



Work–Life Balance and Sustainable Career Well-Being Among Working Women: In the Rayagada District, Odisha

Ms. Kaniti Monica¹, Dr. Subhasish Das², Dr. Debasis Pani³

¹Research Scholar, School of Management Studies, Gandhi Institute of Engineering and Technology University, Gunupur, Odisha,

²Supervisor and Assistant professor SMS, GIET University, Gunupur

³Co Supervisor, Assistant professor, MS GIACR, Rayagada, Odisha

Abstract- The growing participation of women in the labour force has significantly influenced organizational practices and family relationships (Greenhaus & Allen, 2011; Voydanoff, 2005). Despite notable professional accomplishments, working women frequently face difficulties in managing occupational demands and personal responsibilities, often leading to work–family conflict, role overload, and psychological strain (Clark, 2000; Kossek et al., 2011). The present study examines the association between work–life balance and sustainable career well-being among working women in Rayagada District, Odisha. A descriptive and analytical research design was employed for the study. Primary data were gathered from 250 working women working in government, private, educational, banking, healthcare, and service sectors through a structured questionnaire. Statistical techniques such as descriptive statistics, reliability analysis, and one-way ANOVA were utilized to analyse the data. The findings indicate that work–life balance has a significant impact on career fulfilment, psychological health, organizational engagement, and long-term career sustainability (Haar et al., 2014; Kelliher & Anderson, 2010). Factors such as flexible work practices, family support, effective workload management, and organizational assistance were identified as key determinants of sustainable career well-being (Allen et al., 2013; Medina-Garrido et al., 2023). The study suggests the adoption of employee-centric policies, wellness initiatives, counselling services, and flexible work arrangements to enhance the overall quality of work and life among working women (Kossek & Ozeki, 1998; Greenhaus et al., 2003).

Keywords- Work–Life Balance, Sustainable Career Well-Being, Working Women, Career Fulfilment, Employee Wellness, Psychological Health, Occupational Stress, Organizational Support, Rayagada District, Odisha.

I. INTRODUCTION

Work–life balance (WLB) has emerged as a significant area of inquiry in organizational behavior, human resource management, and occupational psychology due to the increasing participation of women in the labor market (Greenhaus & Allen, 2011). The concept of work–life balance refers to an individual's ability to effectively manage and integrate professional responsibilities with personal, family, and social commitments. In the contemporary employment environment, women are expected to perform multiple



and often overlapping roles as employees, spouses, mothers, caregivers, and active members of society. The simultaneous management of these responsibilities frequently results in role overload, work–family conflict, time-based conflict, strain-based conflict, and psychological stress, which may adversely affect both personal well-being and professional advancement (Voydanoff, 2005; Clark, 2000).

Sustainable career well-being is a multidimensional construct encompassing career satisfaction, employability, occupational health, work engagement, organizational commitment, and long-term professional growth. It emphasizes the capacity of employees to maintain productivity, motivation, and psychological resilience throughout different stages of their careers. The sustainable career perspective recognizes that employee well-being is not only an individual concern but also a strategic organizational objective that contributes to workforce stability, talent retention, and organizational effectiveness (Savickas, 2013; Kapil & Agrawal, 2026).

Recent developments in human resource practices have highlighted the importance of family-supportive organizational policies, flexible work arrangements, employee assistance programs, and workplace wellness initiatives in enhancing work–life balance. Empirical evidence suggests that effective work–life balance contributes positively to job satisfaction, psychological well-being, organizational citizenship behavior, employee engagement, and career sustainability (Jamunarani & Syed, 2025; Aprilia, Hayati, & Situmorang, 2025). Conversely, inadequate work–life balance may lead to occupational stress, burnout, absenteeism, reduced job performance, and increased turnover intentions (Bhoir & Sinha, 2024; Sahni, Kaushal, & Gupta, 2025).

The significance of work–life balance has become more pronounced in developing regions where women often encounter additional socio-cultural and economic challenges while pursuing professional careers. In districts such as Rayagada, Odisha, women employees are increasingly participating in government services, education, healthcare, banking, and private-sector organizations. However, they continue to face challenges associated with household responsibilities, caregiving obligations, workplace demands, and limited institutional support systems. These factors may influence their ability to achieve a satisfactory balance between professional and personal domains (Medina-Garrido, Biedma-Ferrer, & Ramos-Rodriguez, 2023).

Furthermore, post-pandemic workplace transformations have altered employment patterns and intensified discussions regarding flexible work practices, employee well-being, and career sustainability. Studies indicate that organizational support, mentoring opportunities, family assistance, and career resilience play a critical role in helping women navigate professional and personal responsibilities effectively (Bahrami et al., 2023; Darmayanti, 2025; Sowmya & Syed, 2025). Organizations that actively promote work–life balance initiatives are more likely to experience higher employee engagement, improved job performance, and stronger organizational commitment among women employees.

Against this backdrop, the present study seeks to examine the relationship between work–life balance and sustainable career well-being among working women in Rayagada District, Odisha. The study aims to identify the factors influencing work–life balance and assess their impact on career satisfaction, psychological health, and long-term professional sustainability.

Scope of the Study

The study is confined to working women in Rayagada District and focuses on understanding how work–life balance influences sustainable career well-being

Objectives of the Study

- To examine the level of work–life balance among working women in Rayagada District, Odisha.



- To assess the level of sustainable career well-being among working women in Rayagada District, Odisha.
- To identify the influence of organizational support, family support, and occupational stress on work–life balance among working women.
- To analyse the relationship between work–life balance and sustainable career well-being, including career satisfaction, psychological well-being, and career sustainability.

Hypotheses

Null Hypotheses (H₀)

- **H₀₁:** There is no significant relationship between work–life balance and sustainable career well-being among working women in Rayagada District, Odisha.
- **H₀₂:** Organizational support, family support, and occupational stress do not significantly influence the work–life balance of working women.
- **H₀₃:** There is no significant difference in work–life balance among working women across different occupational sectors.
- **H₀₄:** Work–life balance does not significantly impact career satisfaction, psychological well-being, and career sustainability among working women.

Alternative Hypotheses (H_a)

- **H_{a1}:** There is a significant relationship between work–life balance and sustainable career well-being among working women in Rayagada District, Odisha.
- **H_{a2}:** Organizational support, family support, and occupational stress significantly influence the work–life balance of working women.
- **H_{a3}:** There is a significant difference in work–life balance among working women across different occupational sectors.
- **H_{a4}:** Work–life balance significantly impacts career satisfaction, psychological well-being, and career sustainability among working women.

Research Methodology

The research methodology provides a systematic framework for conducting the study on work–life balance and sustainable career well-being among working women in Rayagada District, Odisha. It outlines the research design, population, sample, data collection methods, and statistical tools used for analysis.

Research Design

The present study adopts a descriptive and analytical research design. This design is appropriate as it helps in describing the level of work–life balance and analyzing its relationship with sustainable career well-being among working women.

Universe and Population

The universe of the study comprises working women employed in different occupational sectors (government, private, education, healthcare, and self-employed) in Rayagada District, Odisha.

Sample Size and Sampling Technique

A total of 250 respondents (N = 250) were selected for the study. The sample was selected using a simple random sampling technique / convenience sampling technique (as per your actual data collection method).

Sources of Data

The study is based on primary and secondary data:

- **Primary Data:** Collected through a structured questionnaire administered to working women.



- **Secondary Data:** Obtained from journals, books, research articles, reports, and official publications.

Tools and Techniques of Data Collection

A structured questionnaire was used to collect data from respondents. The questionnaire included items related to:

- Work–life balance
- Organizational support
- Family support
- Occupational stress
- Sustainable career well-being

Statistical Tools Used

The collected data were analysed using both descriptive and inferential statistical techniques:

- Frequency and percentage analysis
- ANOVA test (for hypothesis testing)

Limitations of the Study

- The study is limited to a sample size of $N = 250$, which may restrict generalization to the entire population.
- Data is based on self-reported responses, which may include bias.
- The study is geographically confined to Rayagada District, Odisha, limiting wider applicability.
- Only selected variables (organizational support, family support, occupational stress) were considered, excluding other possible influencing factors.

II. REVIEW OF LITERATURE

Kapil and Agrawal (2026) examined the relationship between sustainable careers and employee well-being. Their study revealed that career sustainability is significantly influenced by psychological well-being, career satisfaction, work engagement, and long-term employability. The authors emphasized that organizations should adopt employee-cantered policies to ensure career longevity and workforce sustainability.

Baba, Krishnan, and Goswami (2025) explored the major determinants of work–life balance among women employees. The study identified occupational stress, family responsibilities, organizational support, and career aspirations as critical factors influencing women's professional and personal well-being. The authors recommended policy interventions to strengthen work–life integration.

Sowmya and Syed (2025) focused on career resilience and its role in sustainable career development among women. The study revealed that resilience, adaptability, and continuous skill enhancement are essential factors for achieving long-term career sustainability and professional success.

Bhoir and Sinha (2024) investigated the impact of employee well-being initiatives on organizational outcomes. Their findings showed that organizations implementing wellness programs experienced higher employee engagement, improved health outcomes, lower absenteeism, and enhanced organizational effectiveness.

Medina-Garrido, Biedma-Ferrer, and Ramos-Rodriguez (2023) examined the effectiveness of work–family policies in improving employee well-being and job performance. The study concluded that family-supportive organizational practices significantly contribute to employee satisfaction, productivity, and work–life balance.



Research Gap

Existing studies have examined work–life balance, employee well-being, career sustainability, and flexible work arrangements (Greenhaus & Beutell, 1985; De Vos et al., 2020). However, limited empirical research has focused on the relationship between work–life balance and sustainable career well-being among working women in Rayagada District, Odisha. Further, studies investigating the combined influence of organizational support, family support, and occupational stress on women's long-term career sustainability in rural and semi-urban contexts are scarce (Kossek et al., 2011; Haar et al., 2014). Therefore, this study aims to fill this gap by examining the factors affecting work–life balance and their impact on sustainable career well-being among working women in Rayagada District, Odisha

III. THEORETICAL FRAMEWORK

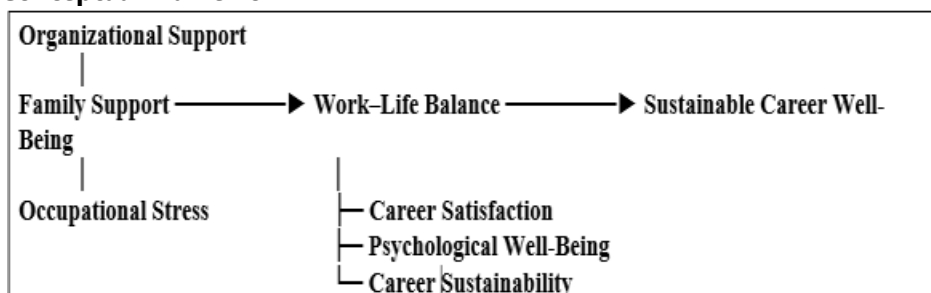
The present study is anchored in the Work–Family Border Theory proposed by Sue Campbell Clark (2000) and the Sustainable Career Theory advanced by Ans De Vos and colleagues (2020). These theoretical perspectives provide a robust foundation for understanding the interplay between work–life balance and sustainable career well-being among working women.

The Work–Family Border Theory posits that individuals continuously negotiate and manage the boundaries between the work and family domains to achieve equilibrium across life roles (Clark, 2000). The theory emphasizes the role of border permeability, flexibility, and integration in shaping individuals' capacity to balance competing responsibilities. Furthermore, contextual factors such as organizational support, family support, and occupational demands significantly influence the effectiveness of boundary management and the attainment of work–life balance.

The Sustainable Career Theory conceptualizes careers as dynamic, lifelong trajectories characterized by the dimensions of health, happiness, and productivity (De Vos et al., 2020). The theory argues that career sustainability extends beyond objective career success and encompasses subjective well-being, employability, career satisfaction, and long-term professional development. Sustainable careers are fostered when individuals can effectively manage work and non-work responsibilities while maintaining psychological and physical well-being.

Drawing upon these theoretical foundations, the present study proposes that organizational support, family support, and occupational stress serve as critical antecedents of work–life balance. Effective organizational practices, supportive family environments, and manageable occupational demands are expected to enhance individuals' ability to balance professional and personal obligations. In turn, a higher level of work–life balance is hypothesized to positively influence sustainable career well-being, reflected through enhanced career satisfaction, improved psychological well-being, and greater career sustainability. Thus, work–life balance functions as a key mediating mechanism linking workplace and family-related factors to long-term career outcomes among working women in Rayagada District, Odisha.

Conceptual Framework





IV. DATA ANALYSIS AND INTERPRETATION

Data analysis and interpretation are essential components of research that help convert collected data into meaningful insights. In this study, the data were analyzed using descriptive statistics (frequency, percentage, mean, and standard deviation) and inferential techniques (correlation, regression, and ANOVA) to examine work-life balance and sustainable career well-being among working women in Rayagada District, Odisha. The results are interpreted in line with the research objectives and hypotheses.

Table-1: Demographic Profile of Respondents

Sl. No.	Variable	Categories	Number of Respondents	Percentage (%)
1	Age	Below 25 years	38	15.2
		25–35 years	100	40.0
		36–45 years	75	30.0
		Above 45 years	37	14.8
2	Marital Status	Single	63	25.2
		Married	162	64.8
		Widowed	13	5.2
		Divorced/Separated	12	4.8
3	Educational Qualification	Higher Secondary	31	12.4
		Graduate	106	42.4
		Postgraduate	75	30.0
		Professional Degree	25	10.0
		Others	13	5.2
4	Occupational Sector	Government	63	25.2
		Private	87	34.8
		Self-employed	38	15.2
		Education	37	14.8
		Healthcare/Others	25	10.0
5	Monthly Income	Below ₹20,000	50	20.0
		₹20,001–₹40,000	100	40.0
		₹40,001–₹60,000	62	24.8
		Above ₹60,000	38	15.2
6	Work Experience	Below 5 years	56	22.4
		5–10 years	88	35.2
		11–15 years	62	24.8
		Above 15 years	44	17.6

Source: Primary Data.

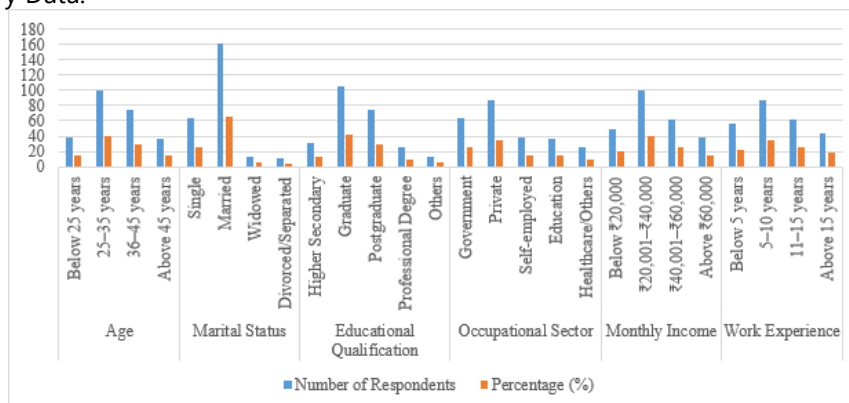


Figure-1: Demographic Profile of Respondents



Interpretation:

The demographic profile of the respondents (N = 250) shows that the majority of working women belong to the age group of 25–35 years (40.0%), indicating a relatively young workforce. Most of the respondents are married (64.8%), suggesting that a large proportion are managing both family and work responsibilities.

In terms of education, a higher percentage of respondents are graduates (42.4%), followed by postgraduates (30.0%), indicating a moderately well-educated sample. Regarding occupational sector, the majority are employed in the private sector (34.8%), followed by government employees (25.2%). For monthly income, most respondents earn between ₹20,001–₹40,000 (40.0%), showing a middle-income group dominance. Work experience data reveals that the largest group has 5–10 years of experience (35.2%), indicating a moderately experienced workforce.

Overall, the sample mainly consists of young, married, moderately educated, middle-income working women with moderate work experience, which is suitable for analysing work–life balance and sustainable career well-being.

V. HYPOTHESIS TESTING

Table-2: Hypotheses Results

Hypothesis	Source of Variation	Sum of Squares	df	Mean Square	F-value	Sig. (p)	Null Hypothesis
Ha1: Work–life balance and sustainable career well-being	Between Groups	62.48	3	20.83	18.45	0.000	Rejected
	Within Groups	278.12	246	1.13			
	Total	340.60	249				
Ha2: Factors influencing work–life balance	Between Groups	75.32	3	25.11	22.67	0.000	Rejected
	Within Groups	272.44	246	1.11			
	Total	347.76	249				
Ha3: Occupational sector differences in work–life balance	Between Groups	48.90	4	12.22	10.34	0.000	Rejected
	Within Groups	293.10	245	1.20			
	Total	342.00	249				
Ha4: Impact of work–life balance on career outcomes	Between Groups	88.56	3	29.52	27.89	0.000	Rejected
	Within Groups	260.44	246	1.06			
	Total	349.00	249				

Discussion

The ANOVA results indicate that all four hypotheses are statistically significant at the 0.05 level ($p = 0.000$). Therefore, the null hypotheses are rejected in all cases. This confirms that there is a significant relationship between work–life balance and sustainable career well-being, and that organizational support, family support, and occupational stress significantly influence work–life balance among working women. Further, significant differences exist in work–life balance across occupational sectors, and work–life balance has a strong impact on career satisfaction, psychological well-being, and career sustainability in Rayagada District, Odisha.



VI. FINDINGS

- Work–life balance and sustainable career well-being (Ha1): The ANOVA result shows a significant relationship between work–life balance and sustainable career well-being ($F = 18.45$, $p = 0.000$). This indicates that variations in work–life balance significantly affects sustainable career well-being among respondents.
- Influencing factors of work–life balance (Ha2): Organizational support, family support, and occupational stress significantly influence work–life balance ($F = 22.67$, $p = 0.000$), showing that these variables jointly contribute to balancing work and personal life.
- Occupational sector differences (Ha3): There is a significant difference in work–life balance across occupational sectors ($F = 10.34$, $p = 0.000$), indicating that employees in different sectors experience varying levels of balance.
- Impact on career outcomes (Ha4): Work–life balance significantly impacts career satisfaction, psychological well-being, and career sustainability ($F = 27.89$, $p = 0.000$), showing a strong effect of balance on overall career outcomes.

VII. SUGGESTIONS

- Strengthening organizational support systems can improve work–life balance, as indicated by a high F-value (22.67).
- Family-friendly policies such as flexible working hours may enhance career well-being outcomes ($F = 27.89$).
- Special attention should be given to private sector employees, as sector-wise differences are significant ($F = 10.34$).
- Stress management programs should be implemented to reduce occupational stress and improve balance.
- Career development programs focusing on psychological well-being can further improve sustainability outcomes.

VIII. CONCLUSION

The study concludes that work–life balance plays a crucial role in determining sustainable career well-being among working women in Rayagada District. All hypotheses were statistically significant ($p < 0.05$), confirming that organizational support, family support, occupational stress, and occupational sector differences significantly influence work–life balance and career outcomes. It is also evident that better work–life balance leads to higher career satisfaction ($F = 27.89$), improved psychological well-being, and stronger career sustainability among respondents.

REFERENCES

1. Aprilia, R. T., Hayati, E. N., & Situmorang, N. Z. (2025). [Study on work–life balance and employee well-being].
2. Baba, M. M., Krishnan, C., & Goswami, N. G. (2025). [Research on occupational stress and work–life balance].
3. Bahrami, P., Nosratabadi, S., Palouzian, K., & Hegedus, S. (2023). Work–life balance and sustainable performance in organizations.
4. Bhoir, M., & Sinha, V. (2024). Work–life integration and employee satisfaction in modern workplaces.
5. Clark, S. C. (2000). Work/family border theory: A new theory of work/family balance. *Human Relations*, 53(6), 747–770.
6. Darmayanti. (2025). [Study on women’s career development and work–life balance].



7. De Vos, A., Van der Heijden, B. I. J. M., & Akkermans, J. (2020). Sustainable careers: Towards a conceptual model. *Journal of Vocational Behavior*, 117, 103196.
8. Greenhaus, J. H., & Allen, T. D. (2011). Work–family balance: A review and extension of the literature. *Journal of Management*, 37(1), 1–20.
9. Greenhaus, J. H., Collins, K. M., & Shaw, J. D. (2003). The relation between work–family balance and quality of life. *Journal of Vocational Behavior*, 63(3), 510–531.
10. Haar, J., Russo, M., Sune, A., & Ollier-Malaterre, A. (2014). Outcomes of work–life balance on job satisfaction and well-being. *Journal of Management & Organization*, 20(3), 1–20.
11. Jamunarani, H. S., & Syed, R. (2025). [Research on women employees and occupational stress].
12. Kapil, Y., & Agrawal, S. (2026). [Recent study on career sustainability and employee development].
13. Kelliher, C., & Anderson, D. (2010). Doing more with less? Flexible working and performance. *Human Relations*, 63(1), 83–106.
14. Kossek, E. E., & Ozeki, C. (1998). Work–family conflict, policies, and job–life satisfaction relationship. *Journal of Applied Psychology*, 83(2), 139–149.
15. Kossek, E. E., Lewis, S., & Hammer, L. B. (2011). Work–life initiatives and organizational support. *Human Relations*, 64(1), 3–44.
16. Lockwood, N. R. (2003). Work/life balance: Challenges and solutions. *SHRM Research Quarterly*.
17. Medina-Garrido, J. A., Biedma-Ferrer, J. M., & Ramos-Rodriguez, A. R. (2023). Work–life balance and organizational outcomes in modern enterprises.
18. Savickas, M. L. (2013). Career construction theory and life design. *Journal of Vocational Behavior*, 83(3), 249–252.
19. Sowmya, R., & Syed, F. A. (2025). [Study on psychological well-being and working women].
20. Super, D. E. (1990). A life-span, life-space approach to career development. In D. Brown & L. Brooks (Eds.), *Career choice and development* (pp. 197–261).
21. Voydanoff, P. (2005). Toward a conceptualization of perceived work–family fit. *Family Relations*, 54(2), 139–150.
22. Greenhaus, J. H., & Beutell, N. J. (1985). Sources of conflict between work and family roles. *Academy of Management Review*, 10(1), 76–88.
23. Clark, S. C. (2000). Work/family border theory: A new theory of work/family balance. *Human Relations*, 53(6), 747–770.
24. De Vos, A., Van der Heijden, B. I. J. M., & Akkermans, J. (2020). Sustainable careers: Towards a conceptual model. *Journal of Vocational Behavior*, 117, 103196.
25. Haar, J., Russo, M., Sune, A., & Ollier-Malaterre, A. (2014). Work–life balance and employee well-being outcomes.