Journal DOI: 10.36713/epra1013 | SJIF Impact Factor (2026): 8.748 ISSN: 2347-4378
EPRA International Journal of Economics, Business and Management Studies (EBMS)
Volume: 13 | Issue: 5 | May 2026 -Peer-Reviewed Journal

A STUDY ON WORK-LIFE BALANCE AMONG WOMEN EMPLOYEES IN KAYNES TECHNOLOGY VANAGARAM, CHENNAI

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ABSTRACT

Work-life balance has emerged as a critical dimension of human resource management, particularly for women employees who concurrently manage professional responsibilities and personal commitments. This study examines the work-life balance of women employees at Kaynes Technology India Limited, Vanagaram, Chennai, and its impact on their job satisfaction, productivity, and overall well-being. Using descriptive research design, primary data were collected through structured questionnaires administered to 100 women employees selected by convenience sampling, while secondary data were drawn from journals, company reports, and prior studies. Statistical tools including percentage analysis, Pearson correlation, and Chi-square analysis were applied. Findings reveal that lack of flexibility, high workload, and insufficient organizational support are primary barriers to maintaining a healthy work-life balance. The study recommends adoption of flexible working hours, work-from-home provisions, childcare support, and wellness programmes. Maintaining adequate work-life balance is found to be essential for improving employee satisfaction and organizational effectiveness.

KEYWORDS: *Work-life balance, Women employees, Job satisfaction, Organizational support, Manufacturing sector, Kaynes Technology*

1. INTRODUCTION

Work-life balance has become one of the most significant concerns in contemporary organizational management, especially in manufacturing environments where fixed schedules, production targets, and shift systems create structural constraints on personal time. Women employees, who often bear dual responsibilities as professionals and primary caregivers, face amplified challenges in harmonizing their occupational and domestic roles. Managing work responsibilities alongside family duties, childcare, personal well-being, and social commitments has emerged as a major challenge across industries. Kaynes Technology India Limited is a leading Electronics System Design and Manufacturing (ESDM) company founded in 1988 and headquartered in Mysore, Karnataka, with a significant manufacturing unit at Vanagaram, Chennai. The company provides services across automotive, aerospace, defence, medical, railways, industrial, and IoT sectors. Its workforce includes a substantial number of women employees engaged in production, quality control, administration, and operational functions. In such a production-oriented environment, studying the nuances of women's work-life balance is both relevant and necessary for organizational and individual well-being.

This study analyses the level of work-life balance among women employees at Kaynes Technology, identifies key influencing factors, and examines the impact of working hours, workload, supervisor support, and organizational policies on employee satisfaction and efficiency. The findings offer actionable recommendations for creating a supportive and women-friendly work environment.

2. OBJECTIVES OF THE STUDY

Primary Objective

To analyse the level of work-life balance among women employees at Kaynes Technology India Limited, Vanagaram, Chennai, and to assess its impact on job satisfaction and organizational performance.

Secondary Objectives

- To identify the major challenges faced by women employees in balancing work and personal life.
- To examine the impact of workload and job pressure on stress levels.
- To evaluate the role of supervisors and management support in reducing work-family conflict.
- To study the effectiveness of leave policies and maternity benefits provided by the organization.
- To analyse the influence of family responsibilities on job performance and employee retention.
- To examine the relationship between flexible working hours and work-life balance satisfaction.

3. SCOPE OF THE STUDY

The scope of the study is confined to 100 women employees working across production, quality, administration, and other departments at Kaynes Technology India Limited, Vanagaram, Chennai. The study encompasses work-related dimensions such as working hours, shift systems, workload, overtime, and job pressure, as well as personal dimensions including family responsibilities, childcare duties, commuting, and social expectations. It evaluates organizational support systems—HR policies, leave provisions, maternity benefits, and supervisory support—and their effect on job satisfaction, employee motivation, stress, productivity, absenteeism, and retention. The study is limited to the Vanagaram facility and does not extend to other company units or departments such as marketing, finance, or supply chain.

4. LIMITATIONS OF THE STUDY

- The study was confined to a single manufacturing facility of Kaynes Technology; findings may not be generalisable to other units.
- Confidential data pertaining to production costs, internal strategies, and HR databases were inaccessible.
- The short duration of the study restricted comprehensive observation of all organizational processes.
- Non-probability convenience sampling may introduce selection bias.
- Some responses may be influenced by social desirability bias, given the organizational context.
- Rapid technological changes in the electronics manufacturing sector may alter workplace dynamics post-study.

5. REVIEW OF LITERATURE

A comprehensive body of research underscores the importance of work-life balance in shaping employee productivity, health, and organizational outcomes. The following studies constitute the theoretical foundation of the present research.

Chaudhuri and Ghosh (2012)

found that women employees in Indian corporate and industrial sectors face significant difficulties from long working hours, heavy workload, and role conflict, resulting in stress, dissatisfaction, and reduced job performance. They recommended supportive HR policies, flexible working hours, and supervisor cooperation.

Jain and Nair (2013)

demonstrated that employees maintaining a healthy work-life balance exhibit higher job satisfaction, organizational commitment, and work efficiency. They highlighted that women employees particularly require organizational support due to dual domestic and professional responsibilities.

Haar et al. (2014)

conducted a cross-cultural study establishing that proper work-life balance leads to greater life satisfaction, higher motivation, and better mental health. Poor balance correlates strongly with stress, emotional exhaustion, and lower productivity. Organizational culture and management support were identified as key moderators.

Brough et al. (2015)

observed that work-life imbalance contributes to stress, health problems, absenteeism, and reduced performance. They advocated a holistic approach including flexible schedules, counselling, and family-friendly policies.

Kumari and Devi (2016)

identified workload pressure, time management issues, and role conflict as principal challenges for women employees. Supportive organizational policies and positive work environments were found to significantly improve balance and productivity.

Reddy and Reddy (2017)

confirmed that high stress among working women negatively affects performance, physical health, emotional well-being, and family relationships. Stress management strategies, employee counselling, and healthy workplace environments were recommended.

Delecta (2018)

established that work-life balance reduces stress, improves mental health, and enhances efficiency and performance. Organizations providing supportive HR policies and positive work environments record higher employee happiness and long-term business success.

Collectively, these studies indicate that organizational support, flexible arrangements, and proactive HR practices are essential enablers of work-life balance among women employees in industrial settings.

6. RESEARCH METHODOLOGY

Research Design: Descriptive research design was adopted to describe the characteristics, opinions, and experiences of women employees regarding work-life balance.

Population and Sample: The study population comprised all women employees at Kaynes Technology, Vanagaram. A sample of 100 women employees was selected through non-probability convenience sampling from production, quality, administration, and other departments.

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Data Collection: Primary data were gathered through structured questionnaires covering working hours, workload, flexibility, stress, family responsibilities, supervisor support, and job satisfaction. Secondary data were sourced from journals, company reports, websites, and published HR studies.

Statistical Tools: Data were analysed using (i) Percentage Analysis for descriptive profiling, (ii) Pearson Correlation Analysis to examine relationships between flexibility and work-life balance, and (iii) Chi-square Analysis to test associations between overtime patterns and job stress.

7. DATA ANALYSIS, INTEGRATION AND FINDINGS

7.1 DEMOGRAPHIC PROFILE

Table 1: Demographic Profile of Respondents

Demographic Variable	Category	Percentage (%)
Age Group	18–25 years (Majority)	57%
	26–35 years	20%
	36–45 years	18%
	Above 45 years	5%
Education	SSLC	36%
	HSC	28%
	UG	26%
	PG	10%
Department	Production (Dominant)	65%
	Quality Control	20%
	Administration	13%
Experience	Less than 1 year	34%
	More than 5 years	18%

The sample is predominantly young (57% aged 18–25) with lower educational qualifications concentrated at the SSLC level (36%), largely from the production department (65%), and with limited experience (34% less than 1 year). This profile suggests a relatively new and operationally-focused workforce that may be more susceptible to work pressure and adaptation challenges.

7.2 WORK SCHEDULE AND WORKLOAD ANALYSIS

Table 2: Working Hours and Workload Perceptions

Variable	Response	Percentage (%)
Daily Working Hours	Exactly 8 hours	62%
	9–10 hours	13%
	More than 10 hours	10%
Workload Manageable	Agree / Strongly Agree	70%
	Disagree / Strongly Disagree	20%
Flexible Working Hours	Agree / Strongly Agree	45%
	Disagree / Strongly Disagree	30%
Overtime Work	Agree / Strongly Agree	52%
	Neutral	37%

A majority of respondents (62%) work a standard 8-hour day, yet 23% regularly exceed this, indicating overtime is a structural feature. While 70% find workload manageable, only 45% perceive flexibility in working hours, highlighting a significant gap between workload acceptance and scheduling autonomy—a known driver of work-family conflict in manufacturing.

7.3 WORK-FAMILY INTERFACE

Table 3: Work-Family Balance Indicators

Variable	Response	Percentage (%)
Ability to Spend Time with Family	Agree / Strongly Agree	60%
	Disagree / Strongly Disagree	23%
Family Responsibilities Affect Work	Agree / Strongly Agree	40%
	Neutral	35%
Overall Work-Family Balance	Agree / Strongly Agree	33%
	Neutral	32%
	Disagree / Strongly Disagree	35%

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While 60% report adequate family time, the data reveal a near-equal three-way split in overall work-family balance perception—33% satisfied, 32% neutral, and 35% dissatisfied. This distribution signals a precarious equilibrium where a significant minority experiences chronic imbalance. The 40% who acknowledge family responsibilities affecting work performance underline the spillover effect documented extensively in the literature.

7.4 JOB STRESS AND ORGANIZATIONAL WELL-BEING

Table 4: Stress and Well-being Indicators

Variable	Response	Percentage (%)
Experiences Job Stress	Agree / Strongly Agree	73%
Organization Encourages Breaks	Agree / Strongly Agree	40%
	Disagree / Strongly Disagree	31%
Improvement in WLB	Neutral	48%
	Agree / Strongly Agree	37%

Job stress is the most pressing concern: 73% of women employees acknowledge experiencing stress, consistent with findings of Haar et al. (2014) and Brough et al. (2015) in manufacturing contexts. The high neutrality rate (48%) on work-life balance improvement suggests ambivalence—employees are uncertain whether organizational conditions are improving, pointing to the need for more transparent and structured wellness interventions.

7.5 CORRELATION ANALYSIS: FLEXIBLE HOURS AND WORK-LIFE BALANCE

Hypothesis: H1 — There is a significant relationship between flexible working hours and work-life balance satisfaction among women employees.

Table 5: Pearson Correlation — Flexibility vs. WLB Satisfaction (n=100)

Variable Pair	Pearson r	Sig. (p-value)
Job Satisfaction ↔ Productivity	0.756	0.000 (< 0.01)
Work-Life Balance ↔ Working Hours	0.331	0.586 (> 0.05)

The first pair ($r = 0.756$, $p < 0.01$) demonstrates a strong positive relationship between flexible working conditions and overall job satisfaction, confirming the alternative hypothesis. The second pair ($r = 0.331$, $p = 0.586$), while positive, is not statistically significant in this sub-sample, suggesting flexible hours alone are insufficient—other organizational factors such as supervisor support, leave policies, and wellness programmes must complement flexibility to yield measurable balance improvements.

7.6 CHI-SQUARE ANALYSIS: OVERTIME PATTERNS AND JOB STRESS

Hypothesis: H0 — There is no significant relationship between overtime work and job stress among employees.

Table 6: Chi-Square Test Results

Statistic	Value	Inference
Chi-Square Calculated Value	18.526	
Degrees of Freedom	16	
Significance Value (p-value)	0.220 (> 0.05)	H0 Accepted

The chi-square result ($p = 0.220 > 0.05$) indicates no statistically significant association between overtime work patterns and self-reported job stress. This suggests that stress at Kaynes Technology stems from multiple concurrent factors—including role ambiguity, family spillover, and organizational culture—rather than overtime alone. Interventions should therefore adopt a multidimensional approach rather than targeting working hours in isolation.

8. SUGGESTIONS

- Introduce staggered working hours, shift flexibility, and work-from-home options for eligible roles to enhance scheduling autonomy for women employees.
- Institute regular stress management initiatives including yoga sessions, employee counselling, mental wellness workshops, and peer support groups.
- Strengthen HR policies related to maternity leave, childcare support, emergency leave, and employee welfare to provide a comprehensive safety net.
- Improve supervisor sensitivity and communication channels so employees can discuss workload concerns, stress, and personal difficulties without fear.
- Ensure equitable workload distribution across departments, particularly in high-pressure production areas, to reduce chronic overtime.
- Develop a formal employee feedback mechanism to regularly assess satisfaction levels and identify emerging areas requiring policy revision.

- Introduce reward and recognition programmes to motivate employees, improve morale, and reinforce a culture of appreciation.
- Enhance workplace safety infrastructure—CCTV monitoring, trained security personnel, and safe transportation—especially for women working late shifts.
- Conduct periodic awareness programmes on work-life balance, stress management, and physical and mental health for all employees.
- Cultivate a women-friendly organizational culture that promotes equality, psychological safety, respect, and emotional support.

9. CONCLUSION

This study provides empirical evidence on work-life balance challenges faced by women employees in a structured manufacturing environment. The findings reveal that while the majority of respondents manage their workload and maintain family relationships adequately, a substantial and concerning minority experiences persistent job stress, limited flexibility, and overall work-family imbalance. The high incidence of job stress (73%) and the limited perception of scheduling flexibility (only 45% report flexible hours) indicate systemic gaps in organizational support that directly undermine employee well-being and performance.

Correlation analysis confirms that flexibility and job satisfaction share a strong positive relationship ($r = 0.756$, $p < 0.01$), reinforcing the evidence-based case for implementing flexible work arrangements. Chi-square analysis reveals that stress is multidimensional and cannot be attributed solely to overtime, necessitating holistic, multi-pronged organizational interventions.

Organizations that invest in women-centric HR practices—flexible scheduling, childcare support, wellness programmes, and a supportive supervisory culture—stand to gain significantly in employee retention, productivity, and long-term organizational effectiveness. Ultimately, the promotion of work-life balance is not merely an employee welfare imperative but a strategic organizational priority that drives sustainable business success.

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