

IMPACT OF WORK ENVIRONMENT ON WORK-LIFE INTERFACE OF WOMEN EMPLOYEES

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ABSTRACT

Women employees form an indispensable portion of the overall human capital of the organization. The challenge of balance in work and life is unique to them, which most of the time is in conflict with each other in the shape of work-life conflict. The study explores the work-life interface of working women in the health sector where relationships between workplace support systems-emotional & instrumental are studied on one side. On the other side, it explores to investigate the influence of workload on the work-life interface. The study sample included 247 doctors and nurses working in public hospitals of Srinagar city with continuous interaction with the patients. The initial finding reveals that that work load is an important determinant of work-life balance of working women in health care. However, in order to balance work obligations they highly value emotional support of superior. The public health sector organization is suggested to build more infrastructural support facilities for working women.

KEYWORDS: *Work-Life Balance, Emotional Support System, Instrumental Support System*

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INTRODUCTION

Work Life Balance (WLB)

Work-life balance is a growing global topic of importance and discussion. The reality is that most of the workforce is facing increasing competition for time and energy. The balance between work and family in the literature of work-life balance presents the most challenging tasks for a modern employee (Jones, the Burke & West man, 2006). The expression WLB was first used in the late 1970s to describe the balance between an individual's work and personal life. Work-life balance is a comprehensive term including appropriate prioritizing among career & ambition on one hand, matched with pleasure, leisure, family and spiritual advance on the other. Work in the context of work-life balance means professionally paid work. Life means activities outside paid work includes- family, religion, society, hobbies, entertainment, etc. Balance means when both the domains (work & life) are going healthy so as to produce a sense of satisfaction. Therefore, work-life balance as a concept suggests a sense of satisfaction in both paid work & non-paid work. Work-life balance refers to the simultaneous pursuing of the roles in work and life without any conflict or imbalance (Fisher, Stanton, Jolton, & Gavin 2003).

Challenge of WLB - Women

Before mid of the twentieth century, very few women were working outside the home. This was due to the majority of women were uneducated, the household role of women, and typical social set-up by society. But, by the dawn of the twenty first century, the scenario of India has changed radically. Women are now-a-days important part of work environment, be it public or private sector. Their involvement & contribution is increasing day by day in the work environment. Their contribution historically to agriculture and nursing has broadened to more professional work. They have joined professions-entrepreneurship, medical specialist, scientist, engineering, and competitive sports. The number of working women is on the rise and they are making substantial progress towards equivalence with men. The change of winds has touched them in professional roles, but their household roles have remained untouched. There are multi-responsibilities related to family as daily household chores, spousal responsibilities, child care, and elderly care. She is implicitly expected to disburse her responsibilities against all the members of the family.

Work-life balance is a major challenge for women of the 21st century. Women in their endeavor to be part of the paid work environment has felt it difficult to manage the home environment. Asian Women have predominant responsibilities of household - cooking, washing, child care, elderly care and others. For working women, to strike a balance between both roles proves to be the biggest challenge of her life. The two roles take a test of her personality where she constantly has to balance herself in family responsibilities and work obligations. This is because they have predominant load of family (as given) than male counterparts. So, they have constant pressure to perform both roles often at conflict at each other. Females face more challenge of balancing between work and family than males due to heavy load of family obligations (Bird, 2006).

Socio-Cultural Environment

Generally, cultures do influence the living habits of people. Socio-cultural environment shapes the living style of the habitants. In fact, policies & programmes intended will not be successful unless socio-cultural environment is taken into account. Kashmir's socio-cultural environment is distinct in many aspects. The many components of the Socio-Culture environment like language, traditions, community set up, family structure, work environment, religiosity etc. are unique to it. Family as institution plays important role in person's life. This is true for both genders, especially women in Kashmir. Women's life and decisions are influenced a lot by family. In Kashmir, the responsibilities of earning and managing home are distributed. The males generally are responsible for earning whereas the females are supposed to manage the household responsibilities. This distribution of responsibilities is changing as more women are taking part in paid work.

There is a considerable increase in the number of working women in the wake of changing global economy. The study of any concept like work-life balance will not be fully understood by ignoring the socio-cultural environment especially work environment. Since, socio-cultural environment puts demands and expectations on people to comply with. An important component of the socio-cultural environment is the work environment experienced by an employee.

Work Environment

Work environment refers to immediate physical and non-physical environment experienced by an employee in an organization. Physical aspect is tangible aspect of work environment including mix of infrastructural facilities available- physical set up of building, geographical location, technology and communication systems, organized transportation system and other physical systems. The non-physical environment is more obscure, including the

relationship and work climate within the organization including relationship between internal employees, relationships with external people, value of employees as most valuable resources and others. An ideal organization continuously improves work environment in both front-physical and non-physical. There are a number of positive outcomes associated with providing a better work environment for both organizations and employees. For organizations, there exists multiple benefits, as, productivity increase, organizational commitment, loyalty, organizational citizenship, and attracting skillful workers. For individuals, the benefits include-motivation, recognition of skill, and satisfaction. The debatable & interesting question deserving answer is “do work environment influence maintenance of work-life balance for working women?” In view of the above discussion, the following objectives were set:

- To assess the relationship of workload and work-life balance of women employees
- To examine the influence of workplace emotional support on work-life balance of women employees
- To examine the influence of workplace instrumental support on work-life balance of women employees.

Accordingly, based on review of literature following hypotheses were formulated:

H₁: Work Load has a significant effect on work-life balance

H₂: Emotional support has a significant effect on work-life balance

H₃: Instrumental support has a significant effect on work-life balance.

LITERATURE REVIEW

There are an extensive number of studies on the relationship between work environment (work hours, workload, supervisor support, colleague support, work schedule flexibility, work culture) and work-life balance/ work-life conflict. Most of the researchers have brought home the importance of family support organization policies (FSOPs), and emotional workplace support highly valued by employees. The policies talked and analyzed come in the shape of emotional workplace support measures and instrumental workplace support measures. Accordingly, the notable list of studies are:

Workplace Instrumental Support

Workplace instrumental support is family supportive organizational facilities (FSOPs) including a range of initiatives-flex time, job sharing, leaves of varied type, employee & family health benefits, child care/elderly care and others. A positive work-family culture and family support may be more instrumental in helping employees balance work and home roles. Although studies has revealed that work -life programs can be advantageous to employees, other studies have found that workers do not always take benefit of the work-life programs offered by their firm (Thompson, Beauvais, & Lyness, 1999). In the context of workplace support, For instance, research indicates that work-family, organizational policies are negatively related to the work-to-family conflict (Thomas and Ganster, 1995; Thompson et al., 1999). Allen (2001) while elaborating on the relationship between work-life conflict and availability of work-family benefits revealed workplace benefit programs have an indirect relationship with work-life conflict via perceived family supportiveness of the organization. The study indicated that employees who perceive their organizations devoid of family supportive initiatives were experiencing more work-life conflict that employees who perceived organizations as more family supportive Research findings suggest that instrumental support in the workplace is not enough to achieve a successful work-life balance, it has to supplement with workplace emotional support.

Emotional Workplace Support

Emotional workplace support is one which employee experiences in the workplace through a colleague or supervisor. Support from one's family and supervisor along with the use of problem-focused coping strategies were found to be most promising in terms of avoiding work, family conflict (WFC) and/or decreased well-being (Lapierre and Allen 2006). Work-family-specific support plays a critical role in individuals' WFC experiences. Family supportive work culture initiatives of supervisor support, coworker support and work-family culture was found negatively related to work-life conflict of employees. Greenhouse et al. (2012) reveals while investigating the relationship between emotional support and experienced work-life conflict that a supportive supervisor was associated with low work interfering family (WIF) and family interfering work (FIW) which, in turn, was related to high balance. Family supportive supervisory behavior (FSSB) is related to outcomes- job satisfaction, turnover intentions, control over work hours, the obligation to work when sick, perceived stress, and reports of family time adequacy (Hammer et al. 2013). In an extension to above outcomes, an emotional workplace supportive behavior has potential to produce a family and job satisfaction. Accordingly, supervisory behaviors such as word of appreciation, proper coaching, accepting personality of subordinate and understanding family issues of employees, etc. provides psychological support for working women for maintaining of WLB.

MATERIAL AND METHODS

A survey was conducted in the month Feb. 2018 within the district of Srinagar. Srinagar has a concentration of both public and private hospitals in the health care segment. The public hospitals included in the survey were:

- Sheri Kashmir Institute of Medical Sciences (SKIMS)
- Shri Maharaja Hari Singh Hospital (SMHS)
- Lal Ded Hospital (LDH)

The data gathered included doctors and nurses both for clinical and nonclinical fields. Accordingly, the researcher approached the respondents in their work environment. The study used questionnaire as a research instrument for collecting data on work-life balance and work environment. A 39-item questionnaire was finalized included questions closed ended on a scale with pointers as Likert's interval scales ranging from "1" as strongly disagree to "5" as strongly agree.

Table 1: Statements of Questionnaire

Strongly Disagree (1)	Disagree (2)	Uncertain (3)	Agree (4)	Strongly Agree (5)
Statements				
1.	The number of hours I work is a concern for me			Work interfering personal life
2.	As I have to spend more time in my work domain, I often fail to fulfill my family responsibilities			
3.	Patients/students of my hospital are very demanding which requires me to spend more time at work			
4.	The demands arising from my work make my personal life stressful			
5.	I often feel sleep-starved due to the amount of work that I have to do in a day			
6.	I suffer from work related stress which manifests as physical ailments such as headaches, insomnia, depression, blood pressure, etc.			
7.	Work related stress often makes me irritable at home			
8.	I often have to compromise on my social engagements on account of Work			
9.	My spouse feels uncomfortable due to my preoccupation with the work			

10. I am often preoccupied with home related thoughts during work hours	Personal life interfering work
11. Family/home related stress makes me irritable at Work	
12. Due to my preoccupation with societal activities, I find it difficult to complete work in time	
13. I normally have to exceed the amount of leave I am eligible to take in a Year	
14. I have had to make compromises on the work front to keep my family happy	
15. The needs and demands of my family members interfere with my work related activities	Work personal life enhancement
16. I cannot concentrate in my work due to the dependent care issues at home	
17. I am satisfied with my ability to meet the needs of my job with those of my personal life	
18. I have the time to reach my personal and career goals satisfactorily	
19. I have nice mood at work because of my personal life responsibilities	
20. The job I do gives me enthusiasm in my personal life	Colleague support
21. The job obligations make my mood better to perform the home responsibilities	
22. I can openly discuss issues relating to work life balance with my superior.	
23. I get a high degree of respect and fair treatment from my supervisor.	
24. I am properly guided by a supervisor	
25. My colleagues understand others non-work situation and work accordingly.	Colleague support
26. My subordinates assist me in successfully completing my work.	
27. I have cordial relations with the colleagues at my workplace.	
28. I have good understanding with my team members.	Work load
29. My job keeps me away from my family too much.	
30. I feel the burden of my work is more than one can handle comfortably.	
31. I often come home late in the evening.	
32. I plan my work and perform orderly without any delay.	
33. I am comfortable with the duty hours.	
34. Work shifts helps me to better manage work	
35. The breaks during work hours are of ample time	
36. I get called to work at any time	
37. Our organization provides paid maternity leave	Work place instrumental support
38. Our organization has on-campus child care services (crèche service)	
39. We are provided medical insurance plans for self and family	

Scales of Study

The scale used for measurement of individuals WLB was adapted from two studies done in different contexts. The uniqueness of the scale emanate from the fact that it covers three dimensions within work-life balance –WIPL, PLIW and WPLE. For giving a contextual edge of the study, the researcher used Indian context based work-life balance scale items – WIPL, PLIW from (Banu & Duraipandian 2014) study on IT professionals. Further, to measure WLPE dimension of respondents, (Hayman 2005) scale items were used. The items of work environment were adapted from study of Swarnalatha (2013) on “An empirical analysis of work-life balance of women employees: a study with reference to the banking sector at Chennai”. The following present summary of hospitals includes in data collection.

Table 2: Hospitals Selected for Data Collection

Name of Hospital	Total Questionnaires Distributed	Response Received
SKIMS	120	110
SMHS	103	94
LDH	77	43
Total	300	247

RESULTS AND DISCUSSIONS

The psychometric properties of the instruments included Confirmatory Factor Analysis (CFA) - convergent validity, composite reliability, commonalities, AVE and discriminant validity. The structural models are analyzed using the Partial Least Square (PLS) approach. Before performing structural equation modeling of data, the issues related to missing were dealt with Median Replacement Method (MRM). Missing data more than 10% were eliminated, and for cases lesser than 10%, median replacement method (Gaskin & Lynch, 2003) was employed. The study assesses the univariate normality of sample distribution at item level through skewness and kurtosis statistics.

Table 3: Descriptive Statistics

ITEMS	N	Mean	SD	Skewness	Kurtosis	ITEMS	N	Mean	SD	Skewness	Kurtosis
WIPL1	206	3.88	1.11	-1.23	0.85	WPLE4	206	3.63	1.01	-0.39	-0.60
WIPL2	206	3.56	1.15	-0.62	-0.51	WPLE5	206	3.30	0.99	-0.24	-0.63
WIPL3	206	3.67	1.10	-0.66	-0.41	WKSS1	206	3.38	1.08	-0.56	-0.53
WIPL4	206	3.58	1.23	-0.59	-0.82	WKSS2	206	3.59	1.08	-0.78	-0.11
WIPL5	206	3.34	1.26	-0.34	-1.14	WKSS3	206	3.54	1.18	0.08	5.32
WIPL6	206	3.54	1.20	-0.69	-0.50	WKCS1	206	3.50	1.01	-0.70	0.00
WIPL7	206	3.34	1.14	-0.32	-1.01	WKCS2	206	3.72	0.98	-1.19	1.14
WIPL8	206	4.01	1.00	-1.30	1.37	WKCS3	206	4.05	0.80	-1.37	3.19
WIPL9	206	2.88	1.26	0.03	-1.14	WKCS4	206	4.07	0.88	-1.45	2.81
PLIW1	206	2.72	1.15	0.29	-0.96	WKLO1	206	3.14	1.29	-0.21	-1.25
PLIW2	206	2.58	1.15	0.36	-0.85	WKLO2	206	3.27	1.22	-0.24	-1.12
PLIW3	206	2.31	1.17	0.71	-0.47	WKLO3	206	3.27	1.30	-0.25	-1.16
PLIW4	206	2.48	1.30	0.48	-1.03	WKLO4	206	3.72	0.91	-0.92	0.71
PLIW5	206	2.72	1.24	0.33	-1.06	WKLO5	206	3.40	1.18	-0.61	-0.77
PLIW6	206	2.56	1.14	0.48	-0.73	WKLO6	206	3.32	1.08	-0.44	-0.67
PLIW7	206	2.37	1.05	0.64	-0.36	WKLO7	206	2.65	1.24	0.16	-1.12
WPLE1	206	3.76	1.06	-0.80	0.07	WKLO8	206	3.26	1.25	-0.33	-1.03
WPLE2	206	3.19	1.14	-0.17	-1.01	WKFC1	206	3.43	1.25	-0.74	-0.60
WPLE3	206	3.50	1.00	-0.58	-0.26	WKFC2	206	1.87	1.13	1.32	0.87
						WKFC3	206	2.45	1.38	0.36	-1.35

From the Table 3, it can be observed that skews and kurtosis values are within the range of ± 3 of manifest variables. Hair et al. (2006) argued that the univariate normality does not necessarily indicate multivariate normality. However, the present study employed partial least squares approach to structural equation modeling where bootstrapping technique is considered appropriate whether the data follows normality or not.

Validity & Reliability

Measures of reliability reported are Factor Loadings, Block Communality, Dillion-Goldsteins rho, while as measures of validity reported include Convergent validity and Discriminant validity.

Table 4: Factor Loadings

LV	Indicators	Loadings	Commonality
Superior Support	WKSS1	0.77	0.59
	WKSS2	0.89	0.79
	WKSS3	0.70	0.49
Colleague Support	WKCS1	0.67	0.45
	WKCS2	0.70	0.49
	WKCS3	0.77	0.59
	WKCS4	0.72	0.52
Workload	WKLO1	0.66	0.44
	WKLO2	0.79	0.62
	WKLO3	0.71	0.50
	WKLO4	0.30	0.09
	WKLO5	0.21	0.04

	WKLO6	0.41	0.17
	WKLO7	0.43	0.18
	WKLO8	0.47	0.22
Instrument Support	WKFC1	0.41	0.17
	WKFC2	0.78	0.61
	WKFC3	0.88	0.77
Work Interference Personal Life	WIPL1	0.39	0.15
	WIPL2	0.62	0.38
	WIPL3	0.48	0.23
	WIPL4	0.72	0.52
	WIPL5	0.73	0.53
	WIPL6	0.65	0.42
	WIPL7	0.71	0.50
	WIPL8	0.56	0.31
	WIPL9	-0.16	0.03
Personal Life Interference Work	PLIW 1	0.71	0.48
	PLIW 2	0.79	0.62
	PLIW 3	0.62	0.38
	PLIW 4	0.64	0.44
	PLIW 5	0.64	0.41
	PLIW 6	0.73	0.53
	PLIW 7	0.67	0.42
Work Personal Life Enhancement	WPLE1	0.76	0.58
	WPLE2	0.68	0.46
	WPLE3	0.74	0.55
	WPLE4	0.63	0.40
	WPLE5	0.75	0.56

Note: Bold items indicate discarded variables

From table 4 above, the loading above 0.66 were included in the relevant construct only if an additional psychometric (i.e., D-G’s rho, Convergent validity and Discriminant validity) attain the minimum threshold level as recommended by researchers (see, for example, Bradley et al., 2006; Hair et al., 1998).

Table 5: Instrument Psychometrics

LV’s	MV’s	D-G’s Rho	Average Variance Extracted
		Composite Reliability	Convergent Validity
Superior support	3	0.83	0.62
Colleague support	4	0.80	0.51
Workload	3	0.85	0.65
Instrumental support	2	0.84	0.73
Work interference personal life	4	0.84	0.52
Personal life interference work	4	0.84	0.51
Work personal life enhancement	4	0.83	0.55

It can be observed from the table 5 above that CR of all factors was above 0.70. Moreover, none of the items were further deleted as they all established standard psychometric. For convergent validity, Average Variance Extracted (AVE) values were examined. Constructs having AVE value greater than 0.5 indicate convergent validity (see, for example, Anderson & Gerbing, 1988). Further, discriminant validity was measured by observing the cross-loadings.

Table 6: Discriminant Validity

	PLIW	WIPL	WKCS	WKFC	WKLO	WKSS	WPLE
PLIW1	0.72	0.27	-0.18	0.04	0.20	-0.11	0.15
PLIW 2	0.80	0.35	-0.18	0.11	0.32	-0.12	0.21
PLIW 6	0.73	0.24	-0.09	0.13	0.22	-0.12	0.17
PLIW 7	0.67	0.27	-0.10	0.03	0.12	-0.11	0.13
WIPL4	0.29	0.75	-0.13	-0.11	0.44	-0.15	0.38
WIPL5	0.20	0.77	-0.20	-0.10	0.44	-0.16	0.31
WIPL6	0.36	0.70	-0.09	0.00	0.37	-0.10	0.14
WIPL7	0.38	0.75	-0.17	-0.02	0.40	-0.13	0.27
WKCS1	0.02	-0.19	0.66	0.35	-0.15	0.47	0.25
WKCS2	-0.09	-0.19	0.71	0.15	-0.19	0.40	0.17
WKCS3	-0.18	-0.11	0.77	-0.04	-0.15	0.32	0.23
WKCS4	-0.18	-0.15	0.72	0.05	-0.07	0.29	0.20
WKFC2	0.15	0.01	0.09	0.86	0.07	0.10	0.18
WKFC3	0.05	-0.15	0.21	0.85	-0.11	0.23	0.17
WKLO1	0.27	0.42	-0.17	0.03	0.79	-0.21	0.19
WKLO2	0.28	0.50	-0.16	-0.01	0.85	-0.20	0.20
WKLO3	0.24	0.43	-0.13	-0.09	0.77	-0.13	0.13
WKSS1	-0.12	-0.06	0.36	0.15	-0.18	0.77	0.36
WKSS2	-0.08	-0.20	0.49	0.19	-0.21	0.89	0.40
WKSS3	-0.10	-0.14	0.37	0.08	-0.14	0.70	0.21
WPLE1	-0.10	-0.27	0.19	0.02	-0.17	0.30	0.76
WPLE2	-0.15	-0.36	0.24	0.17	-0.23	0.35	0.67
WPLE3	-0.22	-0.34	0.22	0.17	-0.21	0.30	0.75
WPLE5	-0.11	-0.14	0.25	0.25	-0.12	0.33	0.75

Structural Equation Modeling

Psychometric constructs measures were found to be reliable and valid. Therefore, the next step was to address the structural model results, i.e., examining the model’s predictive capabilities. For that purpose, R2 values of 0.75, 0.5, and 0.25 for an endogenous latent variable in the structural model are considered substantial, moderate, and weak (Hair et al., 2011). Further, the following was considered;

T value of 1.65 statistically significant at 10% or 0.10

T value of 1.96 statistically significant at 5% or 0.05

T value of 2.58 statistically significant at 1% or 0.01 (Henseler, Ringle & Sinkovics, 2009)

Path Analysis between Independent & Dependent Variable

Relationships were predicted and accordingly statistical significance was tested:

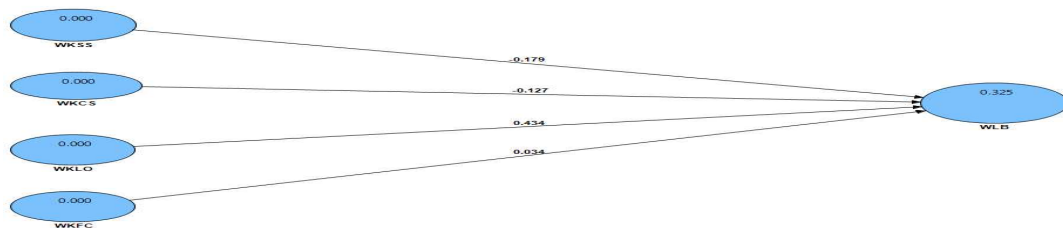


Figure 1: Path Graph of Independent and Dependent Variable Relationship

Table 7: Structural Model Assessment (PLS Path Model between IV –DV)

Exogenous Variables -> Endogenous Variables	P. Estimate	Std. Error	T-Value
WKCS -> WLB	-0.127	0.11	0.11
WKFC -> WLB	0.034	0.07	0.49
WKLO -> WLB	0.434	0.10	4.33
WKSS -> WLB	-0.179	0.13	1.38

As can be observed from table 7, t-value is above 1.96 which is an indication of the statistical significance of results between workload (WKLO) and work-life balance (WLB) of working women in the health sector. This relationship goes well with the previous research findings, which indicate that more work demands in the shape of longer work hours without ample breaks in between tends to cause imbalance. Omar et al. (2015) findings revealed that workload was the most dominant factor affecting work-life balance. The results explained that higher the workload and role conflict felt by the employees, the lesser the work-life balance enjoyed by them. Thus, employees' work-life balance can be improved by considering the amount of workload given to them. However, work-life balance defined in the present study leaves analysis incomplete without observing a relationship with work-life dimensions separately to reveal more insights.

Table 8: Structural Model Assessment (PLS Path Model between IV –DV) (STEP- 2)

Exogenous Variables -> Endogenous Variables	P. Estimate	Std. Error	T-Value
WKCS -> LIPL	-0.131	0.08	1.66
WKCS -> WIPL	-0.087	0.06	1.41
WKCS -> WPLE	0.082	0.07	1.17
WKFC -> LIPL	0.154	0.06	2.71
WKFC -> WIPL	-0.048	0.06	0.81
WKFC -> WPLE	0.113	0.06	2.27
WKLO -> LIPL	0.273	0.06	4.62
WKLO -> WIPL	0.522	0.05	9.77
WKLO -> WPLE	-0.150	0.06	2.50
WKSS -> LIPL	-0.047	0.08	0.59
WKSS -> WIPL	-0.006	0.07	0.09
WKSS -> WPLE	0.333	0.07	4.92

Instrumental Work Place Support

As can be observed from the table 8, the t-value of being above 1.96 which indicates that there is statistical significance between instrumental workplace support (WKFC) and personal life interfering work (PLIW). With more instrumental workplace support in the shape of workplace facilities for employees, there is less of personal life interfere with work. The working women with facilities like maternity leave, child care services (crèche service) and insurance plans for self and family can lead to less interference of personal life with work. These support facilities to help them to maintain a balance between personal lives and work. In fact, having these facilities can lead to enhancement of work and life domains as indicated by t-value in the table (above 1.96), which is statistically significant between work instrumental support and work-life enhancement.

Workplace Demands

As indicated from the table 8, there is statistical significance in the relationship between workplace demands (WKLO) and work-personal life interfered (WIPL), personal life-work interference (PLIW) and work-life enhancement (WPLE) as the t-value is above a threshold level. There is a positive relationship between WKLO and bi-directional interference-WIPL and PLIW as P-estimate value is positive. It indicates that more workload generates more interference

in working women. This relationship is backed by a number of other research findings where more workplace demands leads to greater interference either in work or life. A positive relationship between working hours and work-to-family interference is strong, suggesting that the more hours people work, the more likely that they will experience interference (Byron 2005; Baltes & Clark 2010). This is because working hours are an important time-based demand where the time an individual spends at work cannot be spent in the non-work role. Having control over the extent of the working day and work hours can be an important factor helping employees to balance their demands at work and home (Hyman & Summers 2004).

Emotional Workplace Support

It can be observed from the table 8, there is statistical significance in the relationship between instrumental workplace – supervisory support (WKSS) and work personal life enhancement (WPLE) as t-value is above the threshold level of 1.96. Further, the P-estimated value is positive which indicates that more emotional support from supervisors, more the enhancement of work-life among employees. Employees who receive more supportive supervisors have enhanced their work and life domains. As meta-analysis by Kossek et al. (2011) revealed that with increased perceptions of supervisory support leads to employees' perceived organizational climate as more work-family supportive.

CONCLUSIONS AND FUTURE SCOPE

There is more job pressure in the health sector for working women, which can result in serious implications on health, family life and productivity. Working women have greater responsibilities of the family, which many a time require the support of an immediate supervisor. A cordial supervisory support as an emotional one produces work-life enrichment. Various supervisory behaviors such as word of appreciation, proper coaching, accepting personality of subordinate and understanding family issues of employees, etc. provides psychological support for working women for maintaining of WLB. Emotional support is very important for both genders but is highly desirable for working women, which have a unique set of challenges to face with. Therefore, in the health sector, working women highly appreciate the courtesy and good nature of immediate supervisor, who can generate conducive conditions for WLB.

There is a dearth of instrumental workplace facilities as indicated by a low mean score for instrumental/infrastructure facilities available like crèche and insurance facilities for working mothers. There is scope to provide better workplace organizational policies like child care, insurance plans and paid maternity leaves for all. Inclusion of family friendly policies is highly essential. Moreover, it is suggested to devise policies with, related to gender sensitization like facing issues of sexual harassment –physical, and psychological. It is ever so necessary to devise policy when such harassment issues arise. There is higher pressure for working women as they have to perform household work too. Organize various events within their workplace as stress relieving programs like discussions with expert, health club within a workplace, a workshop on WLB etc.

An employee's work-life balance is the result of support systems- emotional and infrastructural which can come from personal, organizational and state level. Future studies can extend the fold of the relationship between work-life interface and work environment by considering personal and state level support systems as well. Including these holistic support systems will open, innovative policy solutions regarding employees' work-life balance for the state and organizations.

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