



IMPACT OF WORK SCHEDULE ON WOMEN EMPLOYEES HEALTH AND INTENTION TO QUIT THE JOB

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ABSTRACT:

This paper examines the impact of work schedule on women employees' health and intention to quit the job. The scope of the study was restricted to IT/BPO sector of Pune District. The sample consisted of 413 women employees working in IT/BPO sector of Pune region. The work schedule variables considered for this study are working hours, workload, and stringent deadlines. MANOVA was conducted to find the impact of work schedule (working hours, workload and stringent deadlines) on health of women employees. MANOVA results revealed that there is significant effect of work schedule factors on the health of women employees' One way ANOVA was applied to find the impact work schedule variables on the women employee's intention to quit the job. Since the P value is 0.000, it can be concluded that the long working hours, workload and stringent deadlines have significant impact on women employees' intention to quit the job.

Key words: women employees; working hours; workload; stringent deadlines; intention to quit the job; health; women employees

INTRODUCTION

The demands of the business world are increasing, employees are under tremendous pressure to complete their projects in short span of time. As they must meet their deadlines, employees put in long working hours which leads to work life conflict. Most employees working in IT/ BPO sector work for more than 9.5 to 10 hours a day and more than 45 - 50 hours a week which have serious repercussion on their health, family wellbeing and life style which makes them difficult to balance work and life (Sneha Racheal Samuel Kutty, 2018) . Women play multiple roles, like spending stressful day at work, taking care of family members and doing household activities. So long working hours cause higher levels of physical and emotional exhaustion, family problems and health problems affecting the life of women employees which finally results on their intention to leave the job. It was expected that technology will lower down the work pressure and give more free time to the employees, but on contrast technology is expecting employees to dedicate more time in work. Long working hours put lot of pressures on the employees and now organizations must realize the need of the hour and devise work life balance policies that would help employees to balance their work and family commitments. Organizations can institute work life balance policies like flexible work schedules, work from home etc. which will help women employees to have a more balanced work and family life.

LITERATURE REVIEW: Pamela Stone (2007) has shown that married middle class women feel pushed out precisely because of the inflexibility and overwhelming demands of their jobs.



However, flexibility policies are too often simply “on the books” but not widely available; in other instances, flexibility policies are too minimal to provide much relief from time pressures (Kelly and Moen 2007; Schieman and Glavin 2008) Pamela Stone (2007) has shown that married middle class women feel pushed out precisely because of the inflexibility and overwhelming demands of their jobs. However, flexibility policies are too often simply “on the books” but not widely available; in other instances, flexibility policies are too minimal to provide much relief from time pressures (Kelly and Moen 2007; Schieman and Glavin 2008) Pamela Stone (2007) has shown that married middle class women feel pushed out precisely because of the inflexibility and overwhelming demands of their jobs. However, flexibility policies are too often simply “on the books” but not widely available; in other instances, flexibility policies are too minimal to provide much relief from time pressures (Kelly and Moen 2007; Schieman and Glavin 2008) Most of the research studies shows that women employees with high family responsibilities face difficulty in balancing their family life and work due to increasing job demands, which pushes them towards quitting their job employees Manvell, and Bornstein 2006) (Phyllis Moen ,Erin L. Kelly and Racheal Hill, 2010) (Sneha Racheal Samuel Kutty, 2018) (Sneha Samuel Kutty , 2019). . There are studies which support that negative spillover of work to home and home to work, causes work life conflict for women employees due to which they quit their job (Moen and Q. Huang 2010) (Sneha Racheal Samuel Kutty, 2018). Pamela Stone (2007) in her study had shown that when there is tremendous work demands and at the same time inflexibility in their work schedule it affects the married women employees. However, flexibility policies are often on paper but are hardly available to employees or flexibility policies are too minimal to provide much relief from time pressures (Kelly and Moen 2007; Schieman and Glavin 2008) Researchers are suggesting some change in the work schedule or some kind of flexibility in their work timings to ensure employee and their `wellbeing ; Kelly et al. 2008; Kelly and Moen 2007 (Moen P. and Spencer D., 2007) (Erin L. Kelly and Phyllis Moen, 2007) (Sneha Racheal Samuel Kutty, 2018) According to this study traditional single earner families are now transforming to dual career families. Long working hours is one of the major problems of family wellbeing of various Families. Many women employees need flexible timings to take care of their children, dependents etc. to balance their work and family life. Use of flexible timings and schedules by organizations can bring balance in employee’s life and increase productivity. (Shoaib Akhtar, Ayesha Kashif, Ahmed Arif and M. Afzal Khan, 2012) (Sneha Racheal Samuel Kutty, 2018). (Erin L. Kelly and Phyllis Moen, 2007). They proposed a conceptual model of how schedule control impacts work life conflicts and described specific ways to increase employee’s schedule control. The model suggested a direct effect of perceived schedule control on work family conflict. The model further proposed three moderators i.e. gender, life stage and occupation. The article posited that schedule control is an important remedy to both chronic and acute time pressures and work life conflicts, with potential health and family wellbeing of employees. Work related factors include role ambiguity, role conflict, and number of hours worked, work schedule flexibility, task autonomy. Family related factors include number of children, spouse support, family involvement. Work life balance results in a few benefits to the individual and organization which include personal satisfaction and wellbeing, job satisfaction, productivity, and the lack of work life balance results in negative consequences in terms of work distress, job dissatisfaction, absenteeism and high turnover. Many employees face problem in work life balance which negatively affect their health, wellbeing,



effectiveness on the job, and organizational commitment. As a solution to this problem many organizations have adopted flexible work arrangements, but many organisations are facing difficulty in adopting flexible work arrangement because they feel their control over employees is not possible. This paper also described the specific ways for practitioners to increase employees' schedule control, including best practices for implementing common flexible work policies and Best Buy's innovative approach to creating a culture of schedule control. (Sneha Racheal Samuel Kutty, 2018) (Sneha Samuel Kutty , 2019)(Skinner and Pocock, 2008) investigated the relationship between work overload, work schedule control, work hours and their impact on work-life conflict among full- time employees. It was found that there was a strong association with work-life conflict which was demonstrated by work overload, followed by work schedule control. Time-based work life policies, procedures and interventions were found necessary, for addressing work-life conflict. (Sneha Racheal Samuel Kutty, 2018) (Sneha Samuel Kutty , 2019)

RESEARCH METHODOLOGY

This paper examines the impact of work schedule on women employees' intention to quit the job. The scope of the study is restricted to IT/BPO sector of Pune District. The sample consisted of 413 women employees working in IT/BPO sector of Pune region. The work schedule variables considered for this study are working hours, workload, and stringent deadlines.

Objectives

1. To find the impact of long working hours on women employees' health and intention to quit the job.
2. To find the impact of workload on women employees' health intention to quit the job.

Hypothesis

H₀: There is no impact of long working hours on health of women employees.

H₁: There is a negative impact of long working hours on health of women employees.

H₀: There is no impact of workload on health of women employees.

H₁: There is a negative impact of workload on health of women employees

H₀: There is no impact of long working hours on women employees' intention to quit the job.

H₁: There is a negative impact of long working hours on women employees' intention to quit the job.

H₀: There is no impact of workload on women employees' intention to quit the job.

H₁: There is a negative impact of workload on women employees' intention to quit the job.

RESEARCH DESIGN:

The Descriptive research design was used for the study.

DATA ANALYSIS AND HYPOTHESIS TESTING

Frequency distribution, Descriptive statistics, and one way ANOVA were used to test the hypothesis.

1. Descriptive statistics for working hours

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 9 hours	30	7.3	7.3	7.3



	9 to 10 hours	224	54.2	54.4	61.7
	10 to 11 hours	124	30.0	30.1	91.7
	12 hours and above	34	8.2	8.3	100.0
	Total	412	99.8	100.0	
Missing	System	1	.2		
Total		413	100.0		

Out of 412 responses, 7.3 % of the respondents worked for less than 9 hours in a day, 54.4% of the respondents worked for 9 to 10 hours in a day, 30.1% of the respondents worked for 10 to 11 hours in a day and 8.3% of the respondents worked for more than 12 hours in a day at their organisation.

2. Descriptive statistics for variable Workload

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very low	2	.5	.5	.5
	Low	3	.7	.7	1.2
	Moderate	89	21.5	21.9	23.1
	High	98	23.7	24.1	47.2
	Very high	215	52.1	52.8	100.0
	Total	407	98.5	100.0	
Missing	System	6	1.5		
Total		413	100.0		

Out of 407 responses, 0.5% of the respondents said that the workload is very low, 0.7% of the respondents said that the workload is low, 21.9% of the respondents said that the workload is moderate, 24.1% of the respondents said that the workload is high and 52.8% of the respondents said that the workload is very high.

3. Multiple Response Analysis for Health problems

Respondents were given 12 types of health problems and were asked to choose whichever is applicable to them. Since the question was a multiple response question.

	Responses		Percent of Cases
	N	Percent	



\$MR Health Problems	Backache	275	16.6%	71.2%	Out of the
	Eye Problem	204	12.3%	52.8%	
	Ear problem	25	1.5%	6.5%	
	Hormonal Imbalance	183	11.1%	47.4%	
	Fatigue	252	15.3%	65.3%	
	Blood Pressure	45	2.7%	11.7%	
	Gastro	83	5.0%	21.5%	
	Sleeping disorder	130	7.9%	33.7%	
	Other	169	10.2%	43.8%	
	Hypertension	76	4.6%	19.7%	
	Obesity	4	0.2%	1.0%	
	Diabetes	194	11.7%	50.3%	
Total		1652	100.0%	428.0%	

1652 “YES” responses, 16.6% accounted for Backache, 15.3% accounted for fatigue, 15.3 % accounted for eye problem and 11.78% accounted for Diabetes, 11.1% accounted for hormonal imbalance, 7.9% accounted for sleeping disorder 5% accounted for gastro and 4.6% accounted for hypertension. Hence it can be concluded that major health issues caused in the respondents were backache, eye problem, diabetes, hormonal imbalance, and fatigue.

4. Descriptive Statistics for the variable Health issues caused due to work

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very less extent	39	9.4	9.5	9.5
	Less extent	26	6.3	6.3	15.9
	Some extent	82	19.9	20.0	35.9
	Large extent	139	33.7	33.9	69.8
	Very large extent	124	30.0	30.2	100.0
	Total	410	99.3	100.0	
Missing	System	3	.7		



Total	413	100.0		
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From the Frequency distribution table it can be seen that out of 410 responses, 9.5% of the respondents said that to a very less extent health issues are caused due to work, 6.3% of the respondents said that to a less extent health issues are caused due to work, 20% of the respondents said that to some extent health issues are caused due to work, 33.9% of the respondents said that to a large extent health issues are caused due to work, 30.2% of the respondents said that to a very large extent health issues are caused due to work.

5. Multiple Response Analysis for the Variable Behavioural Changes

Respondents were given 3 types of behavioural changes and were asked to choose whichever is applicable to them.

			Responses		Percent of Cases
			N	Percent	
\$MR Changes	Behavioural	Irritation	381	46.1%	97.4%
		Depression	133	16.1%	34.0%
		Frustration	313	37.8%	80.1%
Total			827	100.0%	211.5%

Out of the 827 “YES” responses, 46.1% accounted for Irritation, 16.1% accounted for Depression and 37.8% accounted for Frustration. *Hence it can be concluded that major behavioural changes caused in the respondents were Irritation and Frustration.*

6. Descriptive Statistics for variable Behavioural Changes due to Work

Respondents were asked to comment on behavioural changes, five option were given (1 – very less extent, 2 – less extent, 3 – some extent, 4 – large extent, 5 – very large extent).

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very less extent	29	7.0	7.1	7.1
	Less extent	19	4.6	4.6	11.7
	Some extent	47	11.4	11.4	23.1
	Large extent	182	44.1	44.3	67.4
	Very large extent	134	32.4	32.6	100.0
	Total	411	99.5	100.0	
Missing	System	2	.5		
Total		413	100.0		



From the above Frequency Distribution table it can be seen that out of 411 responses, 7.1% of the respondents agreed that to a very less extent work has caused change in their behaviours, 4.6% of the respondents agreed that to a less extent work has caused change in their behaviours, 11.4 % of the respondents agreed that to some extent work has caused change in their behaviours, 44.3% of the respondents agreed that to a large extent work has caused change in their behaviours and 32.6% of the respondents agreed that to a very large extent work has caused change in their behaviours.

HYPOTHESIS TESTING

H₀: Working hours in a day does not affect health.

H₁: Working hours in a day does affect health.

Level of Significance Alpha = 0.05

Descriptive Statistics – Working hours on health				
	Working hours in a day	Mean	Std. Deviation	N
Tired and exhausted	Less than 9 hours	3.14	1.268	28
	9 to 10 hours	3.76	1.094	220
	10 to 11 hours	3.95	1.070	123
	12 hours and above	4.12	.893	33
	Total	3.80	1.102	404
Health Effect	Less than 9 hours	3.1786	1.15642	28
	9 to 10 hours	3.5500	1.22837	220
	10 to 11 hours	3.9512	1.10775	123
	12 hours and above	4.2121	1.43086	33
	Total	3.7005	1.23107	404
Can't Relax	Less than 9 hours	2.7143	.71270	28
	9 to 10 hours	3.0273	.93104	220
	10 to 11 hours	3.4309	1.30624	123
	12 hours and above	4.3636	.78335	33
	Total	3.2376	1.10849	404
Mental Stress	Less than 9 hours	2.9643	.79266	28
	9 to 10 hours	3.6818	1.07637	220



	10 to 11 hours	4.1789	.92358	123
	12 hours and above	4.7273	.51676	33
	Total	3.8688	1.05676	404
Behavioural Change	Less than 9 hours	3.9643	1.17006	28
	9 to 10 hours	3.7045	1.19702	220
	10 to 11 hours	4.1301	.94052	123
	12 hours and above	4.3939	.78817	33
	Total	3.9084	1.11566	404

A four group between subjects MANOVA was conducted on 5 Dependent variables (Tired and exhausted, Health effect, Can't relax, Mental stress, Behavioural changes)

Bartlett's Test of Sphericity ^a	
Likelihood Ratio	.000
Approx. Chi-Square	509.120
Df	14
Sig.	.000

The Bartlett's Test of Sphericity is statistically significant; p value is less than 0.001 indicating sufficient Correlation between dependent variable to proceed with the analysis.

Box's Test of Equality of Covariance Matrices ^a	
Box's M	192.974
F	4.082
df1	45
df2	29130.786
Sig.	.000

Sample consisted of 404 respondents Box's Test of Equality of Covariance Matrices was statistically significant (p is less than 0.001)

Indicating that the observed covariance matrices of the dependent variable were unequal across independent variable groups, hence a Pillai's Trace was employed to evaluate all multivariate effects. The Pillai's Trace was significant at 5% level of significance.

Multivariate Tests ^a - Working hours on health



Effect		Value	F	Hypothesis df	Error df	Sig.
Working Hours	Pillai's Trace	.221	6.342	15.000	1194.000	.000
	Wilks' Lambda	.789	6.549	15.000	1093.583	.000
	Hotelling's Trace	.255	6.722	15.000	1184.000	.000
	Roy's Largest Root	.195	15.557	5.000	398.000	.000

Pillai's Trace = 0.221 $F(15,1194) = 6.342$, p value = 0.000, *Since p value is less than 0.05 the null hypothesis is rejected, hence it can be concluded that working hours in a day has a significant (adverse) impact on Health problems (mental and physical health).*

Since Pillai Trace was significant, Univariate ANOVA was conducted on each dependent variable separately to determine the locus of statistically significant multivariate effect.

Since impact of working hours is examined on each dependent variable separately, we use Bonferroni corrected alpha level to avoid alpha inflation, we therefore divide alpha by number of dependent variables. Hence the new alpha = $0.05/5 = 0.01$

From the table labelled Tests of Between-Subjects Effects

Source	Dependent Variable	df	F	Error in df
Working Hours	Tired and exhausted	3	5.286	400
	Health Effect	3	6.642	400
	Can't Relax	3	19.733	400
	Mental Stress	3	23.218	400
	Behavioural Change	3	6.423	400
Tests of Between-Subjects Effects - Working hours on health				
Source	Dependent Variable	Sig.	Partial Eta Squared	
Working Hours	Tired and exhausted	.001	.038	
	Health Effect	.000	.047	
	Can't Relax	.000	.129	
	Mental Stress	.000	.148	



	Behavioural Change	.000	.046
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It can be seen that working hours in a day has a significant effect on getting tired and exhausted [F (3 , 400) = 5.286, p = 0.001], working hours in a day has a significant effect on health [F (3 , 400) = 6.642 , p = 0.000], working hours in a day has a significant effect on can't relax [F (3 , 400) = 19.733 , p = 0.000], working hours in a day has a significant effect on Mental stress [F (3 , 400) = 23.218, p = 0.000], working hours in a day has a significant effect on Behavioural Changes [F (3 , 400) = 6.423, p = .000] .

Does Workload influence Health Problems (Mental health and Physical Health)?

H₀: Workload does not affect health.

H₁: Workload does affect health.

Level of Significance Alpha = 0.05

Descriptive Statistics - Work Load on health				
	Workload	Mean	Std. Deviation	N
Tired and exhausted	Very low	1.00	.000	2
	Low	2.33	1.155	3
	Moderate	3.18	1.253	87
	High	3.87	.920	97
	Very high	4.10	.948	211
	Total	3.82	1.099	400
Health Effect	Very low	3.0000	.00000	2
	Low	2.3333	.57735	3
	Moderate	3.1149	1.24289	87
	High	3.5567	1.24138	97
	Very high	4.0427	1.11401	211
	Total	3.7050	1.23157	400
Can't Relax	Very low	3.0000	.00000	2
	Low	1.3333	.57735	3
	Moderate	2.6782	.92125	87
	High	3.0722	.81965	97
	Very high	3.5782	1.16181	211



	Total	3.2400	1.10474	400
Mental Stress	Very low	3.5000	.70711	2
	Low	2.3333	.57735	3
	Moderate	3.3218	1.05096	87
	High	3.6495	.91334	97
	Very high	4.2275	.96875	211
	Total	3.8725	1.04833	400
Behavioural Change	Very low	2.5000	2.12132	2
	Low	1.6667	1.15470	3
	Moderate	3.4253	1.26337	87
	High	3.9897	.90709	97
	Very high	4.1422	.99459	211
	Total	3.9225	1.09978	400

A five group between subjects MANOVA was conducted on 5 Dependent variables (Tired and exhausted, Health effect, Can't relax, Mental stress, Behavioural changes).

Bartlett's Test of Sphericity ^a	
Likelihood Ratio	.000
Approx. Chi-Square	426.542
Df	14
Sig.	.000

The Bartlett's Test of Sphericity is statistically significant, p value is less than 0.001 indicating sufficient Correlation between dependent variable to proceed with the analysis .

Box's Test of Equality of Covariance Matrices ^a	
Box's M	94.127
F	3.069
df1	30
df2	226079.753



Sig.	.000
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Sample consisted of 400 respondents Box's Test of Equality of Covariance Matrices was statistically significant (p is less than 0.001) Indicating that the observed covariance matrices of the dependent variable were unequal across independent variable groups, hence a Pillai's Trace was employed to evaluate all multivariate effects. The Pillai's Trace was significant at 5% level of significance.

Multivariate Tests ^a - Work Load on health						
Effect		Value	F	Hypothesis df	Error df	Sig.
Workload	Pillai's Trace	.293	6.237	20.000	1576.000	.000
	Wilks' Lambda	.721	6.740	20.000	1297.750	.000
	Hotelling's Trace	.369	7.180	20.000	1558.000	.000
	Roy's Largest Root	.309	24.360 ^c	5.000	394.000	.000

Pillai's Trace = 0.293 $F(20,1576) = 6.237$, p value = 0.000

Conclusion since p value is less than 0.05 the null hypothesis is rejected, hence it can be concluded that work load has a significant (adverse) impact on Health problems(mental and physical health) Since Pillai Trace was significant, Univariate ANOVA was conducted on each dependent variable separately to determine the locus of statistically significant multivariate effect.

Since impact of workload is examined on each dependent variable separately, we use Bonferroni corrected alpha level to avoid alpha inflation, we therefore divide alpha by number of dependent variables. Hence the new alpha = $0.05/5 = 0.01$

From the table labelled Tests of Between-Subjects Effects

Source	Dependent Variable	df	F	Error in df
Workload	Tired and exhausted	4	18.017	395
	Health Effect	4	11.498	395
	Can't Relax	4	15.306	395
	Mental Stress	4	17.241	395
	Behavioural Change	4	11.782	395

Tests of Between-Subjects Effects – Workload on health

Source	Dependent Variable	Sig.	Partial Eta Squared
Workload	Tired and exhausted	.000	.154
	Health Effect	.000	.104



	Can't Relax	.000	.134
	Mental Stress	.000	.149
	Behavioural Change	.000	.107

It can be seen that work load has significant effect on getting tired and exhausted [F(4 .395) = 18.017, p =0 .000], work load has significant effect on health [F (4 .395) = 11.498 , p = 0.000], work load has significant effect on can't relax [F (4 .395) =15.306 , p = 0.000] ,work load has significant effect on Mental stress [F (4 .395) = 17.241 , p = 0.000], work load has significant effect on Behavioural Changes [F (4 .395) =11.782 , p = 0.000].

Does working hours have an impact on Intention to quit the job?

H₀: Working hours has no impact on intention to quit the job.

H₁: Working hours has significant impact on intention to quit.

Level of Significance $\alpha = 0.05$

Descriptive Statistics – Working hours impact on intention Quit						
Intention To Quit						
	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean	
					Lower Bound	Upper Bound
Less than 9 hours	29	2.0000	1.06904	.19852	1.5934	2.4066
9 to 10 hours	222	3.2207	1.46788	.09852	3.0266	3.4149
10 to 11 hours	124	3.6613	1.41930	.12746	3.4090	3.9136
12 hours and above	34	4.5000	.66287	.11368	4.2687	4.7313
Total	409	3.3741	1.47176	.07277	3.2310	3.5171

Test of Homogeneity of Variances			
Intention To Quit			
Levene Statistic	df1	df2	Sig.
12.389	3	405	.000

P value = 0.000



Since p value is less than 0.05, assumption of homogeneity of variance is broken. Hence we look for Brown Forsythe table for test of significance.

Robust Tests of Equality of Means				
Intention To Quit				
	Statistic ^a	df1	df2	Sig.
Brown-Forsythe	29.403	3	226.383	.000

Since p value is less than level of significance (0.05), null hypothesis is rejected. Hence it is concluded that working hours has significant (negative) impact on intention to quit the job.

The women employees who worked for less than 9 hours, their mean value is (2.00), i.e. they had an intention to quit the job to a less extent, women employees who worked for 9 to 10 hours their mean value is (3.22) i.e. they had an intention to quit the job to some extent, women employees who worked for 10 to 11 hours their mean value is (3.66) i.e. they had an intention to quit the job to large extent, women employees who worked for 12 hours and above their mean value is (4.50) i.e. they had an intention to quit the job to very large extent. *Based on the mean value (4.5) it can be concluded that women employees who work for more than 12 hours in a day had an intention to quit the job to a very large extent.*

Does workload have an impact on Intention to quit the job?

H₀: Workload has no impact on intention to quit the job.

H₁: Workload has significant impact on intention to quit.

Descriptive Statistics – Workload impact on intention to quit						
Intention To Quit						
	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean	
					Lower Bound	Upper Bound
Low	5	1.8000	.83666	.37417	.7611	2.8389
Moderate	88	2.5909	1.31862	.14057	2.3115	2.8703
High	311	3.6109	1.43900	.08160	3.4504	3.7715
Total	404	3.3663	1.47753	.07351	3.2218	3.5108

Test of Homogeneity of Variances			
Intention To Quit			
Levene Statistic	df1	df2	Sig.



2.270	2	401	.105
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Levene Statistics (2, 401) = 2.270, p value = 0.105

Since p value is more than 0.05, assumption of homogeneity of variance is met. Hence, we look for ANOVA table for test of significance

ANOVA					
Intention To Quit					
	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	83.787	2	41.893	21.105	.000
Within Groups	795.996	401	1.985		
Total	879.782	403			

Since p value is less than level of significance (0.05), null hypothesis is rejected. Hence it is concluded that workload has a significant (negative) impact on intention to quit the job.

The women employees who had low workload, their mean value is (1.80), i.e., they had an intention to quit the job to a less extent, women employees who had moderate workload, their mean value is (2.59) i.e., they had an intention to quit the job to some extent, women employees who had high workload, their mean value is (3.61) i.e., they had an intention to quit the job to large extent.

Based on the mean value (3.61) it can be concluded that women employees who had high workload had an intention to quit the job to a large extent

CONCLUSION

This study was conducted to find the impact of work schedule on the women employee’s health and intention to quit the job. The work schedule variables considered for the study were – working hours, workload and stringent deadlines. From the frequency distribution table, we can conclude that maximum women employees worked for 9-10 hours and 10-11 hours per day. Most of the women employees had high workload and need to meet stringent deadline. Statistical tool MANOVA was conducted to find the impact of work schedule on the health of women employees. The results revealed that there is a negative effect of work schedule on the health of women employees. ANOVA was applied to find the impact of work schedule on each dependent variable of health of women employees. Statistical tool one way ANOVA was applied to find the impact of work schedule on intention to quit the job, The results revealed that work schedule variable-working hours, workload and stringent deadlines had a negative impact towards quitting the job (0.00).

SUGGESTIONS

1. Flexible work schedule: Increase in employees’ control over when and where they work.
 - a. Flexible time



- b. Work from home
- a. *Flexitime working:*
- b. *Work from home:* (only few best benchmark companies allow work from home option)
This solution can be provided specially to pregnant women: pre and post maternity leave because the exhaustion and tiredness of travelling will not be there, and she can give her best to the company.

How to implement flexible work arrangement:

1. Before designing flexible work schedule policy, keep in mind employee's family wellbeing, their health, their efficiency at work and retention of women employees in the company.
2. There should be a well-defined policy in the company which clearly states about the flexible work schedule options (in this clear clause should be mentioned under what circumstances work from home can be availed or not availed - For e.g. some projects confidentiality is the biggest problem and the client will not allow work from home option etc)
3. HRD experts should train the managers on how to schedule, plan, monitor flexible work arrangement
4. Once the policy is on the paper then employees have the right to request for these flexible work schedule option, in case if it is not feasible then managers should provide clear reason regarding why it is not feasible and then try to find out some other alternative solution whichever will be available.
5. HR department should also have a tracking system to know the request of the employees for flexible work schedule, if it could not be provided, then the appropriate reasons for not providing, so that HR department can also have a clear idea and act as mediators if there is any grievance in this kind of problems.

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