



A STUDY ON WORK LIFE BALANCE, JOB SATISFACTION AND JOB PERFORMANCE OF WOMEN EMPLOYEES IN ORGANISED RETAIL TEXTILE STORES

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Abstract

Work-life balance refers to the level of personal and professional activities in an individual's life and the level to which activities related to job are present in the home. Stress is a common feature of a poor work-life balance. Job satisfaction can be a relative term as it may depend on an individual's perception but overall job satisfaction can be judged through various indirect parameters like productivity, attrition rate, employee feedback etc. Job performance reflects many important aspects that depend on company growth, expansion, and production. The objective is to study the demographic profile and work profile of women employees in organised retail textile stores and the significant difference between work life balance, job satisfaction and job performance. The study was done in Coimbatore city among 40 women employees. Simple random technique was adopted and percentage analysis and ANOVA is used for the analysis. The result of the study shows that by utilizing management skills and will enable the employees to have a job satisfaction and balance between work and home life and also have a better job performance. Work-life balance, Job satisfaction and job performance of employees will be an important input in designing appropriate policies for employees to address work - life balance and job satisfaction issues.

Keywords: Women employees, Work life balance, job satisfaction, job performance.

Introduction

Work-life balance refers to the level of personal and professional activities in an individual's life and the level to which activities related to once job are present in the home. Stress is a common feature of a poor work-life balance. There are a lot of factors which go together to ensure high job satisfaction rates in an organisation.

To begin with hygiene factors like good pay, work life balance, perks, leaves etc. play a very important role in making sure that the employee is content in the job. Job satisfaction can be a relative term as it may depend on an individual's perception but overall job satisfaction can be judged through various indirect parameters like productivity, attrition rate, employee feedback etc. It may also differ from industry to industry. The measurement or perception of job satisfaction may be different from sector to sector. Job performance relates to how individuals perform in once job duties. In addition to training and natural ability (like dexterity or an inherent skill with numbers), job performance is impacted by workplace environment factors including physically demanding tasks, employee morale, stress levels, and working extended hours. Job performance reflects many important aspects that depend on company growth, expansion, and production.

Review of literature

Khalid Latif, et al (2011), have examined “**Influential Factors Contributing to Job Satisfaction and Dissatisfaction of College Teachers of District Faisalabad, Pakistan**”. And they examine the level of job satisfaction of teachers in public and private sector colleges. The study was done among 200 teachers. The results showed that there were significant differences in job satisfaction between public and private college teachers. Public college teaches are more satisfied with the six components (educational qualifications, nature of work, pay, job security, promotional opportunities and family & work life balance) of job satisfaction while private college teachers were not satisfied. This study suggested that to increase the satisfaction level of teachers of private colleges a proper attention should be paid on salary, benefits and promotion opportunities and like that the employers of private sector colleges will be able to retain teachers.

Lalita Kumari (2012) has done a study on “**Work Life Balance and Job Satisfaction of employees in the public sector banks**” The aim of the study of was to find about the employee's perception of work life balance policies and practices in the public sector banks. Quota sampling method was followed. Survey was conducted and data was analyzed on the basis of responses provided by 350 respondents. The findings of the study emphasized that each of the WLB factors on its own is a salient 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 WLB. The positive correlation indicates that job satisfaction is an important indicator of WLB. The result of study may have practical significance for human resource managers of especially banks to improve staff commitment and productivity along with designing the recruitment and retention policies.

Objectives of the study

- To study the demographic profile and work profile of women employees in organised retail textile stores.
- To analysis the significant difference between work life balance, job satisfaction and job performance of women employees in organised retail textile stores.

Scope of the study

The scope of the study is to analyse the study further focus on the significant impact of work life balance, job satisfaction and job performance. The demographic profile and work profile is also analysed in this study.

Area of the study

The study is conducted in Coimbatore city. The questionnaire is collected from the of women employees in organised retail textile stores in Coimbatore city.

Source of data

- Primary data
- Secondary data

Sampling technique

Random sampling method has been adopted to select the sample size. The data was collected from 40 of women employees working in organised retail textile stores.

Statistical Tools

- Percentage analysis
- ANOVA

Analysis and Interpretation

Demographic profile of the respondents

The demographic factors such as age, marital status, number of kids, care taker for kids, educational qualification, family structure, number of members in the family, number of earning members in the family and area of residence have been presented in the table 1.

Table 1-Demographic profile of the respondents

Demographic Factors		No. of Respondents	Per cent
Age	Below 25 years	10	25.0
	25-30 years	7	17.5
	31-40 years	14	35.0
	41 & Above	9	22.5
Marital Status	Married	34	85.0
	Unmarried	6	15.0
Number of Kids	No Kid	15	37.5
	1 Kid	10	25.0
	2 Kid	13	32.5
	3 & Above	2	5.0
Care taker for kids	Spouse	1	2.5
	In-laws	7	17.5
	Parents	17	42.5
	No child	15	37.5

Educational Qualification	No formal education	2	5.0
	School level	26	65.0
	Diploma	5	12.5
	College level	7	17.5
Family Structure	Nuclear family	28	70.0
	Joint family	12	30.0
Number of Members in the Family	Two	2	5.0
	Three	14	35.0
	Four	19	47.5
	Above Four	5	12.5
Number of earning members in the Family	One	1	2.5
	Two	31	77.5
	Three	6	15.0
	Above three	2	5.0
Area of residence	Urban	29	72.5
	Semi-urban	11	27.5
Total		40	100.0

(Source: Primary data)

Age

Age influences the working women employee's in organized retail textile stores. The table 1 reveals that, out of 40 respondents, most (35 per cent) of the respondents are in the age group of 31-40 years, 25 per cent of the respondents are belong to the age category of below 25 years, 22.5 per cent of the respondents are 41 years and above and 17.5 per cent of the respondents are belong to the age category of 25-30 years. Hence, most of the respondents are in the age group of 31 to 40 years.

Marital Status of the respondents

The married person has more responsibility than unmarried, because they have to take care of both the family and work place. It is clear from the table 1 that 85 per cent of the respondents are married and 15 per cent of the respondents are single. Hence, majority of the respondents are married.

Number of Kids

Out of 40 respondents, 37.5 per cent of the respondents have no kids, 32.5 per cent of the respondents have two kids, 25 per cent of the respondents have one kids and remaining 5 per cent of the respondents have 3 and above 3 kids in the family. Hence, most of the respondents have no kids in the family.

Care Taker for Kids

Taking care of kids is one of the important factors that influence the women to work. It is cleared from the table 1 that 42.5 per cent of the respondents have parents who takes care of kids, 37.5 per cent of the respondents have no kids to take care, 17.5 per cent of the respondents have In-laws to take care of kids and 2.5 per cent of the respondents have spouse to take care of kids. Hence, most of the respondents have parental support to takes care of kids.

Educational Qualification

Educational qualification is an important factor to identify the work life balance of the respondents. It is observed from the table 1 that 65 per cent of the respondents have completed the school education, 17.5 per cent of the respondents have completed the college education, 12.5 per cent of the respondents have completed the diploma and 5 per cent of the respondents have no formal education. Hence, most of the respondents have completed the school level education.

Family Structure

Out of 40 women workers, 70 per cent of them are in nuclear family and 30 per cent of them are in joint family. Hence, most of the respondents are in nuclear family.

Size of Family

The family size determines the working nature of the women employee's. It is observed from the table 1 that, 47.5 per cent of the respondents have four members in the family, 35 per cent of the respondents have three members, 12.5 per cent of the respondents have above four members in the family and 5 per cent of the respondents have only two members in the family. Hence, most of the respondents have four members in the family.

Number of earning members in the Family

Out of 40 respondents, 77.5 per cent of the respondents have two earning members in the family, 15 per cent of the respondents have three earning members, 5 per cent of the respondents have above three earning members in the family and 2.5 per cent of the respondents have only one earning members in the family. Hence, most of the respondents have two earning members in the family. Most of the women are working to support the family.

Area of Residence

Area of residence is an important factor in determining the job performance and job satisfaction of the working women. The most (72.5 per cent) of the respondents are from urban and 27.5 per cent of the respondents are from semi-urban area. Hence, majority of the respondents are in urban area.

Work Profile of the Respondents

The work profile such as types of store, designation, working experience, working hours per day, personal income, distance travelled, mode of transport, over time work, over time allowance, quality time with family and family support have been presented in the table 2

Table 2-Work profile of the respondents

Work Profile		No. of Respondents	Per cent
Types of Stores	Pothys	10	25.0
	Saravana stores	10	25.0
	Sri Ganapathy silks	10	25.0
	The Chennai silks	10	25.0
Designation	Sales	19	47.5
	Supervising	6	15.0
	Customer care	4	10.0
	Security	6	15.0
	Accounts executive	5	12.5
Working Experience	1-5years	14	35.0
	6-10years	14	35.0
	11-15years	6	15.0
	Morethan15years	6	15.0
Working Hours per day	Lessthan12hrs	2	5.0
	12hours	38	95.0
Personal Income	LessthanRs.5000	15	37.5
	Rs.5001-Rs.10000	12	30.0
	Rs.10001-Rs.15000	9	22.5
	aboveRs.15001	4	10.0
Distance Travelled	1-5kms	8	20.0
	6-10kms	22	55.0
	11-15kms	10	25.0
Mode of Transport	Private vehicle	40	100.0
Over Time Work	No	40	100.0
Over Time Allowance	No	40	100.0
Quality Time with Family	Yes	17	42.5
	No	23	57.5
Family Support	Yes	35	87.5
	No	5	12.5
Total		40	100.0

(Source: Primary data)

Types of stores

Out of 40 respondents, 25 per cent of the respondents are working in pothys, 25 per cent of the respondents are working in saravana stores, 25 per cent of the respondents are working in sri ganapathy silks and remaining 25 per cent of the respondents are working in the Chennai silks.

Designation

It is observed from the above table 2 that, 47.5 per cent of the respondents are working in sales counter, 15 per cent of the respondents are working as a supervisor, 15 per cent of the respondents are working as a security, 12.5 per cent of the respondents are working as a accounts executive and remaining 10 per cent of the respondents are working in customer care section. Hence, most of the respondents are working in sales counter

Working Experience

Work life balance has been influenced by years of working experience. Among 40 respondents, 35 per cent of the respondents have 1-10 years of experience, 15 per cent of the respondents have working experience between 11 years to 15 years and remaining 15 per cent of the respondents have more than 15 years of experience. It is inferred that most of the respondents have 1 to 10 years of working experience in the field.

Working Hours per day

Among 40 respondents, 95 per cent of the respondents are working for 12 hours and 5 per cent of the respondents are working for less than 12 hours per day. It is inferred that majority of the respondents are working for 12 hours per day.

Personal Income

Out of 40 respondents, 37.5 per cent of the respondents have earning a personal income of less than Rs 5000, 30 per cent of the respondents have earning a personal income of Rs 5001-Rs 10000, 22.5 per cent of the respondents have earning a personal income of Rs 10001-15000and remaining 10 per cent of the respondents have earning a personal income of above Rs15000. Hence, most of the respondents have earning a personal income of less than Rs 5000.

Distance Travelled

Out of 40 respondents, 55 per cent of the respondents have travelled 6-10 kms daily, 25 per cent of the respondents have travelled 11-15 kms daily and remaining 20 per cent of the respondents have travelled 1-5 kms daily. Hence, majority of the respondents have travelled 6-10 kms daily.

Mode of Transport

All women employees (100 per cent) are going by private vehicle for the work.

Over time work and allowances

All women employees (100 per cent) are not doing over time work not getting over time allowances.

Quality time with family

Out of 40 respondents, 57.5 per cent of the respondents have no quality time to spend with the family and 42.4 per cent of the respondents have a quality time to spend with the family. Hence, most of the respondents have no quality time to spend with the family.

Family support

Out of 40 respondents, 87.5 per cent of the respondents have family support and 12.5 per cent of the respondents have no family support. Hence, most of the respondents have the family support. Family support is very essential for the working women to involve in the job.

Multiple Responses

Table 3-Factors that influence to take up the present job

Factors	No. of Respondents	Per cent
Past Financial Experiences	32	20.8
Present Financial Requirements	33	21.4
Future Financial Requirements	32	20.8
Overcome boredom at home	31	20.1
Taking care of dependents	18	11.7
Independence	8	5.2

(Source: Primary data)

Out of 100 per cent, 21.4 per cent of the respondents have taken up this job due to Present Financial Requirements, 20.8 per cent of the respondents have taken up this job due to past and future Financial Requirements, 20.1 per cent of the respondents have taken up this job due to overcome boredom at home, 11.7 per cent of the respondents have taken up this job due to taking care of dependents and 5.2 per cent of the respondents have taken up this job due to financial independence.

Demographic Factors Vs Work Life Balance

ANOVA has been used to test whether the scores obtained for 'Work Life Balance' has differed significantly among the respondents classified based on 'personal factors' with the following null hypothesis.

H₀: The Work Life Balance score does not differ significantly among the demographic factors.

The null hypothesis has been tested for each of the demographic factors separately and the results are presented in the following table 4

Table 4 - Demographic Factors and Work Life Balance

Demographic Factors	Groups	Mean	S.D	No	F-Value	P Value	Sig
Age	Below 25 years	3.3812	.13960	10	.858	.472	Ns
	25-30 years	3.4554	.21864	7			
	31-40 years	3.4955	.21154	14			
	41 & Above	3.4097	.15023	9			
Number of Kids	No Kid	3.3667	.13124	15	2.186	.107	Ns
	1 Kid	3.4812	.20209	10			
	2 Kid	3.5144	.20437	13			
	3 & Above	3.3125	.00000	2			
Care taker for kids	Spouse	3.7500	.	1	3.463	.048	*
	In-laws	3.5179	.12350	7			
	Parents	3.4559	.21737	17			
	Nochild	3.3667	.13124	15			
Educational Qualification	No formal education	3.4375	.17678	2	4.457	.029	*
	Schoollevel	3.4279	.14544	26			
	diploma	3.3125	.18222	5			
	College level	3.5804	.25697	77			
Number of Members in the Family	Two	3.3438	.04419	2	0.486	.694	Ns
	Three	3.4509	.23020	14			
	Four	3.4243	.16999	19			
	Above Four	3.5125	.11180	5			
Number of earning members in the Family	One	3.7500	.	1	1.721	.180	Ns
	Two	3.4214	.18886	31			
	Three	3.5208	.10945	6			
	Above three	3.3438	.13258	2			

(Source: Primary data NS- Not Significant *- Significant at 5% level **- Significant at 5% level)

Age

The respondents whose age between 31-40 years with a mean score of 3.4955 has higher level of work life balance score than others. There is a marginal difference exists among the age group 25 to 30 years (3.4554), 41 years and above with a mean score of 3.4097 and the lowest mean score (3.3812) has been found among the

age group of below 25 years. However, there exist a difference in the level of work life balance score based on the age group of the respondents and the variation has not been huge. Hence, the null hypothesis has been accepted.

Number of Kids

The respondents who have two kids have a higher level of work life balance score (3.5144) than who have one kid (3.4812), no kids (3.3667) and 3 kids and above have a mean score of 3.3125. It shows that there is a marginal difference in the level of work life balance score. The F-value shows that there is no significant difference in the level of work life balance score with respect to number of kids. Hence, the null hypothesis has been accepted.

Care taker for kids

In respect of care taker for kids, it is found that the spouse have scored the maximum of 3.7500, followed by In-laws (Mean 3.5179), parents (Mean 3.4559) and the least score 3.3667 has been found among the respondents who has no kids. However, it is clear that there is a significant variation in the level of work life balance score based upon the care taker for kids. Hence, the null hypothesis has been rejected at 5 per cent level.

Educational Qualification

The respondents who have completed the college level education, have a higher level of work life balance score (3.5804) than who have no formal education (3.4375), school level education (3.4279) and those who completed diploma have a mean score of 3.3125. It shows that there is a marginal difference in the level of work life balance score. The F-value shows that there is a significant difference in the level of work life balance score with respect to educational qualification. Hence, the null hypothesis has been rejected at 5 per cent level.

Number of Members in the Family

The respondents who have above four members in the family, have a higher level of work life balance score (3.5125) than who have three members in the family (3.4509), four members in the family (3.4243) and those who have two members in the family have a mean score of 3.3438. It shows that there is a marginal difference in the level of work life balance score. The F-value shows that there is no significant difference in the level of work life balance score with respect to number of members in the family. Hence, the null hypothesis has been accepted.

Number of earning members in the Family

The respondents who have one earning members in the family, have a higher level of work life balance score (3.7500) than who have three earning members in the family (3.5208), two earning members in the family (3.4214) and those who have above three earning members in the family have a mean score of 3.3438. It shows that there is a marginal difference in the level of work life balance score. The F-value shows that there is no significant difference in the level of work life balance score with respect to number of earning members in the family. Hence, the null hypothesis has been accepted.

Work Profile Vs Work Life Balance

ANOVA has been used to test whether the scores obtained for 'Work Life Balance' has differed significantly among the respondents classified based on 'work profile' with the following null hypothesis.

H₀: The Work Life Balance score does not differ significantly among the work profile.

The null hypothesis has been tested for each of the work profile separately and the results are presented in the following table 5.

Table 5–Work Profile and Work Life Balance

Work Profile	Groups	Mean	S.D	No	F-Value	P Value	Sig
Designation	Sales	3.3783	.16334	19	2.227	.086	Ns
	Supervising	3.4062	.14658	6			
	Customer care	3.5312	.06250	4			
	Security	3.4688	.15181	6			
	Accounts executive	3.6125	.28777	5			
Working Experience	1-5years	3.3929	.15393	14	.829	.487	Ns
	6-10years	3.5000	.12972	14			
	11-15years	3.4375	.33307	6			
	More than15years	3.4167	.17078	6			
Personal Income	Less thanRs.5000	3.4250	.15705	15	.677	.572	Ns
	Rs.5001-Rs.10000	3.4896	.25952	12			
	Rs.10001-Rs.15000	3.4444	.13052	9			
	aboveRs.15001	3.3438	.08069	4			
Distance Travelled	1-5kms	3.3984	.16683	8	.644	.531	Ns
	6-10kms	3.4318	.14422	22			
	11-15kms	3.4938	.26590	10			

(Source: Primary data NS- Not Significant *- Significant at 5% level **- Significant at 5% level)

Designation

Among the designation, Accounts executive has the highest score of 3.6125, followed by customer care (3.5312), security (3.4688), supervisor (3.4062) and the least score has been found among the sales person with a

mean score of 3.3783. The F-ratio value suggests that there is no significant difference in the level of work life balance score among the respondents. Hence, the null hypothesis has been accepted with respect to designation of the respondents.

Working Experience

The table shows that the mean score is found to be high (3.5000) among the respondents who has 6-10 years of experience, followed by 11-15 years (3.4375), more than 15 years (3.4167) and the lowest mean score (3.3929) found among the respondents who has 1-5 years of experience. There is a moderate difference exists among the respondents. However, it is understood that there is no significant difference in the respondents' level of work life balance score when respondents are classified based on the working experience, thereby; the null hypothesis has been accepted.

Personal Income

The table shows that the mean score is found to be high (3.4896) among the respondents who has an personal income of Rs.5,001-Rs 10,000, followed by the personal income between Rs.10,001 to Rs. 15,000 (3.4444), the personal income less than Rs. 5,000 (3.4250) and the lowest mean score (3.3438) found among the respondents who has an personal income of above Rs. 15,001. There is a moderate difference exists among the respondents. However, it is understood that there is no significant difference in the respondents' level of work life balance score when respondents are classified based on the personal income, thereby; the null hypothesis has been accepted.

Distance Travelled

High level of work life balance score has been found among the respondents who have travelled 11-15 kms (Mean 3.4938) followed by 6-10 kms (Mean 3.4318) and the respondents who have travelled 1-5 kms has found the mean of 3.3984. There has been a moderate difference in the mean scores. The F- ratio value shows that there is no significant difference in the respondents' level of work life balance score with regard to distance travelled. Hence, the null hypothesis has been accepted.

Demographic Factors Vs Job Satisfaction

ANOVA has been used to test whether the scores obtained for 'Job Satisfaction' has differed significantly among the respondents classified based on 'personal factors' with the following null hypothesis.

H_0 : The Job Satisfaction score does not differ significantly among the demographic factors.

The null hypothesis has been tested for each of the demographic factors separately and the results are presented in the following table 6

Table 6 - Demographic Factors and Job Satisfaction

Demographic Factors	Groups	Mean	S.D	No	F-Value	P Value	Sig
Age	Below 25 years	3.8062	.22525	10	.235	.871	Ns
	25-30 years	3.7946	.19670	7			
	31-40 years	3.8527	.13339	14			
	41 & Above	3.8125	.15309	9			
Number of Kids	No Kid	3.7625	.20890	15	1.147	.343	Ns
	1 Kid	3.8500	.14494	10			
	2 Kid	3.8510	.12894	13			
	3 & Above	3.9375	.17678	2			
Care taker for kids	Spouse	4.0625	.	1	3.954	.042	*
	In-laws	3.4482	.06099	7			
	Parents	3.5493	.15158	17			
	No child	3.2625	.20890	15			
Educational Qualification	No formal education	3.9062	.22097	2	1.730	.178	Ns
	School level	3.8317	.15689	26			
	Diploma	3.9000	.18540	5			
	College level	3.7054	.17572	7			
Number of Members in the Family	Two	3.5938	.13258	2	1.576	.212	Ns
	Three	3.8348	.20599	14			
	Four	3.8487	.14778	19			
	Above Four	3.7750	.09479	5			
Number of earning members in the Family	One	3.8125	.	1	.211	.888	Ns
	Two	3.8327	.17998	31			
	Three	3.7708	.16137	6			
	Above three	3.8125	.08839	2			

(Source: Primary data NS- Not Significant *- Significant at 5% level **- Significant at 5% level)

Age

The respondents whose age between 31-40 years with a mean score of 3.8527 has higher level of job satisfaction score than others. There is a marginal difference exists among the age group 41 years and above (3.8125), below 25 years with a mean score of 3.8062 and the lowest mean score (3.7946) has been found among

the age group of 25-30 years. However, there exist a difference in the level of job satisfaction score based on the age group of the respondents and the variation has not been huge. Hence, the null hypothesis has been accepted.

Number of Kids

The respondents who have three kids and above have a higher level of job satisfaction score (3.9375) than who have two kid (3.8510), one kids (3.8500) and no kids have a mean score of 3.7625. It shows that there is a marginal difference in the level of job satisfaction score. The F-value shows that there is no significant difference in the level of job satisfaction score with respect to number of kids. Hence, the null hypothesis has been accepted.

Care taker for kids

In respect of care taker for kids, it is found that the spouse have scored the maximum of 4.0625, followed by parents (Mean 3.8493), In-laws (Mean 3.8482) and the least score 3.7625 has been found among the respondents who has no kids. However, it is clear that there is significant variation in the level of job satisfaction score based upon the care taker for kids. Hence, the null hypothesis has been rejected at 5 per cent level of significance.

Educational Qualification

The respondents who have no formal education, have a higher level of job satisfaction score (3.9062) than who have completed diploma education (3.900), school level education (3.8317) and those who completed college level education have a mean score of 3.7054. It shows that there is a marginal difference in the level of job satisfaction score. The F-value shows that there is no significant difference in the level of job satisfaction score with respect to educational qualification. Hence, the null hypothesis has been accepted.

Number of Members in the Family

The respondents who have four members in the family, have a higher level of job satisfaction score (3.8487) than who have three members in the family (3.8348), above four members in the family (3.7750) and those who have two members in the family have a mean score of 3.5938. It shows that there is a marginal difference in the level of job satisfaction score. The F-value shows that there is no significant difference in the level of job satisfaction score with respect to number of members in the family. Hence, the null hypothesis has been accepted.

Number of earning members in the Family

The respondents who have two earning members in the family, have a higher level of job satisfaction score (3.8327) than who have one and above three earning members in the family (3.8125)and those who have three earning members in the family have a mean score of 3.7708. It shows that there is a marginal difference in the level of job satisfaction score. The F-value shows that there is no significant difference in the level of job satisfaction score with respect to number of earning members in the family. Hence, the null hypothesis has been accepted.

Work Profile Vs Job Satisfaction

ANOVA has been used to test whether the scores obtained for 'Job Satisfaction' has differed significantly among the respondents classified based on 'work profile' with the following null hypothesis.

H₀: The Job Satisfaction score does not differ significantly among the work profile.

The null hypothesis has been tested for each of the work profile separately and the results are presented in the following table 7

Table 7 –Work Profile and Job Satisfaction

Work Profile	Groups	Mean	S.D	No	F-Value	P Value	Sig
Designation	Sales	3.8618	.15391	19	1.870	.138	Ns
	Supervising	3.6562	.16178	6			
	Customer care	3.8438	.20729	4			
	Security	3.8333	.12910	6			
	Accounts executive	3.8375	.20059	5			
Working Experience	1-5years	3.7902	.21735	14	.325	.807	Ns
	6-10years	3.8393	.14650	14			
	11-15years	3.8646	.15520	6			
	More than15years	3.8125	.13110	6			
Personal Income	Less thanRs.5000	3.8417	.16682	15	.608	.614	Ns
	Rs.5001- Rs.10000	3.8542	.14678	12			
	Rs.10001- Rs.15000	3.7708	.19764	9			
	aboveRs.15001	3.7656	.21271	4			
Distance Travelled	1-5kms	3.8828	.13126	8	.875	.425	Ns
	6-10kms	3.7926	.17293	22			
	11-15kms	3.8375	.19139	10			

(Source: Primary data NS- Not Significant *- Significant at 5% level **- Significant at 5% level)

Designation

Among the designation, Sales person has the highest score of 3.8618, followed by customer care (3.8438), Accounts executive (3.8375), security (3.8333) and the least score has been found among the supervisor with a mean score of 3.6562. The F-ratio value suggests that there is no significant difference in the level of job satisfaction score among the respondents. Hence, the null hypothesis has been accepted with respect to designation of the respondents.

Working Experience

The table shows that the mean score is found to be high (3.8646) among the respondents who has 11-15 years of experience, followed by 6-10 years (3.8393), more than 15 years (3.8125) and the lowest mean score (3.7902) found among the respondents who has 1-5 years of experience. There is a moderate difference exists among the respondents. However, it is understood that there is no significant difference in the respondents' level of job satisfaction score when respondents are classified based on the working experience, thereby; the null hypothesis has been accepted.

Personal Income

The table shows that the mean score is found to be high (3.8542) among the respondents who has an personal income of Rs.5,001-Rs 10,000, followed by the personal income between less than Rs. 5000 (3.8417), Rs.10,001 to Rs. 15,000 (3.7708)and the lowest mean score (3.7656) found among the respondents who has an personal income of above Rs. 15,001. There is a moderate difference exists among the respondents. However, it is understood that there is no significant difference in the respondents' level of job satisfaction score when respondents are classified based on the personal income, thereby; the null hypothesis has been accepted.

Distance Travelled

High level of job satisfaction score has been found among the respondents who have travelled 1-5 kms (Mean 3.8828) followed by 11-15 kms (Mean 3.8375) and the respondents who have travelled 6-10kms has found the mean of 3.7926. There has been a moderate difference in the mean scores. The F- ratio value shows that there is no significant difference in the respondents' level of job satisfaction score with regard to distance travelled. Hence, the null hypothesis has been accepted.

Demographic Factors Vs Job Performance

ANOVA has been used to test whether the scores obtained for 'Job Performance' has differed significantly among the respondents classified based on 'personal factors' with the following null hypothesis.

H_0 : The Job Performance score does not differ significantly among the demographic factors.

The null hypothesis has been tested for each of the demographic factors separately and the results are presented in the following table 8

Table 8 - Demographic Factors and Job Performance

Demographic Factors	Groups	Mean	S.D	No	F-Value	P Value	Sig
Age	Below 25 years	4.2385	.34866	10	.135	.939	Ns
	25-30 years	4.2637	.25067	7			
	31-40 years	4.2747	.28418	14			
	41 & Above	4.3162	.11177	9			
Number of Kids	No Kid	4.2256	.31645	15	.715	.550	Ns
	1 Kid	4.3692	.16136	10			
	2 Kid	4.2426	.26433	13			
	3 & Above	4.3462	.16318	2			
Care taker for kids	Spouse	4.2308	.	1	.379	.768	Ns
	In-laws	4.3516	.18234	7			
	Parents	4.2851	.24592	17			
	No child	4.2256	.31645	15			
Educational Qualification	No formal education	4.2308	.00000	2	4.850	.006	**
	School level	4.3402	.16161	26			
	Diploma	4.3538	.24081	5			
	College level	3.9780	.40877	7			
Number of Members in the Family	Two	4.1538	.43514	2	.959	.423	Ns
	Three	4.2033	.32017	14			
	Four	4.3441	.16088	19			
	Above Four	4.2462	.34142	5			
Number of earning members in the Family	One	4.3077	.	1	.264	.851	Ns
	Two	4.2705	.27938	31			
	Three	4.2308	.21206	6			
	Above three	4.4231	.16318	2			

(Source: Primary data NS- Not Significant *- Significant at 5% level **- Significant at 5% level)

Age

The respondents whose age between 41 years and above with a mean score of 4.3162 has higher level of job performance score than others. There is a marginal difference exists among the age group 31-40 years (4.2747), 25-30 years with a mean score of 4.2637 and the lowest mean score (4.2385) has been found among the age group of below 25 years. However, there exist a difference in the level of job performance score based on the age group of the respondents and the variation has not been huge. Hence, the null hypothesis has been accepted.

Number of Kids

The respondents who have one kid have a higher level of job performance score (4.3692) than who have three kid and above (4.3462), two kids (4.2426) and no kids have a mean score of 4.2256. It shows that there is a marginal difference in the level of job performance score. The F-value shows that there is no significant difference in the level of job performance score with respect to number of kids. Hence, the null hypothesis has been accepted.

Care taker for kids

In respect of care taker for kids, it is found that the In-laws have scored the maximum of 4.3516, followed by parents (Mean 4.2851), spouse (Mean 4.2308) and the least score 4.2256 has been found among the respondents who has no kids. However, it is clear that there is no significant variation in the level of job performance score based upon the care taker for kids. Hence, the null hypothesis has been accepted.

Educational Qualification

The respondents who have completed the college level education, have a higher level of job performance score (3.9780) than who have completed diploma education (4.3538), school level education (4.3402) and those who has no formal education have a mean score of 4.2308. It shows that there is a marginal difference in the level of job performance score. The F-value shows that there is a significant difference in the level of job performance score with respect to educational qualification. Hence, the null hypothesis has been rejected at 1 per cent level of significance.

Number of Members in the Family

The respondents who have four members in the family, have a higher level of job performance score (4.3441) than who have above four members in the family (4.2462), three members in the family (4.2033) and those who have two members in the family have a mean score of 4.1538. It shows that there is a marginal difference in the level of job performance score. The F-value shows that there is no significant difference in the level of job performance score with respect to number of members in the family. Hence, the null hypothesis has been accepted.

Number of earning members in the Family

The respondents who have above three earning members in the family, have a higher level of job performance score (4.4231) than who have one earning members in the family (4.3077), two earning members (4.2705) and those who have three earning members in the family have a mean score of 4.2308. It shows that there is a marginal difference in the level of job performance score. The F-value shows that there is no significant

difference in the level of job performance score with respect to number of earning members in the family. Hence, the null hypothesis has been accepted.

Work Profile Vs Job Performance

ANOVA has been used to test whether the scores obtained for 'Job Performance' has differed significantly among the respondents classified based on 'work profile' with the following null hypothesis.

H₀: The Job Performance score does not differ significantly among the work profile.

The null hypothesis has been tested for each of the work profile separately and the results are presented in the following table 9

Table 9 –Work Profile and Job Performance

Work Profile	Groups	Mean	S.D	No	F-Value	P Value	Sig
Designation	Sales	4.3360	.20061	19	1.707	.171	Ns
	Supervising	4.1795	.43695	6			
	Customer care	4.1154	.09931	4			
	Security	4.3974	.11323	6			
	Accounts executive	4.1231	.33353	5			
Working Experience	1-5years	4.2747	.25011	14	.428	.734	Ns
	6-10years	4.2198	.26278	14			
	11-15years	4.3077	.39822	6			
	More than15years	4.3590	.10510	6			
Personal Income	Less thanRs.5000	4.2564	.30723	15	.198	.897	Ns
	Rs.5001- Rs.10000	4.2436	.30032	12			
	Rs.10001- Rs.15000	4.3162	.17811	9			
	aboveRs.15001	4.3269	.11538	4			
Distance Travelled	1-5kms	4.2981	.34752	8	2.146	.131	Ns
	6-10kms	4.3287	.18869	22			
	11-15kms	4.1308	.29470	10			

(Source: Primary data NS- Not Significant *- Significant at 5% level **- Significant at 5% level)

Designation

Among the designation, Security has the highest score of 4.3974, followed by sales person (4.3360), Supervisor (4.1795), Accounts executive (4.1231) and the least score has been found among the customer care with a mean score of 4.1154. The F-ratio value suggests that there is no significant difference in the level of job performance score among the respondents. Hence, the null hypothesis has been accepted with respect to designation of the respondents.

Working Experience

The table shows that the mean score is found to be high (4.3590) among the respondents who has more than 15 years of experience, followed by 11-15 years (4.3077), 1-5 years (4.2747) and the lowest mean score (4.2198) found among the respondents who has 6-10 years of experience. There is a moderate difference exists among the respondents. However, it is understood that there is no significant difference in the respondents' level of job performance score when respondents are classified based on the working experience, thereby; the null hypothesis has been accepted.

Personal Income

The table shows that the mean score is found to be high (4.3269) among the respondents who has an personal income of above Rs.15,001, followed by the personal income between Rs.10,001 to Rs. 15,000 (4.3162), less than Rs. 5000 (4.2564)and the lowest mean score (4.2436) found among the respondents who has an personal income of above Rs. 5,001-Rs. 10,000. There is a moderate difference exists among the respondents. However, it is understood that there is no significant difference in the respondents' level of job performance score when respondents are classified based on the personal income, thereby; the null hypothesis has been accepted.

Distance Travelled

High level of job performance score has been found among the respondents who have travelled 6-10kms (Mean 4.3287) followed by 1-5 kms (Mean 4.2981) and the respondents who have travelled 11-15kms has found the mean of 4.1308. There has been a moderate difference in the mean scores. The F- ratio value shows that there is no significant difference in the respondents' level of job performance score with regard to distance travelled. Hence, the null hypothesis has been accepted.

Findings of the study

Percentage analysis

Demographic profile: The findings of the study indicate that most of the respondents are in the age group of 31 to 40 year are married and they having no kids in the family. The respondents have parental support to takes care of kids Hence, most of the respondents have completed the school level education. They are in nuclear family having four members in the family and they are working to support the family. Majority of the respondents are in urban area.

Work profile: Majority of the respondents are working in sales counter and they have 1 to 10 years of working experience in the field. the respondents are working for 12 hours per day they have earning a personal

income of less than Rs 5000. All the respondents are going by private vehicle for the work and are not doing over time work not getting over time and have no quality time to spend with the family. Family support is very essential for the working women to involve in the job. The respondents have taken up this job due to Present Financial Requirements.

ANOVA

Work life balance vs Demographic profile: The ANOVA result for Age, Number of Kids, Number of Members in the Family, and Number of earning members in the Family shows that null hypothesis is accepted. The result of Care taker for kids and Educational Qualification shows that the null hypothesis is rejected.

Job satisfaction vs Demographic profile: The ANOVA result for Age, Number of Kids, Number of Members in the Family, and Number of earning members in the Family, Educational Qualification shows that null hypothesis is accepted. The result of Care taker for kids shows that the null hypothesis is rejected.

Job performance vs Demographic profile: The ANOVA result for Age, Number of Kids, Number of Members in the Family, and Number of earning members in the Family, Care taker for kids shows that null hypothesis is accepted. The result of Educational Qualification shows that the null hypothesis is rejected.

Work life balance vs Work profile: The ANOVA result for Types of Stores, Designation, Working Experience, Personal Income, and Distance Travelled shows that there is significant difference and the null hypothesis is accepted.

Job satisfaction vs Work profile: The ANOVA result for Types of Stores, Designation, Working Experience, Personal Income, and Distance Travelled shows that there is significant difference and the null hypothesis is accepted.

Job performance vs Work profile: The ANOVA result for Types of Stores, Designation, Working Experience, Personal Income, and Distance Travelled shows that there is significant difference and the null hypothesis is accepted.

Suggestion and Conclusion

The study suggest that the organisation need to increase the salary of the women employees as they are working due to the present financial requirement and the organisation shall arrange for transport facility in order to increase the work life balance. The study concludes that utilizing management skills and the will enable the employees to have a job satisfaction and balance between work and home life and also have a better job performance. Work-life balance, Job satisfaction and job performance of employees will be an important input in designing appropriate policies for employees to address work - life balance and job satisfaction issues.