

PREDICTORS AND OUTCOMES OF WORK-LIFE BALANCE AMONG IT EMPLOYEES AND SCHOOL TEACHERS IN CHENNAI: A SEM MODEL APPROACH

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Abstract: In this study, a model has been developed using structural equation modelling by adopting the dependent factors like work-family conflict (WFC), family-work conflict (FWC), work environment (WE), feelings about work (FAW) and independent variables such as work-life balance (WLB), job satisfaction (JS), labor turnover intentions (LTI). The total sample size is 173 samples and it contains 104 IT employees and 69 school teachers in Chennai. It is found out that all the model fit indices and accepts the model. The study also reported that feelings about work highly predicts the work-life balance at 0.45 value and the work-life balance in turn predicts the job satisfaction level at 0.99 and in turn it affects the labor turnover intentions at 0.81 level.

Keywords: Work-Life Balance, Work-Family Conflict, Family-Work Conflict, Work Environment, Feelings About Work, Job Satisfaction and Labor Turnover Intentions, Structural Equation Modelling

INTRODUCTION

IT sector is considered as the most pressurized job when compared to teaching. But, when it comes to work-life balance (WLB) of women employees working in both IT and teaching, it has been discovered that they were struggling in maintaining it. Meeting and satisfying the needs of work and family is the tougher task for married women employees working in IT and teaching. Hence, it becomes essential to study about the work-life balance of married women IT employees and school teachers.

Work-life balance can be said as the sense of balance that the employees has in work and family. Employees' perceptions about the integration of their multiple roles which could be reduced via reduced conflict is known as work-life balance (Clark, 2000; Ungerson & Yeandle, 2003). Greenhaus, Collins, and Shaw (2003) stated that WLB as the satisfaction level an employee receives from meeting the demands of both personal and professional life. Authors like Reddy, Vranda, Ahmed, Nirmala, and Siddaramu (2010), Greenhaus et al. (2003), Raisinghani and Goswami. (2014), Alam, Biswas, and Hassan (2009) and Asiedu-Appiah, Aduse-Poku, and

Acheampong (2014) have conducted experimental studies on the work-life balance. On the other hand, the researchers such as Leiter & Maslach (2004), Anderson, Coffey, and Byerly (2002), Frone, Russel, and Lynsee Cooper (1992) and Cortese, Colombo, and Ghislieri (2010) have developed a model on areas like work-family conflict, family-work conflict, factors affecting work-life and emotional burnout. But, they failed to construct a model by developing work-life balance as a central objective of the study. Therefore, this study has been undertaken in order to develop a model about work-life balance among married IT employees and school teachers through SEM.

SEM is used to find out the relationship among the endogenous variables (dependent) and exogenous variables (independent). In this study the independent variables are work-family conflict, family-work conflict, Work environment and feelings about work and the dependent variables were work-life balance, job satisfaction and turnover intentions. The independent variables are considered to be the input variables while the dependent variables were expected to be the outcomes of those factors.

The input variables influence the outcomes in the following manner. The conflict such as WFC and FWC has a negative relationship between work-life balance. (Frone, Russell, & Cooper Lynne, 2007). Pleasant work environment leads to positive work-life balance (Yadav & Dabhade, 2014). The employees' positive attitude towards their job makes them to have a strong work-life balance (Wendy et al., 2007). Dependent variables were affected by the independent variables, such as positive feelings about work and low work life conflict reduces the work-life balance of the employees in an industry (Greenhaus et al., 2003). This in turn improves the job satisfaction and reduces the turnover intentions of the employees in an organization. Work-life balance determines the job satisfaction and the turnover intentions of the employees. The quintessence of this study is to develop a model with regard to the impact of input variables on the outcomes of the study.

RATIONALE OF THE STUDY

As stated already, no studies were conducted in developing a work-life balance model. So, in order to develop a model on work-life balance using SEM technique this study has been undertaken along with the variables namely WFC, FWC, WE, FAW, work-life balance, job satisfaction and labor turnover intentions.

LITERATURE REVIEW

Leiter & Maslach (2004) has developed a model on the areas of work-life with the variables such as workload, control, reward, community, fairness and values. The model has been developed in order to find out the predictors of the on-the-job burnout of the employees working in an organization. Burnout is considered to be the mediating link among the predictors and the job burnout of the employees.

Anderson et al. (2002) have done a research in order to find out the effect of work-family practices on work-to-family and family-work conflict. They used SEM in order to analyze the data gathered from the National Survey of the Changing Workforce (NSCW, 2007). The study has found out that absence of organizational support and negative career consequences have a significant association with work to family conflict.

Frone et al. (1992) have studied about the relationship between the antecedents and outcomes of the WFC with the impact of gender, race and job type. The data were collected from 631 samples. The SEM has been adopted for analyzing

data. The SEM technique have the recommended values indicating the good fit.

Cortese et al. (2010) has developed a model to ascertain linkage among work-family conflict, job demands, emotional charge, social support and job satisfaction. Data have been gathered by them from 351 nurses working in north Indian hospitals. The results showed that work-family conflict reduces the job satisfaction of the nurses.

Lambert (2000) has developed a model to find out the link between the work-life benefits and organizational citizenship behavior. The study indicated positive association between worker's assessments and with work-life benefits are prevailed.

Hakanen, Bakker, and Schaufeli (2006) has studied about the relationship between the burnout and the work engagement among the teachers. SEM technique was adopted for data analysis from 2038 respondents in Finland. The study has reported that burnout plays a mediating role between job demands and poor health of the employees and Work engagement mediates the impact of job resources on organizational commitment.

OBJECTIVES OF THE STUDY

The sole objective of the study is to develop a model in order to find out the link between the input variables such as WFC, FWC, WE and FAW and outcomes like work-life balance, job satisfaction and labor turnover intentions and in turn to examine that all the measures fit the recommended value, indicating a good fit of the structural model.

LIMITATIONS OF THE STUDY

The study has limited its samples only to two setting namely IT setting and school teachers setting and within Chennai and that too married women employees with certain conditions. So, there are many chances of getting various results if the sample size is increased and when many industries were included in sample size with a wider sample region. If the conditions of women employees are also changed and expanded, then there are chances of change in the results. The study has taken only 4 predictors of work-life balance and 2 outcomes of work-life balance. If further more variables have been added, then there will be more chances of getting different results. Although they are the demerits, this study provides a complete picture and easier understanding of the concept of work-life balance with certain endogenous and exogenous variables.

RESEARCH METHODOLOGY

Data were gathered from 173 married women employees in which 104 respondents were school teachers and 69 respondents were IT employees through simple random sampling technique. The data were collected from women respondents who satisfies the following conditions. The respondents must be within the age group of 25–50 years and she must be married and lived with her spouse for at least three years. At the same time, she must be going to work for one continuous year and should have minimum one dependent children and the data were analyzed through SEM model technique

DATA ANALYSIS

Reliability Analysis

The data gathered from IT employees and school teachers has been subjected to the Reliability Analysis for measuring the uniformity of the constructs taken. The Reliability Analysis is used to measure the internal constancy of the measures taken for the study. The alpha value is 0.7790 and since it is moderately higher it is an accepted reliability. This value lies between 0.8 and 0.7 it has been an acceptable reliability. Therefore, it has been said that this questionnaire is highly reliable in measuring the factors taken for this investigation.

Table 1: Profile of the Respondents

Sl. No.	Factors	Categories/Range	Number of Respondents	Percentage (%)
1.	Age	25–30 years	34	19.7
		31–40 years	92	53.2
		41–50 years	47	27.2
2.	Years of Experience	1–3 years	22	12.7
		4–7 years	38	22.0
		8–10 years	25	14.5
		11–13 years	24	13.9
		14–17 years	38	22.0
		17 years and above	26	15.0
3.	Working Hours Per Week	0–29 hours	2	1.2
		30–39 hours	16	9.2
		40–49 hours	67	38.7
		50–59 hours	60	34.7
		60 hours +	28	16.2
4.	Job Description	IT Employees	69	39.9
		School Teachers	104	60.1
5.	Monthly Income	Less than Rs. 20,000	56	32.4
		Rs. 20,001–Rs. 30,000	21	12.1
		Rs. 30,001–Rs. 40,000	61	35.3
		Above Rs. 40,000	35	20.2
6.	Family Monthly Income	Less than Rs. 40,000	39	22.5
		Rs. 40,001–Rs.60,000	32	18.5
		Rs.60,001–Rs.80,000	22	12.7
		Rs.80,001–Rs.1,00,000	53	30.6
		Above Rs. 1,00,000	27	15.6

The Table 1 clearly shows the demographic profile of interviewees. In the category, age, 34 respondents are between 25 and 30 years of age, 92 respondents fall in 31–40 years of age group and 47 respondents were having 41–50 years of age. When it comes to the experience of

the respondents, 22 respondents were having 1–3 years of experience, 38 respondents were having 4–7 years of experience and on 8–10 years of experience range there are 25 respondents. 24 respondents have reported that they have 11–13 years of experience, 38 respondents belong to the

experience range 14–17 years and remaining 26 respondents were having experience of about 17 years and more.

While considering the working hours of the respondents per week, it has been noted that 1.2% of the respondents were working for 0–29 hours in a week. 9.2% were having 30–39 weekly working hours and 38.7 % respondents were working for 40–49 hours per week. 34.7% respondents have reported their weekly working time as 50–59 hours range and 60 hours and more working hours category has been reported by 16.2% respondents. Out of 173 respondents, 69 were IT employees and 104 respondents were school teachers.

56 respondents were earning a monthly income of less than Rs. 20,000 and 21 respondents have reported that they have a monthly income of Rs. 21,000–Rs. 30,000. 61 respondents were earning Rs. 30,001–Rs. 40,000. Monthly income was above Rs. 40,000 for 35 respondents.

The family monthly income of the respondents was less than Rs. 40,000 for 39 respondents. 32 respondents' monthly family income lies between the income group Rs. 40,001–Rs. 60,000. The family monthly income group of Rs. 60,001–Rs. 80,000 has been reported by 22 respondents. 53 respondents' family were earning income within Rs. 80,001–Rs. 1,00,000 range per month. 27 respondents' family monthly income was above Rs. 1,00,000.

Table 2: Mean and Standard Deviation of Independent Variables

SI. No.	Statements	Mean	S.D.
Work Environment			
1.	My ideas are considered by my organization	3.046	1.114
2.	My organization is helpful in facing challenges of mine	3.277	1.138
3.	A vision of future relationships has been clearly made and expressed by my supervisor.	3.133	1.225
4.	My organization is instrumental in developing co-workers' friendships	2.965	1.136
5.	I am satisfied with my supervisor's attitude.	3.139	1.086
Feelings about Work			
1.	I was happy in executing my work	2.873	1.154
2.	I share my personal and private things to my co-workers	3.439	1.096
3.	I am very much happy in working with this organization	3.543	1.107
4.	I am very much interested in helping my co-workers	3.494	1.202
5.	I was also accountable for my organization's products	3.329	1.162
6.	If I get a chance of switchover, I will change immediately	3.277	1.382
Work-Family Conflict			
1.	Family demands makes me annoyed	3.162	1.145
2.	Family support is main reason for success in my career	3.480	1.306
3.	Family demands have taken over my personal happiness	3.150	1.308
4.	Family demands is easily met by me because of my spousal employment	3.341	1.323
5.	My work is disturbed because of interference of family demands.	3.040	1.331
Family-Work Conflict			
1.	Work schedule has affected me from spending time with my family	3.283	1.232
2.	I am very much irritated with my work interference with my family	3.249	1.258
3.	This job helps me in fulfilling my family demands	3.497	1.260
4.	On-the job travel affects me from fulfilling my family demands	3.098	1.367
5.	Career progression stops me from looking after my family	3.092	1.374

The above table shows the components of mean and the standard deviation of the data collected from the respondents for the independent variables such as feelings about work (FAW), work environment (WE), work-family conflict (WFC) and family-work conflict (FWC).

In WE variable, the respondents have accepted that the organization is helpful in avoiding their challenges with

a mean score of 3.277, followed by supervisor's attitude with mean 3.139 and thirdly, the superior's expression of opinion regarding workplace relationships has an impact on work environment with a mean of 3.133. Then the work environment has been affected by importance of employees' ideas as their mean is 3.046 and organization's role in improving the co-workers' friendships is the least determinant of work environment as a mean of 2.965.

In FAW variable, the women employees have said that they were happy with their current organization with a mean score of 3.543, then helping co-workers' in completing their task concept affects the feelings about work with mean 3.494 and sharing personal things with co-workers was the next determinant of employees' ideas towards their work as the mean is 3.439. Employees' responsibility towards work affects this variable with a mean of 3.329 and turnover ideas of the employees also affects the feelings about work factor with a mean of 3.277. Lastly, respondents' happiness in performing is affecting their job attitudes with a mean 2.873.

Through the work-family conflict, it has been found out that family support is the main reason for their career progression and success with a low work-family conflict, as their mean score was 3.480. Spousal employment reduced the work-family conflict with 3.341 and family demands were the

main reason for the work-family conflict along with mean 3.162. 3.150 mean score shows that the respondents were not happy with their family demands as it ruined their happiness and increased work-family conflict. The respondents with a mean of 3.040 has said that family demands have affected their work.

FWC variable, the freedom in job helps the employees in fulfilling their family demands without any family-work conflict along with a mean score of 3.497. Work schedule has affected the respondents from spending time with their family and results in a high family-work conflict as their mean is 3.283. Respondents with mean score of 3.249 were having family-work conflict due to the work interference with family. Frequent travel is the root cause for family-work conflict with a mean score of 3.098. Career progression results in low work conflict with a mean of 3.092.

Table 3: Mean and Standard Deviation of Outcome Variables

Sl. No.	Statements	Mean	S.D.
Work-Life Balance			
1.	There is a presence of work-family interface	3.769	1.138
2.	There is a presence of family-work interface	3.457	1.086
3.	I have to complete work within time in order to satisfy my demands other than work.	3.254	1.287
4.	Organizational policies are favorable in having strong work-life balance	3.520	1.134
5.	Limited involvement on the job allows more time with family	3.162	1.288
6.	Flexible working hours helps me in maintaining my work-life balance	3.225	1.147
7.	The Job demands and family demands can be met by sacrificing another	3.399	1.185
8.	Family relationships makes very much contended	3.533	1.242
9.	Multiple roles affects my work-life balance	3.162	1.175
10.	Absence of dependents care policies in my organization reduces my work-life balance.	2.711	1.125
Job Satisfaction			
1.	Salary I receive from my job helps me to satisfy my personal needs.	3.555	1.102
2.	Rewards and recognition provides me complete job satisfaction through which all my demands can be satisfied.	3.647	1.190
3.	Organizational policies made me contented as it helps me to maintain proper work-life balance	3.422	1.152
4.	I am very my happier because of organization's sense of belongings to me	3.486	1.152
5.	Co-workers are very much helpful in Job sharing	3.468	1.301
6.	I am satisfied with my organization's policies as it helps me in having proper work-life balance	3.549	1.208
7.	I have a pleasant working conditions	3.659	1.123
8.	I can express my thoughts directly in my organization	3.526	1.246
9.	Job freedom is provided by my organization towards completion of the task assigned.	3.318	1.279
Labor Turnover Intentions			
1.	Lack of appreciation at work makes me to quit the job	3.081	1.287
2.	Job Stress reduces my work-life balance and so I quit the job	3.092	1.464
3.	Leadership and commanding style makes me to leave the job	2.815	1.402
4.	Lack of peace of mind makes me to leave this organization	2.919	1.273
5.	Absence of job progression is the main reason for attrition	3.017	1.395
6.	Work pressure made me to leave the job	2.971	1.391
7.	Unfavorable organizational policies reduces my work-life balance, so I quit the job.	3.058	1.384

This table provides information with regard to the outcomes variables such as work-life balance (WLB), job satisfaction (JS) and labor turnover intentions (LTI). Among the WLB variable, all the employees have accepted that the existence of work-family interface is the main reason for the poor work-life balance of the employees with a mean score of 3.769. Then, organizational support increases the work-life balance with 3.520 and followed by it, family-work interface reduces the work-life balance with 3.457. Sacrificing the demands of one domain for other plays a major role in affecting the work-life balance with a mean of 3.399. Better workplace relationships raise work-life balance as its mean is 3.353. Leaving the work on time has an impact over work-life balance at 3.254 and work-life balance is increased by flexible work hours by 3.225. Reduced involvement over the job rises the work-life balance and multiple role conflict reduces the work-life balance by 3.162 each. Lack of family care in organizational policies reduces work-life balance with a mean of 2.711.

Under the JS variable, it has been reported that due to the presence of pleasant working conditions the employees are very much satisfied by a mean of 3.659. Followed by it, the rewards and recognition improves the job satisfaction of the employees with a mean of 3.647 and salary an employee receives increases their work-life balance as their mean is 3.555. Supportive organizational policies improve the satisfaction level of the job with a mean of 3.549 and free expression of ideas has an impact on the job satisfaction of the respondents with a mean of 3.526. Employees' positive opinion towards their organization induces the job satisfaction with a mean of 3.486 and the job satisfaction is improved by co-workers' support as it reported by a mean of 3.468. Favorable organizational policies and job freedom helps the employees in raising their work-life balance with a mean scores of 3.422 and 3.138 respectively.

Lastly, in LTI variable, it has been founded out the employees will leave their job when there is high work pressure as it is reported by a mean score of 3.092, followed by it absence of recognition for the work reduces retention rate at a mean of 3.081 and thirdly, 3.058 mean of the respondents have showed that the unsupportive organizational policies were the root cause for attrition. In order to succeed in career, attrition takes place and been reported by a mean of 3.017 and it is said that workload leads to attrition at a mean of 2.971. Absence of pleasant work environment is the main reason for switchover at 2.919 and lastly, dominating leadership prevailing in organization has made the employees to quit the job with a mean of 2.815.

STRUCTURAL EQUATION MODEL (SEM) ON WORK-LIFE BALANCE

Multiple regression and exploratory factor analysis together forms the SEM model. The SEM Modelling generally examines and investigates that the collected data fits the theoretical model. This SEM model is also known as Casual Modelling (or) Analysis of Covariance Modelling.

Variables Used

The following were the variables used for the construct of the Structural Equation Modelling. They were

Observed, Endogenous Variables

Work-Life Balance

Work-life balance refers to the optimum possible balance that attains among professional and the personal life of the employees working in an organization. In our study, the work-life balance variable has been predicted by the variables such as WFC, FWC, WE and FAW. On the other hand, the work-life balance predicts the job satisfaction and Labor turnover intentions. Work-life balance can also be defined as the satisfaction level a person receives from meeting the demands of both job and personal life (Greenhaus et al., 2003; Coppens, 2007).

Job Satisfaction

Job satisfaction is the satisfaction level obtained by an employee from his job. As per our study, work-life balance predicts the level of job satisfaction. Generally, Job Satisfaction was more when there is more work-life balance (Greenhaus et al., 2003) and it is less when there is poor work-life balance among the employees which is mainly due to the job stress (Bedian, Burke, & Moffett, 1988; Chaudhry, 2012)

Labor Turnover Intentions

The employees' ideas to leave the job is known as labor turnover intentions. It is also known as attrition. This attrition may be due to many reasons such as conflict, unpleasant work environment, negative feelings about work. In our study, the Job satisfaction predicts the labor turnover intentions and indirectly predicted by work-life balance. This is because the poor work environment, lack of positive attitude towards their job and conflict leads to low work life balance. This low work life balance leads to Job dissatisfaction and in

leads to attrition (Pavithra & Barani, 2012; Subramaniam et al., 2015).

Observed, Exogenous Variables

Work-Family Conflict

WFC is the contradiction that arise because of work interference on the family (Greenhaus & Beutell, 1985). The work-family conflict generally reduces the level of work-life balance of the employees working in an organization (Reddy et al., 2010). In this study, work-life conflict predicts the work-life balance of the employees where work-life conflict is the independent variable and work-life balance is the dependent and outcome variable.

Feelings about Work

Feelings about work refers to the employees' positive feelings about their work. When the employee has positive attitude towards their job there remains more work-life balance while negative attitude towards the job leads to low work life balance (Hahn, Binnewies, & Haun, 2011). Feelings about work is the predictor variable of work-life balance.

Work Environment

WE is the work atmosphere in which the employee does his task. When there is a healthy working conditions it will have a positive impact on the work-life balance whereas the poor WE leads to low work life balance of the employees (Yadav et al., 2014; Kumar et al., 2015). In the study for the purpose of developing a model, work environment is taken

as independent variable and work-life balance is considered as endogenous variable because work-life balance depends upon work environment.

Family-Work Conflict

Conflict which arises because of the interference of the family demands on the work is known as family-work conflict. This family-work conflict can be reduced by meeting the demands of the family in advance. In the study, family-work conflict is the predictor of the work-life balance. This family-work conflict reduces the work-life balance of the employees (Peters, Montgomery, Bakker, & Schaufeli, 2005; Hall et al., 1994).

Unobserved, Exogenous Variables

- e1: Error term for work-life balance
- e2: Error term for job satisfaction
- e3: Error term for turnover Intentions

The total number of variables in the SEM model are as follows.

variables in model	: 10
observed variables	: 7
unobserved variables	: 3
exogenous variables	: 7
endogenous variables	: 3

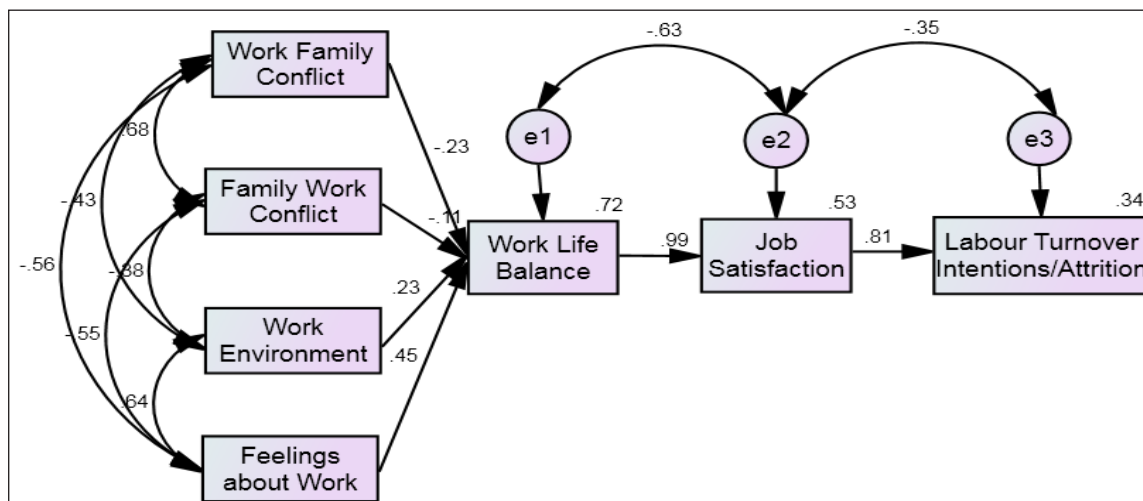


Fig. 1: Structural Equation Model (SEM) based on Standardized Coefficient on Work-Life Balance

Table 4: Variables in Structural Equation Model Analysis

Variables			Unstandardized Coefficient (B)	S.E of B	Standardized Coefficient (Beta)	t value	P Value
Work-Life balance	←-	Work-Family Conflict	-0.232	0.043	-0.233	-5.370	<0.001**
Work-Life Balance	←-	Family-Work Conflict	-0.114	0.046	-0.105	-2.486	0.013*
Work-Life Balance	←-	Work Environment	0.286	0.049	0.232	5.854	<0.001**
Work-Life Balance	←-	Feelings about Work	0.437	0.045	0.449	9.768	<0.001**
Job Satisfaction	←-	Work-Life Balance	1.260	0.078	0.992	16.165	<0.001**
Labor Turnover Intentions	←-	Job Satisfaction	1.021	0.092	0.809	11.080	<0.001**

From the Table 4, the unstandardized coefficient value of work-family conflict on the work-life balance is -0.232 by keeping the other factors as constant. The negative sign shows that there is a negative effect that work-life balance would decrease by 0.232 for every increase in work-family conflict. The coefficient value is significant at 1% level.

Unstandardized effect of family-work conflict on work-life balance is -0.114 showing that a partial effect of FWC on work-life balance through keeping other variables constant. There is a negative effect that work-life balance decreases by 0.114 for every increase in family-work conflict and the coefficient value is significant at 5% level.

The unstandardized coefficient of work environment on work-life balance is 0.286 stating a less effect of work environment on the work-life balance via holding other co-variables idle. There is a positive effect representing that work-life balance rises by 0.286 for every rise in work environment and the coefficient value were significant at 1% level.

Feelings about work's unstandardized coefficient on work-life balance is 0.437 implying small influence of feelings about work on work-life balance through holding the other variables as constant. There is a positive impact on work-life balance by rising 0.437 for every increase in the feelings about work where their coefficient was significant at 1% level.

Unstandardized coefficient of work-life balance on job satisfaction is 1.260, where there is a low effect of work-life balance on the job satisfaction by keeping other variables constant. There is a positive impression on job satisfaction through 1.260 value for every rise in the work-life balance which is significant at 1% level.

Unstandardized coefficient of job satisfaction on labor turnover intentions were 1.021 which implies that there is a partial less negative impact of job satisfaction on labor

turnover intentions through certain other variables constant. There is a positive impact on labor turnover intentions (i.e., low turnover rates) on 1.021 value for each rise in the job satisfaction and the coefficient is significant at 1% level.

Based on the standardized coefficient, work-life balance on job satisfaction (0.992) was the most influencing path on the SEM model, followed by job satisfaction on labor turnover intentions (0.809), feelings about work on work-life balance (0.449), work environment on work-life balance (0.232), family-work conflict on work-life balance (-0.105) and work-family conflict on work-life balance (-0.233).

Table 4: Model Fit Indices

Fit Indices	Results	Suggested Values
CMIN	27.578	P-value >0.05
DF	7	
CMIN/DF	3.939	≤5.00 (Hair, Anderson, Tatham, & Black, 1998)
Goodness of Fit index (GFI)	0.947	>0.90 (Hair, Anderson, & Tantham, 2006)
Adjusted Goodness of Fit Index (AGFI)	0.923	>0.90 (Daire, Joseph, & Michael, 2008)
Parsimony Goodness of Fit Index (PGFI)	0.235	Within 0.5 (Mulaik et al., 1989)
Normated Fit Index (NFI)	0.957	≥0.90 (Hu & Bentler, 1999)
Incremental Fit Index (IFI)	0.964	Approaches 1
Tucker Lewis Index (TLI)	0.891	≥0.90 (Hair et al., 1998)
Comparative Fit Index (CFI)	0.964	>0.90 (Hu & Bentler, 1999)
Root Mean Square Error of Approximation (RMSEA)	0.059	<0.08 (Hair et al., 2006)

Source for suggested values: Renganathan, Balachandran, and Govindarajan (2012).

The Table 4 shows the information with regard to whether the various indices fit the model. The results of Chi-square

test and various indices were given on the above table. The common fit measures such as CMIN/DF (X^2/df), GFI, AGFI, PGFO, NFI, IFI, TLI, CFI and RMSEA are used to measure the model fit. The general rule for accepting a model were that the Chi-square/df must be less than (or) equal to 5.00. The GFI should be greater than (or) equal to .90, the AGFI should be greater than (or) equal to 0.90. The PGFI should be within 0.5 and normated fit index should be greater than (or) equal to .90. The incremental fit index (IFI) should be closer to 1 and Tucker Lewis index (TFI) and CFI should be greater than (or) equal to 0.90. The root mean square error of approximation (RMSEA) should be less than 0.08.

HYPOTHESIS

Null Hypothesis: The Model has a good fit.

Alternate Hypothesis: The Model does not have a good fit.

Since, the CMIN/DF (Chi-square value) is 3.939 which is less than 5.00 and it is accepted as it is less than the suggested values. The other indices like GFI = 0.947 is higher than 0.90, AGFI = 0.923 is also greater than 0.90 the model is accepted. As the PGFI = 0.235 is within 0.5 it fits the model and IFI = 0.964 is higher than 0.90 it is accepted. TLI = 0.891 is less than 0.90 it is not accepted as per the suggested value but, as the TLI is closer to 0.90, the model is accepted and CFI=0.964 is higher than 0.90 hence it is accepted and it fits the model. RMSEA = 0.059 as it is less than 0.08 this index fits the model. In the study, all the model fit indices accept the model except TLI Index and since the CFI, NFI, GFI and NNFI are the frequent indices and skipping TFI we can say model fit indices correlates with the suggested values the null hypothesis is accepted. Hence, the model has a good fit and the following structural model has been accepted.

This model contains totally 10 variables which includes 3 observed endogenous variables namely work-life balance, job satisfaction and labor turnover intentions. Whereas the 4 observed exogenous variables are WFC, FWC, WE and FAW. There exist 3 unobserved exogenous variables such as e1, e2 and e3.

In the above model, out of 4 observed exogenous variables, work-family conflict negatively influences the work-life balance at -.23 value and family-work conflict affects the work-life balance negatively at -.11 value. Work environment increases the level of work-life balance at .23 level and feelings about work has a stronger impact on the work-life balance at 0.45 value. In turn work-life balance leads to high job satisfaction with 0.99 and reduces the labor

turnover intentions with .81 value. This model is examined by the model fit indices mentioned in Table 4.

CONCLUSIONS AND IMPLICATIONS

This research has been undertaken with an objective of developing a model on the work-life balance with the predictors variables of work-life balance such as WFC, FWC, WE and FAW and its outcomes factors such as job satisfaction and labor turnover intentions through Structural Equation Modelling. This study has founded out that feelings about work has a strong impact on the work-life balance with 0.45 value and in turn work-life balance affects the job satisfaction at 0.99 value and in turn the labor turnover intentions is reduced by 0.81.

The developed model has been accepted and fits the collected samples. As the chi-square and various other indices such as GFI, AGFI, PGFI, NFI, IFI, CFI and RMSEA are within the suggested values the model has been accepted. This study has been significant because it measures the factors predicting work-life balance and the factors predicted by work-life balance.

WFC is negatively correlated with WLB mainly as per the study. It is chiefly for the reason that there exists work-family interference. This work-family interference could be reduced by improving their role on the job i.e., role enrichment here indicates augmentation in rising the standards of the job. The organization reduces the work-family interface through role enrichment ways like empowering the deserving employees and Job sharing. FWC is mainly caused because of the on-the job frequent travels for IT employees and the extended working hours of the school teachers. This regular travels of techies could be reduced by the IT company through video conferencing via Skype, imo and through conference calls. On the other hand, the management should themselves reduce the weekly working hours from 60 hours to 51 hours a week for school teachers.

Employees could quit their job due to the stress caused on the job. The work oriented stress reduces their WLB and in turn results in LTI. On the job stress of the IT employees could be reduced by recreation activities like team outing and paid vacations. While, for the school teachers, the management should avoid job enlargement in order to remove stress on the workplace. Henceforth, we could conclude by the recommendations like role enhancement, telephonic and video conferencing, reduced working hours, recreation and removal of job enlargement could be helpful in reducing conflict and LTI. In turn, the WLB increases and as a result ends up with a satisfied job for the employees.

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