



Work-to-Life Conflict among Women Employees in Selected Industrial Organizations in Chhattisgarh: Workplace and Economic Correlates

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ABSTRACT

Work-to-life conflict among women employees is shaped by the interaction of employment demands, household responsibilities, and access to workplace and economic resources. This study examined whether six factors - special organizational attention, perceived salary adequacy, savings, salary increments, growth and development opportunities, and job security - were associated with differences in work-to-life conflict among women employed in selected industrial organizations in Chhattisgarh, India. A descriptive cross-sectional survey yielded 452 usable responses from women aged 20-40 years. Independent-samples t-tests were used to compare group means, with 95% confidence intervals and Cohen's d used to support interpretation. Perceived salary adequacy was the only factor associated with a statistically significant difference: women reporting inadequate salary had higher work-to-life conflict than those reporting adequate salary, $t(450) = -6.29, p < .001, d = -0.60$. Differences for special attention, savings, increments, growth and development, and job security were not statistically significant. The findings indicate that perceived salary adequacy is an important correlate of work-to-life conflict in this sample, while the non-significant organizational indicators should not be interpreted as evidence of no practical relevance. Compensation sufficiency and family-responsive workplace practices merit joint consideration.

1. INTRODUCTION

Work-life balance concerns how individuals manage demands, time, involvement, and satisfaction across work and non-work roles. Work-family conflict arises when pressures from work and family roles are mutually incompatible, including time-based, strain-based, and behavior-based conflict [1]. Border theory further explains that employees repeatedly cross the boundaries between work and family and that the permeability, flexibility, and regulation of those boundaries shape their experience of balance [2]. Accordingly, work-to-life conflict is not simply a personal time-management problem; it is also influenced by job demands, schedules, organizational practices, earnings, household needs, and access to practical resources.

Persistent work-family conflict is associated with consequences for work, non-work life, and psychological strain [3]. Work-family balance has also been linked with quality of life, while cross-cultural evidence associates better balance with higher job and life satisfaction and better mental health [4, 5]. These findings place work-life balance on both the employee and organizational agenda because conflict can affect well-being, commitment, attendance, retention, and performance.

The issue is particularly relevant to women workers in India. The Ministry of Labour and Employment reported a usual-status female labour-force participation rate of 41.7% among persons aged 15 years and above in 2023-24 [6]. At the same time, the national Time Use Survey 2024 showed that women aged 15-59 who participated in unpaid domestic services spent substantially more time in those activities than men, and women engaged in caregiving also devoted considerable time to unpaid care [7]. These national data are not estimates of the present Chhattisgarh sample, but they describe the gendered time context within which paid employment and family responsibilities are negotiated. A large meta-analysis also cautions that gender differences in work-family conflict are not uniform and depend on the type of conflict and social context [8].

Industrial employment can intensify these pressures because it commonly requires physical presence, attendance discipline, shift work, production targets, commuting, and schedule adherence. Indian evidence from manufacturing and service organizations has linked work-life imbalance with employee health and stress outcomes [9]. Research on women in Indian information-technology firms has similarly identified the interaction of professional and personal challenges in shaping work-life balance [10]. Studies of women workers in the tannery industry further indicate that demographic characteristics, working conditions, experience, and family circumstances can influence work-life experiences [11, 12]. Such evidence supports sector- and context-specific analysis rather than assuming that findings from one occupation or region apply uniformly to all women workers.

Workplace resources may reduce work-family conflict, but their form matters. Qualitative evidence from Indian high-performance work systems shows that employees draw on workplace communication, family support, and sociocultural coping resources when managing work-family conflict [13]. A meta-analysis found that work-family-specific organizational and supervisory support is more strongly related to work-family conflict than general support [14]. Indian evidence likewise indicates that family-friendly policies and supervisor support can reduce work-family conflict and improve job satisfaction [15]. More recent research on family-supportive supervisor behavior further emphasizes the importance of support that is recognized as both competent and genuinely family-responsive [16]. At the policy level, the International Labour Organization identifies care leave and care services as important components of gender-equal employment systems [17].

Against this background, the present study focuses on women employees in selected industrial organizations in Chhattisgarh. It examines six workplace and economic conditions - special organizational attention, perceived salary adequacy, savings, salary increments, growth and development opportunities, and job security - in relation to work-to-life conflict. The purpose is not to label these conditions as causal determinants, but to test whether the observed groups differ significantly in their conflict scores and to interpret statistically supported and unsupported findings with appropriate caution.

1.1 Conceptual and Theoretical Framework

The analytical framework is shown in Figure 1. Work-to-life conflict is treated as the outcome, while the six workplace and economic conditions are used as grouping variables for the hypotheses. The framework is informed by work-family conflict theory, which emphasizes incompatible role pressures, and by border theory, which highlights the management of work and family boundaries [1, 2]. The arrows in Figure 1 denote hypothesized group differences rather than causal effects. Because the design is cross-sectional and the explanatory variables are dichotomous, the analysis cannot establish temporal ordering, mediation, or causality.

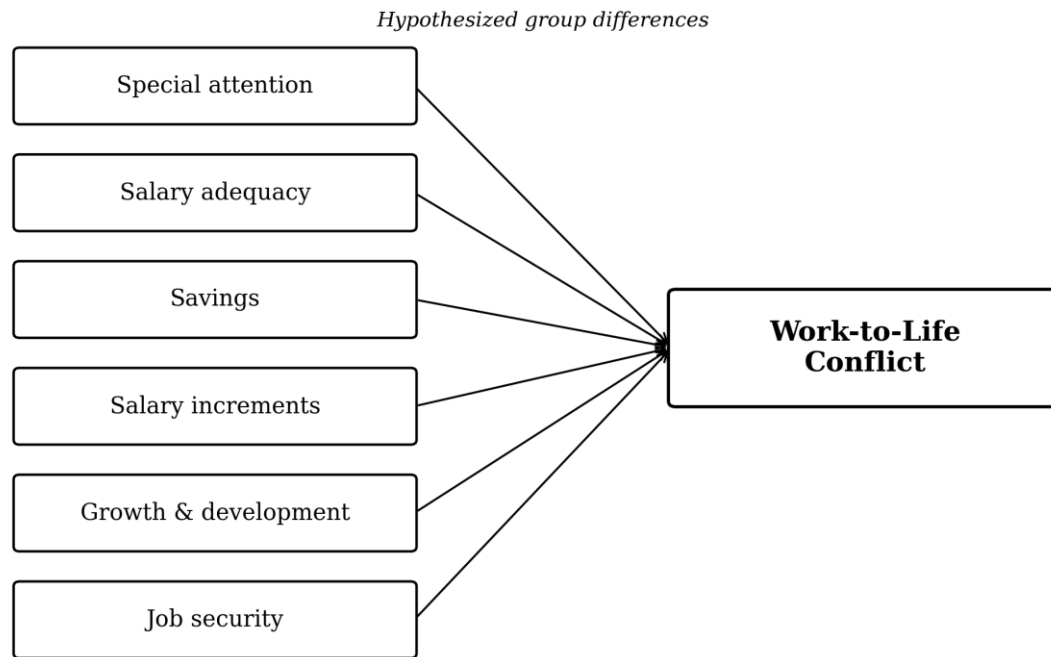


Figure 1. Analytical framework linking workplace and economic factors with work-to-life conflict.

1.2 Recent Literature Review

Recent Indian research reinforces the need to examine work-life conflict through occupation- and context-specific lenses. A 2024 qualitative study of Indian women engineers showed that work-family conflict can emerge through conflicts of time, responsibility, psychological strain, and gendered identity expectations, particularly in male-dominated professional environments [18]. In the banking sector, a 2024 study of women employees in Haryana reported that workload, organizational support, and family support were closely related to work-life balance [19]. Together, these studies suggest that both organizational conditions and the broader social organization of care remain relevant to women's work-life experiences.

The recent review literature reaches a similar conclusion. A systematic literature review focused on Indian women found continuing links between work-life balance and women's career motivation and identified the need for organizational policies that support career development without intensifying personal-role strain [20]. A 2025 empirical study of working women in India's service sector also highlighted family support, workplace support, and personal-life expectations as important components of work-life balance [21]. A five-decade systematic and bibliometric review published in 2025 emphasized the persistence of gendered role expectations, the expanding importance of organizational support, and the need for more sector-specific, context-sensitive studies of women's work-life balance [22].

Recent Indian evidence also underscores that work-family conflict is related to wider employment outcomes. A 2025 multi-sector study found that work-family conflict was negatively associated with job satisfaction and that social support altered important pathways in the work-family interface [23]. Qualitative research with working mothers in India similarly documented how blurred boundaries and continuing domestic responsibilities can create a 'no off button' experience when work arrangements intensify the overlap between home and employment [24]. These findings strengthen the case for examining specific workplace and economic correlates while avoiding the assumption that a single factor can explain work-to-life conflict.

1.3 Research Gap, Objectives and Hypotheses

Despite the growth of Indian work-life research, evidence remains uneven across regions, industrial settings, and specific workplace-economic indicators. The literature documents the relevance of work demands, family responsibilities, support, and gendered expectations, but relatively little empirical work focuses on women in industrial organizations in Chhattisgarh while simultaneously comparing perceived economic adequacy and selected organizational conditions [9, 24]. The present study addresses this contextual gap by testing six predefined group comparisons within the available sample.

The study objectives were: (1) to compare work-to-life conflict according to special organizational attention; (2) to test differences by perceived salary adequacy; (3) to compare employees who reported savings with those who did not; (4) to compare employees by receipt of salary increments; (5) to compare employees according to the availability of growth and development opportunities; and (6) to compare employees according to job security. The overarching research question was: Which, if any, of these six workplace and economic conditions are associated with statistically different levels of work-to-life conflict in the observed sample?

Six null hypotheses were tested: H01, there is no difference in work-to-life conflict according to special organizational attention; H02, there is no difference according to perceived salary adequacy; H03, there is no difference according to savings status; H04, there is no difference according to salary increments; H05, there is no difference according to growth and development opportunities; and H06, there is no difference according to job security. All tests were two-tailed at the .05 significance level.

2. MATERIALS AND METHODS

2.1 Study Design and Setting

A descriptive, cross-sectional survey design was used to compare work-to-life conflict between groups of women employees in selected industrial organizations in Chhattisgarh, India. The design is appropriate for describing group differences at a single point in time; however, it does not establish that any workplace or economic condition preceded or caused a change in work-to-life conflict. Causal language is therefore avoided throughout the interpretation.

2.2 Participants and Sampling

The participants were women employed in the selected industrial organizations in Chhattisgarh and were 20-40 years of age. A total of 527 questionnaires were distributed, of which 452 were retained after editing and screening, giving an 85.8% usable-response rate. The field study recorded the sampling method as systematic random sampling. The archived documentation available for the present manuscript does not retain the sampling-frame size, sampling interval, organization-wise allocation, or district-wise distribution. These missing sampling details limit reproducibility and are therefore acknowledged explicitly in the limitations.

2.3 Instrument and Variables

Data were collected with a structured questionnaire developed for the field study. The dependent variable was a numerical work-to-life conflict score, with higher scores representing greater conflict. Six explanatory variables were recorded as binary group indicators: special attention from the organization (yes/no), perceived salary adequacy (adequate/inadequate), savings (yes/no), salary increment (yes/no), growth and development opportunities (available/not available), and job security (yes/no). The documentation supplied for the present analysis does not preserve the item-level wording of the conflict scale, response anchors, scale-development procedure, reliability coefficient, or construct-validity evidence. This constrains psychometric evaluation and reproducibility. Future replications should use a validated multidimensional work-family conflict measure and report internal-consistency and construct-validity statistics because work-family conflict is conceptually multidimensional [1].

2.4 Statistical Analysis

Independent-samples t-tests were used to compare mean work-to-life conflict scores between the two groups for each explanatory factor. The reported tests used 450 degrees of freedom, corresponding to the equal-variance form of the two-sample t-test. Statistical significance was assessed at $p < .05$. Mean differences were interpreted together with 95% confidence intervals and Cohen's d standardized mean differences so that the analysis did not rely on p -values alone. Absolute d values near 0.20, 0.50, and 0.80 are often used as rough benchmarks for small, moderate, and large standardized differences, but magnitude was interpreted substantively rather than mechanically. Because respondent-level raw data were not included with the manuscript supplied for revision, distributional assumptions, outliers, homogeneity of variance, and potential confounding could not be independently reassessed. The confidence intervals and effect sizes reported here therefore complement, rather than replace, a full re-analysis of the original respondent-level dataset.

3. RESULTS AND DISCUSSION

3.1 Results

Table 1 summarizes the group statistics. The largest observed separation in mean work-to-life conflict was for perceived salary adequacy: women who reported adequate salary had a mean score of 24.48 (SD = 4.80), whereas those who reported inadequate salary had a mean score of 27.17 (SD = 4.21). The remaining group mean differences were comparatively small.

Table 1. Group statistics for work-to-life conflict by explanatory factor

Factor	Group 1: n; Mean $\pm$ SD	Group 2: n; Mean $\pm$ SD
Special attention	Yes: n=97; 25.70 $\pm$ 4.94	No: n=355; 26.18 $\pm$ 4.56
Salary adequacy	Adequate: n=184; 24.48 $\pm$ 4.80	Inadequate: n=268; 27.17 $\pm$ 4.21
Savings	Yes: n=116; 26.03 $\pm$ 4.94	No: n=336; 26.09 $\pm$ 4.54
Salary increment	Yes: n=342; 26.26 $\pm$ 4.57	No: n=110; 25.49 $\pm$ 4.85
Growth & development	Available: n=285; 26.01 $\pm$ 4.41	Not available: n=167; 26.19 $\pm$ 5.03
Job security	Yes: n=222; 25.69 $\pm$ 4.70	No: n=230; 26.44 $\pm$ 4.57

Table 2. Independent-samples t-tests, confidence intervals, effect sizes and hypothesis decisions.

Factor	Mean difference [95% CI]	t(450)	p	Cohen's d	Decision
Special attention	-0.48 [-1.52, 0.57]	-0.90	.371	-0.10	H01 not rejected
Salary adequacy	-2.68 [-3.52, -1.85]	-6.29	< .001	-0.60	H02 rejected
Savings	-0.07 [-1.05, 0.92]	-0.13	.895	-0.01	H03 not rejected
Salary increment	0.77 [-0.23, 1.77]	1.52	.129	0.17	H04 not rejected
Growth & development	-0.18 [-1.07, 0.72]	-0.39	.699	-0.04	H05 not rejected
Job security	-0.75 [-1.61, 0.11]	-1.72	.086	-0.16	H06 not rejected

The inferential results are shown in Table 2. Perceived salary adequacy was the only factor that met the .05 significance criterion. The reported mean difference for adequate versus inadequate salary was -2.68 points, 95% CI [-3.52, -1.85], $t(450) = -6.29$, $p < .001$, with a moderate standardized difference in magnitude ($d = -0.60$; the negative sign reflects the ordering of the adequate group before the inadequate group). Accordingly, H02 was rejected. Women who perceived their salary as inadequate reported higher work-to-life conflict. H01, H03, H04, H05, and H06 were not rejected.

3.2 Discussion

3.2.1 Salary Adequacy and Work-to-Life Conflict

The salary-adequacy finding is substantively plausible in the Indian context, although it remains associational. Perceived income insufficiency may coincide with pressure to work additional hours, reduced access to paid transport or childcare, limited ability to purchase domestic help, and greater household financial strain. The Time Use Survey shows that women already devote substantial time to unpaid domestic and care work, while international evidence emphasizes care leave and care services as resources that can help workers manage family responsibilities [7, 17]. Salary adequacy should therefore be interpreted as a potential indicator of the resources available to manage competing work and family demands, not merely as a nominal pay measure. Because the design is cross-sectional, the analysis cannot establish that inadequate salary caused greater conflict; reverse, bidirectional, and confounded relationships remain possible.

3.2.2 Organizational Attention and Family-Responsive Support

Special organizational attention was not associated with a statistically significant difference in work-to-life conflict, $t(450) = -0.90$, $p = .371$, $d = -0.10$; therefore, H01 was not rejected. This finding should not be interpreted as evidence that organizational support is unimportant. The variable 'special attention' is broad and dichotomous and may not capture family-specific forms of support. Prior evidence indicates that work-family-specific supervisor and organizational support is more strongly related to work-family conflict than general support [14]. Indian research also shows that family-friendly policies and supervisor support can reduce conflict, and recent work on family-supportive supervision highlights the importance of the quality and credibility of that support [15, 16]. The non-significant result may therefore reflect a coarse measure rather than the absence of practical value in concrete supports such as predictable scheduling, leave, childcare, transport, and supervisor flexibility. How organizations manage such human-resource challenges also differs widely across sectors [25].

3.2.3 Savings and Salary Increments

Savings showed virtually no group difference, $t(450) = -0.13$, $p = .895$, $d = -0.01$; H03 was not rejected. A binary savings indicator does not distinguish the amount, frequency, liquidity, adequacy, or purpose of savings. Future research should differentiate emergency savings, household debt, disposable income, dependants, and perceived financial security to assess economic resilience more meaningfully.

Receipt of salary increments was also non-significant, $t(450) = 1.52$, $p = .129$, $d = 0.17$; H04 was not rejected. The mean conflict score was slightly higher among employees who reported increments, but the confidence interval for the mean difference included zero. This direction should not receive a causal interpretation because an increment can reflect tenure, promotion, inflation adjustment, added responsibilities, or increased workload. A simple yes/no measure cannot establish whether pay progression was sufficient relative to living costs, workload, or household needs.

3.2.4 Growth, Development, and Job Security

Growth and development opportunities were not associated with a statistically significant difference in conflict, $t(450) = -0.39$, $p = .699$, $d = -0.04$; H05 was not rejected. Career development may strengthen employability and motivation but can also involve training time, travel, performance pressure, or additional responsibility. Indian research has shown that professional enhancers and professional demands can operate together in women's work-life experiences [10]. The near-zero difference in this study therefore suggests that the binary availability measure did not discriminate conflict levels rather than demonstrating that development opportunities lack organizational value. Job security was also non-significant, $t(450) = -1.72$, $p = .086$, $d = -0.16$; H06 was not rejected. The 95% confidence interval (-1.61 to 0.11) included zero. More sensitive measures of contract status and perceived insecurity, together with multivariable adjustment, are needed before drawing conclusions about the independent role of job security.

3.2.5 Integrated Interpretation

Taken together, the findings support a cautious resource-based interpretation. Among the six indicators, perceived salary adequacy - the measure most directly connected with current household economic sufficiency - showed the clearest association with work-to-life conflict. The other organizational and economic indicators did not show statistically significant group differences. This pattern is consistent with literature emphasizing the interplay of work, family, and support resources rather than isolated benefits [13–16]. Recent Indian studies likewise point to the importance of workload, organizational support, family support, gendered role expectations, and social support in shaping work-life outcomes [18–24]. Non-significant results should not be simplified as 'no effect': the measures may have been too broad, effects may operate indirectly, and unmeasured factors such as marital status, children, shift work, working hours, commuting time, occupation, contract type, household income, and family support may confound the observed comparisons. Fair pay and fair treatment are, in turn, core questions of justice in the changing world of work [26].

The findings also do not imply that salary is the only relevant correlate of work-to-life conflict. Work-family conflict is multidimensional, and broader evidence links balance with well-being across cultural settings [1, 5]. A stronger explanatory model would measure job demands, schedule control, family-supportive supervision, organizational work-family support, childcare access, commuting time, family support, financial strain, and demographic factors simultaneously, then estimate their adjusted associations with work-to-life conflict.

4. CONCLUSION

This study examined workplace and economic correlates of work-to-life conflict among 452 women employees in selected industrial organizations in Chhattisgarh. Of the six factors tested, perceived salary adequacy was the only variable associated with a statistically significant group difference. Women who perceived their salary as inadequate reported higher work-to-life conflict than women who considered their salary adequate, and the standardized difference was moderate in magnitude. Special organizational attention, savings, salary increments, growth and development opportunities, and job security did not show statistically significant differences at the .05 level. These non-significant findings should not be interpreted as proof that the corresponding workplace conditions are unimportant; the indicators were broad and dichotomous and may not have captured their intensity, quality, or family-specific relevance. The central contribution of the study is therefore a context-specific distinction: within this sample of women

employees in selected Chhattisgarh industries, perceived current salary adequacy differentiated work-to-life conflict more clearly than the other measured workplace and economic indicators. For evidence-based human-resource practice, compensation sufficiency should be considered alongside concrete family-responsive supports rather than treated as a substitute for them.

4.1 Practical Implications

The findings support an integrated approach to compensation and workplace support in industrial employment. Employers should assess whether pay is perceived as sufficient in relation to workload, overtime, shift arrangements, commuting, and caregiving responsibilities rather than relying only on nominal increments. Family-responsive practices should be concrete and usable: predictable rosters, advance notice of schedule changes, equitable overtime allocation, safe transport where required, maternity and childcare support, accessible leave, confidential counselling, reasonable workload management, transparent promotion criteria, and supervisor training. Evidence that family-specific support is more closely related to work-family conflict than general support strengthens the rationale for targeted rather than symbolic interventions. Policymakers and industrial associations may also consider shared childcare and transport infrastructure in industrial clusters where such arrangements are feasible.

4.2 Limitations and Future Research

Several limitations should guide interpretation. First, the cross-sectional design does not permit causal conclusions. Second, the measures were self-reported and may be affected by recall, social-desirability, or common-method bias. Third, the six explanatory factors were dichotomized, which may conceal meaningful variation in intensity and quality. Fourth, the available documentation does not preserve the exact conflict-scale items, response anchors, reliability coefficients, construct-validity evidence, sampling-frame size, sampling interval, or organization-wise and district-wise allocation. Fifth, the analysis does not adjust for potentially important confounders such as marital status, children, household structure, education, occupation, shift pattern, working hours, tenure, commuting time, household income, or family support. Sixth, the study concerns selected industrial organizations in Chhattisgarh and should not be generalized automatically to all women workers in the state or to other sectors. Future studies should use validated multidimensional work-family conflict instruments; report psychometric properties and sampling procedures fully; measure salary satisfaction, financial strain, schedule control, supervisor and co-worker support, childcare access, and job demands in greater detail; and apply multivariable regression or structural-equation models where assumptions and sample structure permit. Broader district and industrial-cluster coverage, longitudinal designs, and qualitative interviews would help clarify how women negotiate shifts, commuting, caregiving, financial responsibilities, and workplace expectations over time.

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