1 | 375 | 11.3467 | 1.94780 | .10058 |
|  | TIER 2 | 327 | 11.4954 | 2.19714 | .12150 |
| CHILD DEVELOPMENT FACTOR 8 | TIER 1 | 375 | 6.7653 | 1.24676 | .06438 |
|  | TIER 2 | 327 | 7.5321 | 1.61227 | .08916 |
| WOMEN POLICIES FACTOR 9 | TIER 1 | 375 | 6.6773 | 2.04623 | .10567 |
|  | TIER 2 | 327 | 5.9419 | 2.14497 | .11862 |
| FAMILY FACTOR 10 | TIER 1 | 375 | 17.8587 | 2.83575 | .14644 |
|  | TIER 2 | 327 | 18.2049 | 3.18127 | .17592 |

Table 2: Independent Samples Test on City Independent Samples Test

| | | Levene's Test for Equality of Variances | | t-test for Equality of Means | | | | | 95% Confidence Interval of the Difference | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | F | Sig. | t | df | Sig. (2-tailed) | Mean Difference | Std. Error Difference | Lower | Upper |
| TOTAL OF ALL FACTORS | Equal variances assumed | 73.850 | .000 | -3.366 | 700 | .001 | -3.39802 | 1.00955 | -5.38013 | -1.41591 |
| | Equal variances not assumed | | | -3.251 | 503.790 | .001 | -3.39802 | 1.04507 | -5.45125 | -1.34478 |
| SITUATIONALFACTOR 1 ( | Equal variances assumed | 302.366 | .000 | 10.370 | 700 | .000 | 2.80281 | .27029 | 2.27213 | 3.33349 |
| | Equal variances not assumed | | | 9.864 | 414.471 | .000 | 2.80281 | .28414 | 2.24428 | 3.36134 |
| PROFESSIONAL ENVIRONMENT FACTOR 2 | Equal variances assumed | 18.312 | .000 | -2.477 | 700 | .013 | -.69695 | .28135 | -1.24934 | -.14457 |
| | Equal variances not assumed | | | -2.441 | 623.954 | .015 | -.69695 | .28553 | -1.25767 | -.13624 |
| WORK PRESSURE FACTOR 3 | Equal variances assumed | 42.871 | .000 | -6.284 | 700 | .000 | -2.31653 | .36865 | -3.04032 | -1.59273 |
| | Equal variances not assumed | | | -6.144 | 578.778 | .000 | -2.31653 | .37703 | -3.05705 | -1.57600 |
| WOMEN SUPPORT SYSTEM FACTOR 4 | Equal variances assumed | 60.620 | .000 | 6.629 | 700 | .000 | 1.34371 | .20269 | .94575 | 1.74166 |
| | Equal variances not assumed | | | 6.475 | 572.312 | .000 | 1.34371 | .20752 | .93612 | 1.75130 |
| OVERALL HEALTH (MIND, BODY, SPIRIT) FACTOR 5 | Equal variances assumed | 22.672 | .000 | -11.439 | 700 | .000 | -2.86239 | .25024 | -3.35369 | -2.37108 |
| | Equal variances not assumed | | | -11.581 | 698.564 | .000 | -2.86239 | .24716 | -3.34765 | -2.37712 |

| Table 3: Estimates | | | | |
|---|---|---|---|---|
| Dependent Variable: TOTAL OF ALL FACTORS | | | | |
| CITY | Mean | Std. Error | 95% Confidence Interval | |
| | | | Lower Bound | Upper Bound |
| TIER 1 | 139.449 | .602 | 138.267 | 140.631 |
| TIER 2 | 141.012 | .624 | 139.787 | 142.236 |