


A HOLISTIC STUDY ON WORK-FAMILY ENRICHMENT OF WOMEN EMPLOYEES IN THE INDIAN ELECTRONICS MANUFACTURING INDUSTRY

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ARTICLE INFO	ABSTRACT
<p>Article history:</p> <p>Received 31 January 2023</p> <p>Accepted 06 April 2023</p>	<p>Purpose: The aim of this paper is to investigate the status of Work-Life Balance practices and Work-Life expectations and add value by identifying the gaps between the availability and expectations of the WLB.</p>
<p>Keywords:</p> <p>Work Life Balance; Work Family Enrichment; Authentic Leadership; Work Satisfaction.</p> <div data-bbox="172 952 480 1198" style="text-align: center;">  </div>	<p>Theoretical framework: The study identifies the need for designing customized WLBP's according to the requirement of individual employees and their respective industry would be beneficial. The one-size-fits-all policy may not work in the case of work-life problems.</p> <p>Design/methodology/approach: This study was conducted to assess Authentic Leadership, Coworker support, and Family support as independent variables and Work Satisfaction as well as Family Satisfaction as a Dependent variable in the estimation model. The information gathers from the organization which is a four-factory building. The 5-point Likert scale is used to prepare the questionnaire which was circulated to 800 participants working in the 4 factory buildings at Sal comp Chennai. Overall, 150 respondents completed the survey.</p> <p>Finding: Overall work-life balance is bonded with family support which reflects in the work that contributes to work satisfaction that will be effective in productivity. An estimation model and way model examination show an unmistakable association with both dependent and independent variables. A measurement model and path model analysis show a strong connection between the variables independent and dependent.</p> <p>Research, Practical & Social Implication: It contributes to a better consideration of the topic. As a result of a good Work-Life balance, a company's productivity increases, it retains its most talented employees for a long time, it cultivates a conducive work environment, and it is able to meet its goals and objectives to remain competitive.</p> <p>Originality/value: This study identifies the gap that there is not enough study and literature available especially connected to the Work-Life Balance of Women in the Electronics Industry in India as well as Globally. There is no clear evidence that there exists a distinctive gap between work-life balance issues between different sectors or industries.</p> <p>Doi: https://doi.org/10.26668/businessreview/2023.v8i4.1687</p>

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UM ESTUDO HOLÍSTICO SOBRE O ENRIQUECIMENTO TRABALHO-FAMÍLIA DE MULHERES FUNCIONÁRIAS NA INDÚSTRIA INDIANA DE FABRICAÇÃO DE ELETRÔNICOS

RESUMO

Objetivo: O objetivo deste artigo é investigar o estado das práticas Work-Life Balance e as expectativas Work-Life e agregar valor, identificando as lacunas entre a disponibilidade e as expectativas do WLB.

Estrutura teórica: O estudo identifica a necessidade de projetar WLBP's personalizados de acordo com a exigência de funcionários individuais e seu respectivo setor seria benéfico. A política de tamanho único pode não funcionar no caso de problemas na vida profissional.

Desenho/metodologia/abordagem: Este estudo foi conduzido para avaliar a Liderança Autêntica, o Apoio do Colega de Trabalho e o Apoio da Família como variáveis independentes e a Satisfação no Trabalho e a Satisfação da Família como variável Dependente no modelo de estimação. As informações são coletadas da organização, que é um edifício de quatro fábricas. A escala Likert de 5 pontos é usada para preparar o questionário que foi distribuído a 800 participantes que trabalham nos 4 edifícios da fábrica em Sal comp Chennai. Ao todo, 150 respondentes completaram a pesquisa.

Constatação: O equilíbrio geral entre vida profissional e pessoal está vinculado ao apoio familiar, o que reflete no trabalho que contribui para a satisfação profissional que será eficaz na produtividade. Um modelo de estimativa e exame de modelo de caminho mostram uma associação inconfundível com variáveis dependentes e independentes. Um modelo de medição e análise de modelo de caminho mostram uma forte conexão entre as variáveis independentes e dependentes.

Pesquisa, Implicação Prática e Social: Contribui para uma melhor reflexão sobre o tema. Como resultado de um bom equilíbrio entre trabalho e vida pessoal, a produtividade de uma empresa aumenta, ela retém seus funcionários mais talentosos por muito tempo, cultiva um ambiente de trabalho propício e consegue cumprir suas metas e objetivos para se manter competitiva.

Originalidade/valor: Este estudo identifica a lacuna de que não há estudos e literatura suficientes disponíveis, especialmente relacionados ao equilíbrio entre vida profissional e pessoal das mulheres na indústria eletrônica na Índia e no mundo. Não há evidências claras de que exista uma lacuna distinta entre as questões de equilíbrio entre vida profissional e pessoal entre diferentes setores ou indústrias.

Palavras-chave: Work Life Balance, Work Family Enriquecimento, Liderança Autêntica, Satisfação no Trabalho.

UN ESTUDIO HOLÍSTICO SOBRE EL ENRIQUECIMIENTO DEL TRABAJO Y LA FAMILIA DE LAS MUJERES EMPLEADAS EN LA INDUSTRIA DE FABRICACIÓN DE PRODUCTOS ELECTRÓNICOS DE LA INDIA

RESUMEN

Propósito: El objetivo de este documento es investigar el estado de las prácticas de equilibrio entre trabajo y vida y las expectativas de trabajo y vida y agregar valor identificando las brechas entre la disponibilidad y las expectativas del WLB.

Marco teórico: el estudio identifica la necesidad de diseñar WLBP personalizados de acuerdo con los requisitos de los empleados individuales y su industria respectiva sería beneficioso. La política de talla única puede no funcionar en el caso de problemas de vida laboral.

Diseño/metodología/enfoque: Este estudio se realizó para evaluar el Liderazgo Auténtico, el apoyo de los compañeros de trabajo y el apoyo familiar como variables independientes y la satisfacción laboral y familiar como variable dependiente en el modelo de estimación. La información se recopila de la organización, que es un edificio de cuatro plantas. La escala Likert de 5 puntos se utiliza para preparar el cuestionario que se distribuyó a 800 participantes que trabajan en los 4 edificios de la fábrica en Sal comp Chennai. En general, 150 encuestados completaron la encuesta.

Hallazgo: El equilibrio general entre el trabajo y la vida está vinculado con el apoyo familiar que se refleja en el trabajo que contribuye a la satisfacción laboral que será efectiva en la productividad. Un modelo de estimación y un examen del modelo de vía muestran una asociación inequívoca con las variables dependientes e independientes. Un modelo de medición y un análisis de modelo de ruta muestran una fuerte conexión entre las variables independientes y dependientes.

Investigación, Práctica e Implicación Social: Contribuye a una mejor consideración del tema. Como resultado de un buen equilibrio trabajo-vida, la productividad de una empresa aumenta, retiene a sus empleados más talentosos durante mucho tiempo, cultiva un ambiente de trabajo propicio y es capaz de cumplir sus metas y objetivos para seguir siendo competitiva.

Originalidad/valor: este estudio identifica la brecha de que no hay suficiente estudio y literatura disponible, especialmente relacionada con el equilibrio entre el trabajo y la vida de las mujeres en la industria electrónica en

la India y en todo el mundo. No hay evidencia clara de que exista una brecha distintiva entre los problemas de equilibrio entre el trabajo y la vida entre diferentes sectores o industrias.

Palabras clave: Equilibrio Vida Laboral, Enriquecimiento Familia Trabajo, Liderazgo Auténtico, Satisfacción Laboral.

INTRODUCTION

Work-life balance is an extremely important topic for every employee at various levels in the organization, regardless of whether it is in the private or public sector. Prioritizing work roles and personal lives is far more difficult. Similarly, it can have an impact on one's psychological, social, and economic well-being, eventually affecting one's mental health. However, such actions will have a direct impact on the employee's output, which will invariably have an impact on his or her long-term performance and productivity at work if not managed properly (Ojo, Salau & Falola, 2014). Some of the anxiety stems from demographic and workplace changes, particularly for women. Achieving work-life balance entails two aspects: Work-Family Enrichment (WFE) and Work-Family Conflict (WFC) WFC and WFE differ in that WFC is negatively correlated with work/family roles while WFE is positively correlated. The majority of Work-Family research focuses on negative spillovers between the work and home environments. **Work-Family Balance:** It involves the connection between work and other important aspects of your life, such as family, sports, social activities, housework, volunteer commitments, and so on. A healthy family life can also help you enjoy life, manage stress, and avoid work burnout. **Work-Family Enrichment:** Work-family improvement, also known as work-family assistance, refers to a cycle at the work-life interface in which experience or cooperation in one job improves the quality or execution in the other. Greenhaus and Powell (2006). **Work-Life Balance:** Is characterized as "accomplishing fulfilling encounters in all the existing spaces and to do so requires individual assets like energy, time, and responsibility be all around circulated across areas" (Kirchmeyer, 2000). **Authentic Leadership:** An example of pioneer behavior that draws on and advances both positive mental limits and a positive moral environment, in order to cultivate more noteworthy mindfulness, Leadership behaviors are the key attributes that enable cognitive resources embedded within a team to be effectively leveraged (Aarthi,2022). An integrated moral point of view, adjusted data handling, and social straightforwardness in pioneers working with devotees, encouraging positive self-improvement. (Gardner, Avolio, Luthans et al., 2005). **Coworkers Support:** Associate assistance refers to colleagues assisting one another in their errands when necessary by sharing information and aptitude as well as providing consolation and backing. (Zhou and George,

2001). Family Support: The unconditional support that one receives from family or friends to help them overcome the dilemma, challenges, and support needed at the time when needed.

Work Satisfaction: The term work (or work fulfillment) refers to people's attitudes and feelings towards their jobs. Positive and ideal perspectives on the gig demonstrate job fulfillment. Work disappointment is demonstrated by negative and troublesome perspectives toward the gig.

(Armstrong, 2006). Family Satisfaction: Family fulfillment alludes to the impression of family quality like fortitude, joy, and general social prosperity. More and more women are participating in the formal manufacturing sector, thattoo in 3-shift operations where they work in rotational shifts; Women play a multifaceted role, primarily taking care of work-related activities with utmost concentration during working hours, and also play an active role in taking care of the family members and their well-being as well as other social interactions; The study attempts to understand the status of Work-Life Balance practices and employees expectations and add value by identifying the gaps between availability and expectations of WLBP. The study identifies various practices provided by different industries or sectors to help their employees in managing work-life. The primary goal and purpose of this study are to observe how women employees, particularly those in the electronics manufacturing sector, balance their professional and personal lives, and how their personal lives are enriched based on the positive experiences they receive at work and the work environment. To examine Work-Life Balance (WLB) practices in Electronics manufacturing industrial units; To understand the challenges of employees on WLB and challenges of employers on providing WLB; To identify determinants of professional and personal satisfaction - At selected industrial units, assess the level of employee job satisfaction and its determinants. To examine how Work Life Enrichment (WFE) helps improve their work satisfaction as well as family satisfaction, with Work Family Enrichment as the mediator.

LITERATURE REVIEW

Bhargava and Baral (2009) inspected the precursors and results of work-family enhancement. The example contained 245 workers from the assembling and data innovation areas in India. It was found that centre self-assessments, family backing, and manager support were decidedly connected with family-to-work enhancement through work qualities (independence, ability assortment, task identity, and task importance) were emphatically connected with work-to-family improvement. Further, both family-to-work enhancement and work-to-family improvement were viewed as decidedly connected with work fulfillment, full of

a feeling of responsibility, and authoritative citizenship conduct. In any case, just family-to-work advancement was viewed as connected with family fulfilment.

Jaikumar and Kalaiselvi (2012) express that the impressions of the qualities of one's work life in each conceivable point which incorporates financial rewards and advantages, development in the work environment, assurance of coherence in the gig, relationship with the organization and partners, and the impact of this large number of boundaries on one's life.

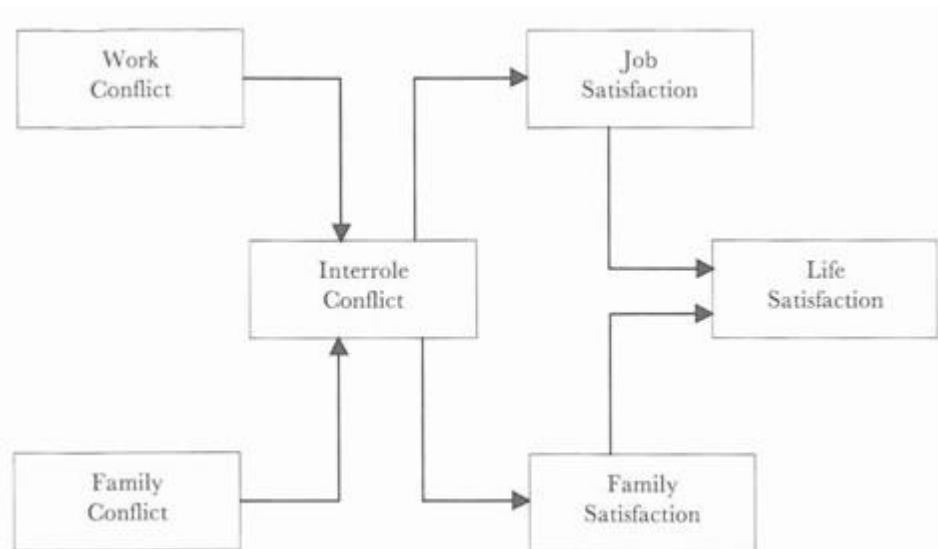
Sandeep Aggarwal (2012) examined the 'balance between fun and serious activities' among the specialists in the Gujarat treatment facility, Indian Oil Partnership Restricted, Vadodara, Gujarat. The representatives maintained that the association should be more laborer cordial and comprehensive of the issues of the representatives' requirements and backing them with a decent balance between serious and fun activities (WLB) and a loosening up air. A decent WLB can get an uplifting perspective on the personalities of the workers towards the organization. From this outcome, it is perceived that associations can benefit by taking on WLB, wherein the workers become more receptive to the help given which adds to their exhibition.

Panisoara and Serban (2013) In their review, examined the effect of conjugal status on the balance of serious and fun activities in order to empower associations to imagine and implement appropriate persuasive strategies. They discovered that no critical level of work-life balance existed in the four representative classifications, specifically unmarried, married without children, married with children under the age of 18, and married with children over the age of 18.

K. Devi and U.V. Kiran (2013) Women are found to work as unskilled laborers and face a variety of other challenges when compared to men. Sexual harassment, gender biases, and wage discrimination are major factors that make working in the industry difficult for women, and women remain at the same level of skill even after working for a few years.

Kumari and Devi (2015) studied the contemporary issue of work-life balance of m women employees in Bangalore city who work in various organizations such as banking, insurance, education, information technology, business process outsourcing, and health care. Their research found a wide range of work-life balance levels among women working in various service sectors. As a result, it is the joint responsibility of the employer and the employees to ensure a strong work-life balance that can benefit both the organization and the employees.

Because of the various people affected by work-life imbalance, there has been a lot of research on it over the last two decades.



Models of Work Life Balance / Work Life Enrichment:

Ahmad, A. (1996) tested the above model that was proposed by Kopelman et al. (1983). The result concluded that work-family conflict leads to lower job satisfaction as well as family satisfaction, and consequently affects overall life satisfaction.

MATERIALS AND METHODOLOGY

In the estimation model, the current study evaluates Authentic Leadership, Coworker Support, and Family Support as independent variables and Work Satisfaction and Family Satisfaction as dependent variables. The primary goal of this research is to examine how family support and work-life balance affect family and work satisfaction. A well-structured questionnaire is prepared and administered in order to achieve objectives. The information was gathered from the organization, which is a four-factory structure. The questionnaire is created using a 5-point Likert scale with the responses strongly agree, agree, neutral, strongly disagree, and disagree. The questionnaire was distributed to 800 participants working in Sal comp Chennai's four factory buildings. The survey was completed by 150 people in total. Thus, the information is not enough to summarize the response data so those response questionnaires are rejected. And, the collective response of the data is used for empirical analysis. The relationship between Authentic Leadership, Coworker's support, and Family support as independent variables and Work Satisfaction, as well as Family Satisfaction of the hypothesis, is empirically tested. A Purposive Sampling or Judgmental Sampling (Non-Probability Method) strategy was utilized to accumulate information from the respondents, in light of the fact that the respondents were separated from each age bunch, orientation, schooling, association, conjugal status, and

so forth. The survey was complicatedly intended to tap the segment factors including age, training, orientation, and balance between serious and fun activities of the respondents. It likewise accumulated data about the elements of Credible Authority, Colleague support, Family support, Work Fulfillment as well as Family Fulfillment. What's more, to test the connection between the factors, a factual instrument had been utilized for the examination. The primary Condition Model is utilized to track down the connection between the develop. The examination strategy plans question designs in light of the balance between serious and fun activities, work support, family support and. chosen respondents of segment qualities were examined which was displayed in Table 1

RESULTS AND DISCUSSION

Reliability Test

Table 1 shows in the review, Cronbach's alpha reliabilities were greater than 0.5. According to table 1, the value in this concentration is greater than 0.8, so we can proceed with the additional investigation.

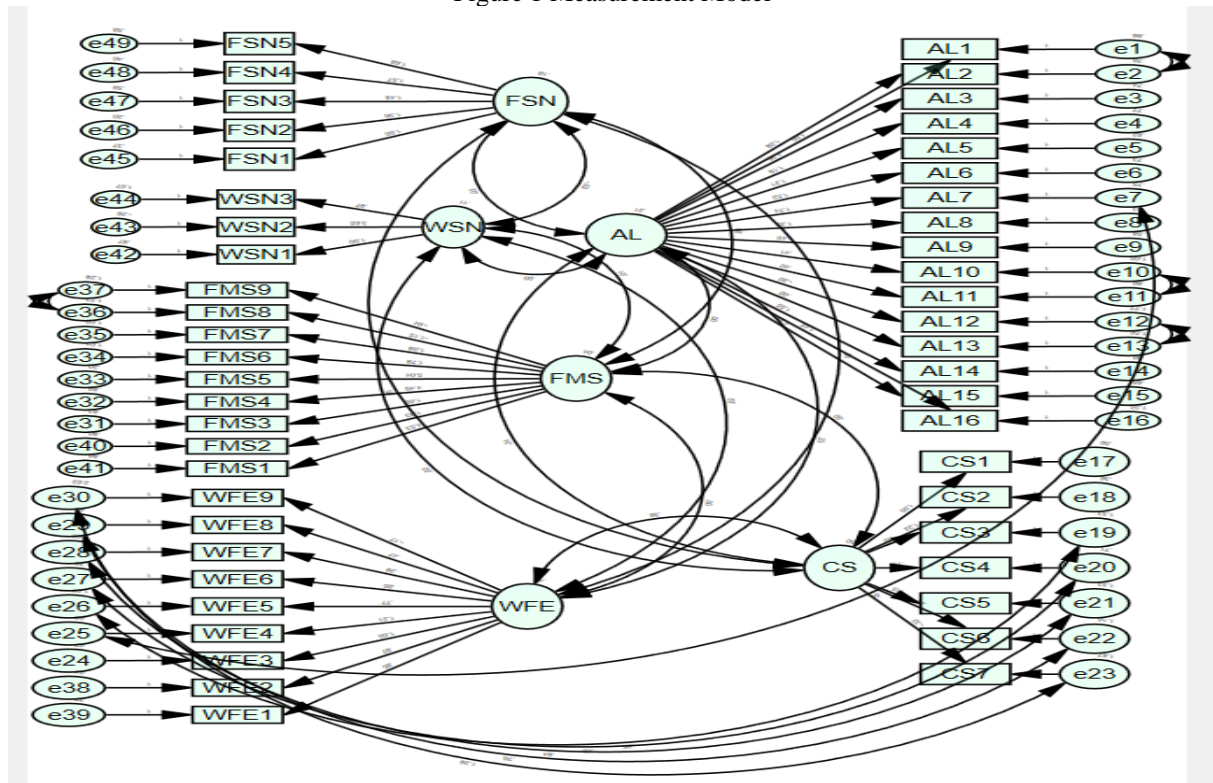
Table No: 1

S. No	Name of Construct	Cronbach's Value	Items
1	AL	.791	16
2	CS	.851	7
3	WFE	.823	9
4	FMS	.865	9
5	WSN	.768	3
6	FSN	.798	5

Source: Author & Computed Data

Confirmatory Factor Analysis (Measurement Model)

Figure 1 Measurement Model



Source: Author & Computed Data

Files of Authentic Leadership, Coworkers support, and Family support as independent variables and Work Satisfaction as well as Family Satisfaction as a Dependent variable in the estimation model. The study employed a measurement model. Figure 1 depicts the relationship between the constructs; after considering the goodness-of-fit record (GFI) for the estimation model, it is discovered that the p-value is large at 5 for each level, indicating that the estimation model is sufficiently all-around fit. Furthermore, outright, gradual, and stingy fit records; GFI, changed decency of fit file (AGFI), normed fit record (NFI), relative fit list (CFI), Tucker - Lewis Index (TLI), and root mean square mistake of guess highlight the estimation model's integrity of fit (RMSEA).

The results show that GFI is worth 0.897, AGFI is worth 0.885, NFI is worth 0.840, CFI is worth 0.836, and TLI is worth 0.924. These fit insights values are reasonably successful, with the limit esteem falling somewhere between 0.80 and 0.90. The RMSEA measures model fit in the population, and a cut-off value between 0.08 and 0.10 indicates a good fit, while less than 0.08 indicates a solid match. McCallum et al. (1996), and the value increasing from 0.03 to 0.08 is comparable to a solid match with 95% certainty (Hair et al., 2013). In this review, the

RMSEA of 0.066, which is less than the edge value of 0.08, addresses a high level of accuracy. Thus, the fit file reflections show that the estimation models were extensively suggested and satisfactorily fitted with the information. The table introduces the GFI reflections for the estimation model.

Table No: 2 The goodness-of-fit indices for the measurement model's results

Model	Normed chi-square (χ^2/df)	p-value	GFI	AGFI	CFI	NFI	RMSEA	TLI
Suggested value	Less than 3	Greater than 0.05	0.8-0.9	0.8-0.9	0.8-0.9	0.8-0.9	Less than 0.80	0.8-0.9
Result	1.541	0.080	.897	.885	.836	.840	.066	0.924
Recommended			(Hair et al., 2013)	(Daire et al., 2008)	(Hu and Bentler, 1999)	(Hu and Bentler, 1999)	(Hair et al., 2013)	(Hair et al., 2013)

Source: Author & Computed Data

Standardized checks showed the overall gifts of each and every free element to each dependent variable. The speculative model standardized checks are displayed underneath. Subsequently, P esteem is >0.05 every one of the elements is huge with one another True Administration, Colleague's help, Family Backing, work Fulfillment as well as Family Fulfillment as the association with efficiency. Table 2 demonstrates the relationship between the construct and the questions.

Table No: 3 Regression weights tables for all construct with items

Items	Path	Construct	Estimate	S.E.	C.R.	P
AL1	<---	AL	1.000			
AL2	<---	AL	1.089	.172	6.343	***
AL3	<---	AL	1.360	.297	4.578	***
AL4	<---	AL	1.191	.274	4.343	***
AL5	<---	AL	1.212	.280	4.322	***
AL6	<---	AL	1.515	.321	4.724	***
AL7	<---	AL	1.738	.350	4.966	***
AL8	<---	AL	1.350	.301	4.479	***
AL9	<---	AL	1.401	.294	4.772	***
AL10	<---	AL	.410	.210	1.954	.051
AL11	<---	AL	.403	.192	2.102	.036
AL12	<---	AL	.400	.258	1.777	.043
AL13	<---	AL	.846	.239	5.904	***
AL14	<---	AL	1.547	.322	4.810	***
AL15	<---	AL	1.312	.297	4.418	***
AL16	<---	AL	1.454	.346	4.207	***
CS1	<---	CS	1.000			
CS2	<---	CS	1.217	.154	7.876	***

Items	Path	Construct	Estimate	S.E.	C.R.	P
CS3	<---	CS	.401	.141	2.832	.005
CS4	<---	CS	.739	.129	5.720	***
CS5	<---	CS	.551	.133	1.134	.057
CS6	<---	CS	.642	.120	.351	.025
CS7	<---	CS	.323	.161	2.008	.045
WFE3	<---	WFE	1.000			
WFE4	<---	WFE	1.209	.165	7.339	***
WFE5	<---	WFE	.772	.148	5.218	***
WFE6	<---	WFE	.847	.143	5.908	***
WFE7	<---	WFE	.292	.119	2.443	.015
WFE8	<---	WFE	.474	.114	4.142	***
WFE9	<---	WFE	-.174	.166	-1.050	.294
FMS3	<---	FMS	1.000			
FMS4	<---	FMS	4.459	1.738	2.565	.010
FMS5	<---	FMS	5.038	1.938	2.599	.009
FMS6	<---	FMS	1.789	.797	2.245	.025
FMS7	<---	FMS	1.086	.585	1.856	.064
FMS8	<---	FMS	1.146	.698	1.642	.001
FMS9	<---	FMS	.641	.531	1.206	.028
WFE2	<---	WFE	.872	.157	5.567	***
WFE1	<---	WFE	.848	.146	5.810	***
FMS2	<---	FMS	1.935	.824	2.349	.019
FMS1	<---	FMS	4.533	1.765	2.568	.010
WSN1	<---	F5	1.000			
WSN2	<---	F5	3.647	2.102	1.735	.083
WSN3	<---	F5	.973	.310	3.139	.002
FSN1	<---	FSN	1.000			
FSN2	<---	FSN	1.359	.212	6.420	***
FSN3	<---	FSN	1.476	.259	5.693	***
FSN4	<---	FSN	1.568	.259	6.065	***
FSN5	<---	FSN	1.684	.281	5.981	***

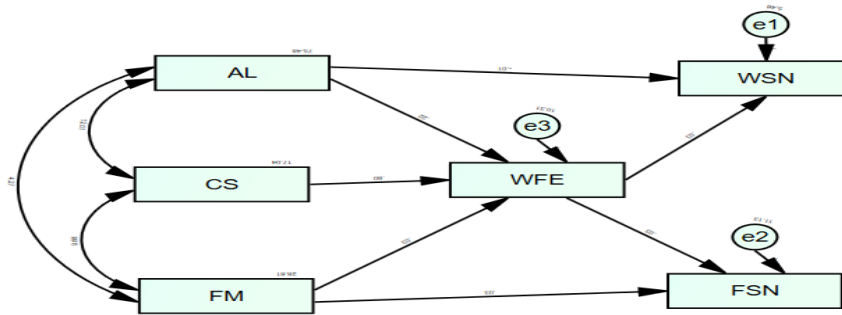
Source: Author & Computed Data

Regression Weights: (Group number 1 - Default model)

Figure 1 represents to test of all of the independent variables Table 3 analysis shows that all factors influence each other because the P value is greater than 0.5, which indicates all factors influence each other. Authentic leadership, Co-workers Support, and Family support, as a positive relationship with Work and Family Satisfaction

Path Analysis of Mediation Between the Independent Variables and Dependent Variable

Figure 2 Path Model for Mediation



Source: Author & Computed Data

Figure 2 addresses to test that all free factor impacting the reliant variable is tried by the underlying condition model, Table 3 investigation shows that every one of the elements impact each other on the grounds that the P esteem is >0.5. The mediation effect of work-family enrichment has a positive effect on work satisfaction and Family Satisfaction and which is influencing both dependent and independent variables so the study has to be developed with the constructs which are targeted by the appropriate survey undergone by the manufacturing sector (SALCOMP).

Path Analysis of Mediation Between the Independent variables and Dependent Variable

Construct	Path	Construct	Estimate	S.E.	C.R.	P
WFE	<---	FM	.726	.055	6.476	***
WFE	<---	CS	.802	.075	10.682	***
WFE	<---	AL	.222	.032	6.898	***
WSN	<---	AL	.303	.045	6.375	***
WSN	<---	WFE	.560	.068	6.706	***
FSN	<---	WFE	.427	.053	6.510	***
FSN	<---	FM	.706	.054	7.463	***

Source: Author & Computed Data

HYPOTHESIS

- **H1:** There is a significant relationship between Work-Family Enrichment and Family Satisfaction at work;
- **H2:** There is a significant connection between Authentic Leadership at Work and Family Satisfaction;
- **H3:** There is a significant association between Co-worker’s Support for Work and

Family Satisfaction;

- **H4:** There is a significant association between Family Support Work and Family satisfaction;
- **H5:** There is a significant connection between Authentic Leadership, Co-workers support, Family support, and WFE on Work and Family satisfaction;

DISCUSSION

The data in this section are analyzed and discussed using descriptive analysis as a result of the collection of respondents. We used a measurement model and a structural equation model to test all of the independent and dependent variables because they all influence one another, and the P value for both models is greater than 0.5. As a result, an alternative hypothesis is accepted. Variables such as authentic leadership, coworker support, and Family Support have a positive impact on work-family enrichment and mediation of work and family satisfaction. Overall, work-life balance is linked to family support, which reflects in the work and contributes to job satisfaction, which is effective in productivity. The path model analysis and measurement model shows an obvious relationship between dependent and independent variables.

CONCLUSION

Rapid changes in the demographic dividend are driving the move to embrace work-life balance programs in organizations. As family structures change, more and more nuclear families are formed, more dual-career couples are formed, and more and more single parents are becoming single parents, making employees determine how to balance work with their other responsibilities. In conclusion, it must be a prime goal of organizations to enhance work-life balance practices so that everyone can benefit from the same. In this review, we find that the conceptualization and implementation of work-life balance policies have been a major challenge for many years. The ability to manage these work-life boundaries well, minimize conflict, and leverage enrichment can generate beneficial outcomes for everyone. Based on a review of literature on various sectors and themes of Work-Life Balance, its implications, and its impact on the organization as a whole, it is abundantly clear that an organization cannot reach its full potential without the full participation and commitment of all employees, which can only come from a solid and sound balance between their work and family life. An organization's workforce must have an excellent work-life balance in order to achieve consistent market growth and

profitability levels. It is also critical to address their unspoken needs, demands, and concerns. A good Work-Life balance provides numerous benefits, including increased firm productivity, retention of talented employees for a longer period of time, a pleasant working environment, and, finally, the achievement of organizational goals and objectives in order to remain relevant in the marketplace.

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