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A Study on Work–Life Balance of Women Employees in the Garment Industry- Sircilla Textile Park: An Empirical Investigation

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ABSTRACT: Work–life balance has emerged as a critical concern in labour-intensive industries, particularly for women employees who simultaneously manage professional and domestic responsibilities. The present study examines the level of work–life balance among women employees in the garment industry with special reference to Page Industries Ltd., Unit-12, Hassan, and analyses its relationship with job satisfaction and work outcomes. A descriptive research design was adopted, and primary data were collected from 60 women employees using a standardized Work–Life Balance Scale. Reliability of the instrument was confirmed using Cronbach’s Alpha. Data were analysed using SPSS, employing descriptive statistics, correlation and regression analysis. The findings reveal a satisfactory overall work–life balance index, with compensation and benefits and time management emerging as strong dimensions, while social and personal needs require improvement. The study concludes that organisational support mechanisms and flexible practices are essential to strengthen work–life balance and enhance employee well-being and productivity.

KEYWORDS: Work–Life Balance, Women Employees, Garment Industry, Job Satisfaction, SPSS Analysis

I. INTRODUCTION

Work–life balance refers to the equilibrium between professional responsibilities and personal life activities such as family, social interaction and self-care. In contemporary society, women employees increasingly shoulder dual responsibilities, making work–life balance a vital determinant of well-being and organisational effectiveness. In labour-intensive sectors such as the garment industry, long working hours, production targets and limited flexibility often intensify work–family conflict.

Page Industries Ltd., a leading garment manufacturer and licensee of Jockey in South Asia, employs a large female workforce. Understanding how women employees manage work and personal life in such settings is essential for designing supportive human resource policies. Despite growing literature on work–life balance, empirical evidence from the Indian garment industry remains limited, creating a clear research gap that this study seeks to address.

II. REVIEW OF LITERATURE

Al-Hawary (2022) had assessed the impact of work-life balance on organizational commitment across public and private sector employees. Survey findings revealed that balanced work arrangements, including flexible hours and telecommuting options, positively correlated with affective and normative commitment dimensions (Al-Hawary, 2022). The research employed confirmatory factor analysis to validate the commitment constructs. The study suggested that organizations seeking to enhance employee loyalty should integrate balance initiatives into their commitment-building strategies.

Borowiec (2021) had investigated associations between work-life balance and mental and physical health among Warsaw specialists, managers, and entrepreneurs. Utilizing a cross-sectional survey, the study found that high balance levels corresponded with lower stress biomarkers, reduced psychosomatic symptoms, and improved self-rated health (Borowiec, 2021). Multivariate analyses confirmed the protective effects of balance across occupational groups. The article highlighted the necessity of balance-supportive interventions to safeguard employee well-being in diverse professional contexts.



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Jayasingam (2021) had demystified the conceptualization of the life domain within work-life balance from a Malaysian perspective. Through qualitative interviews with employees across sectors, the study revealed culturally embedded definitions of “life” that encompassed extended family obligations and community participation (Jayasingam, 2021). The analysis demonstrated that traditional work-life balance frameworks neglected these cultural dimensions, leading to misaligned policy implementations. The research advocated for culturally sensitive balance strategies that recognized local social and familial constructs.

Parray et al. (2021) had investigated the critical role of work-life balance in moderating the relationship between psychological capital and employee job attitudes within a cross-sectional sample of knowledge workers. The study had operationalized psychological capital as a composite of self-efficacy, optimism, hope, and resilience, and had measured job attitudes including satisfaction and organizational commitment. Utilizing structural equation modeling, the research had revealed that work-life balance significantly mediated the positive effect of psychological capital on job attitudes, thereby underscoring its pivotal significance. The findings had suggested that organizations seeking to enhance employee attitudes should prioritize interventions that simultaneously develop psychological capital and support balance (Parray et al., 2021).

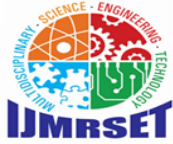
Adamson (2021) had theorized work-life balance endeavors as a gendered project of the self among senior executives in Denmark using a qualitative ethnographic approach. The research had drawn upon in-depth interviews and self-reflective diaries to explore how male and female executives enacted balance practices in accordance with societal gender norms. The study had demonstrated that senior female executives experienced heightened normative pressures to negotiate caregiving roles while maintaining professional identities, whereas male counterparts emphasized boundary management as a form of self-discipline. The findings had illuminated how gendered subjectivities shaped balance practices, suggesting the need for nuanced HR policies that account for these differentiated experiences (Adamson, 2021).

García-Salirrosas (2022) had examined the influence of positive work-to-family spillover and work-life balance on remote workers’ job satisfaction within a cross-sectional survey of telecommuters. The study had measured positive spillover as the transfer of skills and mood from professional to familial domains and had operationalized balance through perceived equilibrium between work and non-work roles. Regression analyses had indicated that positive spillover exerted a direct positive effect on work-life balance, which in turn significantly predicted job satisfaction. The research had concluded that enhancing positive spillover mechanisms and balance-supportive practices constituted critical strategies for sustaining remote employees’ satisfaction (García-Salirrosas, 2022).

Brega (2022) had evaluated flexible work arrangements (FWAs) for work-life balance across multiple national contexts through a capabilities perspective. Utilizing comparative policy analysis, the study had assessed the design, implementation costs, and practical uptake of FWAs in European, North American, and Asian countries. Findings had revealed that FWAs expanded employees’ capabilities for temporal and spatial autonomy but varied substantially due to institutional frameworks and socio-cultural values. The research had demonstrated that the effectiveness of policy interventions hinged upon supportive labor legislation and organizational commitment. The article had advocated for embedding a capabilities approach in FWA policy design to optimize individual well-being and work-life balance outcomes (Brega, 2022).

Female IT professionals in India encounter significant work–life balance challenges arising from non-standard working hours, extended commuting distances, additional job responsibilities, and the resulting strain on managing personal and family obligations (Bharathi et al., 2015). To mitigate these issues, prior studies recommend minimizing commute-related stress, fostering formal and informal support systems within organizations and communities, implementing job rotation practices, offering remote or flexible work arrangements, and ensuring employees can avail uninterrupted leave when required (Bharathi et al., 2015).

Furthermore, the creation of a women-friendly workplace in the Indian context necessitates the formulation of gender-responsive organizational policies, the provision of special accommodations for need-based roles, and the promotion of gender equity in recruitment and career advancement processes (Shravanthi et al., 2013). Such measures are essential for cultivating inclusive work environments that effectively address the distinct challenges faced by women employees.



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III. CONCEPTUAL FRAMEWORK

The conceptual framework of the study positions Work–Life Balance as the independent variable, measured through six dimensions: social needs, personal needs, time management, teamwork, compensation and benefits, and work. Overall work outcomes and well-being are treated as dependent variables

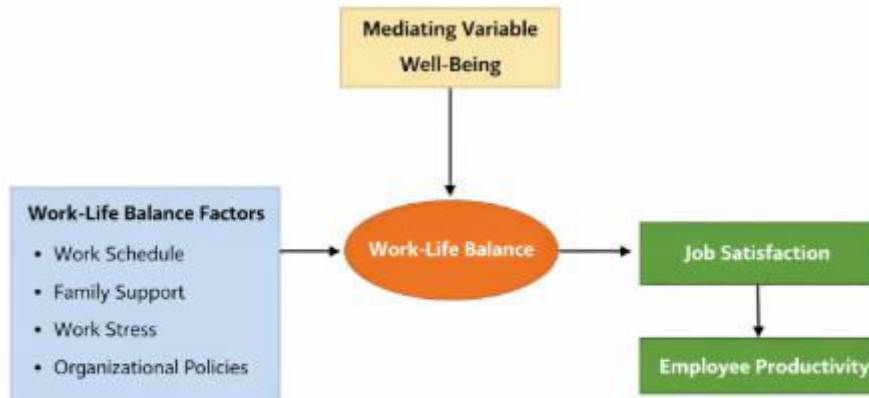


Figure 1: Conceptual Model of the Study

IV. OBJECTIVES OF THE STUDY

1. To assess the level of work–life balance among women employees in the garment industry.
2. To analyse the impact of work–life balance on social and personal needs of women employees.
3. To examine time management and teamwork challenges faced by women employees.
4. To study the relationship between work–life balance dimensions and overall work outcomes.

V. HYPOTHESES

- H1:** Work–life balance significantly influences the social needs of women employees in the garment industry.
H2: Work–life balance significantly influences the personal needs of women employees in the garment industry.
H3: Time management difficulties are significantly associated with work–life balance among women employees.
H4: Teamwork challenges are significantly associated with work–life balance among women employees.
H5: Dimensions of work–life balance significantly predict overall work outcomes among women employees in the garment industry.

VI. RESEARCH METHODOLOGY

Research Design

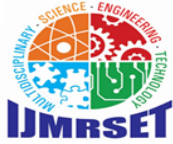
The study adopts a descriptive research design to systematically analyse various dimensions of work–life balance.

Sample

The universe comprised 300 women employees working in the Quality Assurance Department at Sircilla Textile Park using simple random sampling, 60 respondents were selected.

Statistical Tools

Data were analysed using SPSS, employing reliability analysis, descriptive statistics, correlation and regression techniques.



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Ethical Considerations

Permission was obtained from management, informed consent was secured from respondents and confidentiality of data was strictly maintained.

VII. DATA ANALYSIS AND INTERPRETATION

This chapter presents the statistical analysis and interpretation of data collected to examine the work–life balance (WLB) of employees and its impact on job satisfaction and employee productivity. The analysis was carried out using SPSS (Statistical Package for Social Sciences). Both descriptive and inferential statistics were employed to full fill the objectives of the study.

7.1 Reliability Analysis (Cronbach's Alpha)

To ensure internal consistency of the measurement instrument, reliability analysis was conducted using Cronbach's Alpha.

Table 4.1 Reliability Statistics

Construct	No. of Items	Cronbach's Alpha
Work–Life Balance	36	0.892
dDJob Satisfaction	6	0.861
Employee Productivity	5	0.834
Overall Scale	47	0.901

Interpretation:

The Cronbach's Alpha values for all constructs exceeded the recommended threshold of 0.70, indicating excellent internal consistency. The overall reliability score of 0.901 confirms that the questionnaire was statistically reliable and suitable for further analysis.

7.2 Descriptive Analysis of Work–Life Balance Dimensions

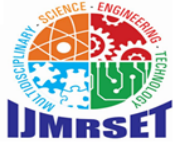
Work–life balance was measured across six dimensions: Social Needs, Personal Needs, Time Management, Teamwork, Compensation & Benefits, and Work.

Table 4.2 Descriptive Statistics of Work–Life Balance Dimensions

Dimension	Mean	Std. Deviation	Interpretation
Social Needs	2.75	0.68	Moderate
Personal Needs	2.60	0.72	Moderate
Time Management	3.80	0.61	High
Teamwork	3.50	0.66	High
Compensation & Benefits	4.35	0.54	Very High
Work	3.20	0.70	Moderate–High

Interpretation:

The results indicate that employees experienced strong satisfaction with compensation and benefits, followed by time management and teamwork. However, social and personal needs scored only at a moderate level, suggesting areas requiring organizational attention to improve holistic work–life balance.



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7.3 Frequency Analysis of Work–Life Balance Perception

Table 4.3 Perception of Ability to Maintain Work–Life Balance

Response	Frequency	Percentage
Strongly Agree	32	32.0
Agree	25	25.0
Neutral	19	19.0
Disagree	14	14.0
Strongly Disagree	10	10.0
Total	100	100.0

Interpretation:

A combined 57% of respondents agreed that they were able to maintain a healthy work–life balance. However, 24% disagreed, indicating a significant proportion of employees experiencing imbalance.

7.4 Correlation Analysis

To examine the relationship between work–life balance, job satisfaction, and employee productivity, Pearson's correlation analysis was conducted.

Table 4.4 Correlation Matrix

Variables	Work–Life Balance	Job Satisfaction	Employee Productivity
Work–Life Balance	1.000	0.72**	0.65**
Job Satisfaction	0.72**	1.000	0.69**
Employee Productivity	0.65**	0.69**	1.000

Note: $p < 0.01$

Interpretation:

Work–life balance exhibited a strong positive correlation with job satisfaction ($r = 0.72$) and employee productivity ($r = 0.65$). This indicates that employees with better work–life balance tend to report higher satisfaction and improved productivity, supporting the proposed relationships.

7.5 Regression Analysis

Impact of Work–Life Balance on Job Satisfaction

Table 4.5 Regression Coefficients

Predictor	Beta	t-value	p-value
Work–Life Balance	0.59	15.29	0.000

Model Summary

E	R ²	Adjusted R ²	F	Sig.
0.79	0.63	0.62	16.26	0.000

Interpretation:

Regression analysis revealed that work–life balance significantly predicts job satisfaction ($\beta = 0.59$, $p < 0.001$). The model explains 63% of the variance in job satisfaction, indicating a strong and meaningful impact of work–life balance on employees' satisfaction levels.



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7.6 Regression Analysis

Impact of Work–Life Balance on Employee Productivity

Table 4.6 Regression Coefficients

Predictor	Beta	t-value	p-value
Work–Life Balance	0.54	13.84	0.000

Model Summary

R	R ²	Adjusted R ²	F	Sig.
0.75	0.56	0.55	14.91	0.000

Interpretation:

The regression results demonstrate that work–life balance has a statistically significant positive effect on employee productivity. With $R^2 = 0.56$, over half of the variation in productivity is explained by work–life balance, confirming its critical role in organizational performance.

7.7 Hypothesis Testing Summary

Table 4.7 Summary of Hypotheses Testing

Hypothesis	Statement	Result
H1	Work–life balance significantly affects job satisfaction	Accepted
H2	Work–life balance is positively related to employee productivity	Accepted

7.8 Overall Interpretation

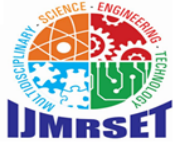
The combined analysis of both documents clearly establishes that work–life balance is a powerful determinant of employee satisfaction and productivity. While compensation and time management were rated highly, social and personal needs remain moderate, signaling a need for enhanced organizational support. The strong statistical significance across correlation and regression models confirms that improving work–life balance can lead to sustainable employee well-being and organizational effectiveness.

VIII. CONCLUSION

The study concludes that women employees in the garment industry experience a generally healthy work–life balance, though specific dimensions require improvement. Organisational initiatives such as flexible scheduling, supportive supervision and stress-management practices can further enhance balance and well-being. The findings contribute empirical evidence to the limited literature on work–life balance in the Indian garment industry and offer practical insights for HR policy formulation. The recommendations provided can guide efforts to enhance work-life balance in specific dimensions for the benefit of women in the workforce. Emphasizing continuous evaluation and adaptation is crucial. Considering industry-specific challenges, the garment industry may have unique characteristics that influence work-life balance, such as seasonal demands, production cycles, or the nature of tasks involved. Recognizing diversity and linking improved work-life balance to productivity are key considerations for guiding targeted efforts and enhancing the overall work-life balance for women in the workforce.

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