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## A STUDY ON WORK-LIFE BALANCE IN WORKING WOMEN

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#### ABSTRACT

The purpose of working women has changed throughout the creation due to economic shifts and social needs. This has resulted in a scenario in which working women have tremendous pressure to develop a career as robust as their male counterparts while nourishing active engagement in personal life. The ever-increasing workload is bringing a plaster bandage on the working women leaving them with less time for themselves. The increasing responsibilities on the personal front with the technological blessings like advanced mobile phones, notepads, etc. that keeps work life integrated with personal life also creates stress on personal and professional fronts in this knowledge age. This involves the person's physical, emotional and societal wellbeing. Therefore, attaining work life balance is a necessity for working women to experience a respectable quality of liveliness. This report is an effort to explore the tough challenges faced by working women in sustaining a correspondence between their personal and professional life. The various elements involving the work-life balance of married working women have been probed in this work. The instrument used for the survey is the manual on work-life balance of The Industrial Society (now the Work Foundation) by Daniels and McCarraher. Data were subjected to descriptive statistics and it was found that the problems faced by the working women of Visakhapatnam in terms of work-life balance are quite high. The results also indicate that the work-life balance of individuals affect their tone of liveliness.

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### Introduction

Women of the early centuries were largely limited to their kitchens and those who were hired to figure out in factories, farms or shop works. Very few women received the access to higher education and they were driven to be at the clemency of their fathers' or husbands' attitudes towards women and employment. The fast growing knowledge economy has given space for a number of women to be enlightened by higher instruction. Education has not only authorized them, but likewise has made them



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robust careers. With brain power being the requisite skill in this knowledge era, rather than endurance or physical force, the women workers look to flood into every industry on par with humans. Only this has indeed become a hard challenge for women as they have to perform a bunch of duties in the home and office as comfortably. As working women get married, they have additional responsibilities and when they become mothers, they bear to manage the principal attention of children and extended household and are thus, under heavier pressure to continue along a career track. Working mothers of today fulfill family duties and also prove to stay fully involved in their careers coping up with the competing demands of their multiple uses. The caring responsibilities that working mothers have put down a great accent on them when it is united with their professional obligations. The endeavor of working women to integrate, organize and balance the diverse troubles and natural actions in their different roles simultaneously puts them under enormous pressure. As a result, the household becomes an organizational stakeholder and this powerful social trend marked the commencement of the work/life balance paradigm shift. (Denise Horner Mitnick, 2007). Richard Welford (2008) in his survey results on work life balance in Hong Kong quotes that there is an alarmingly high percentage of respondents who feel that work is the cause of health problems, specifically stress and lack of exercise. Health problems are likely lead to lower productivity and strength of workers. This report focuses on the tough life of married working women of Visakhapatnam in their struggle to attain a balance between work and folk life.

Literature Review

Work-life balance is determined as an employee's perception that multiple domains of personal time, household care, and workplace are maintained and mixed

with a minimum of role conflict (Clark, 2000; Ungerson & Yeandle, 2005). Work–family balance reflects an individual's orientation across different life roles, an interroll phenomenon (Marks and MacDermid, 1996).

Work-life balance is a central issue in all types of employment as dual-career families have become coarse and high work demands with long working hours have become the norm. The importance of helping employees achieve a symmetry between the demands of their workplace and their home lives has been stressed. Demographic changes as seen in the increasing number of women in the workplace and dual career families have generated an increasingly diverse workforce and a greater need for employees to balance their work and non-work lives (Bharat, 2003; Komarraju, 1997; Rajadhyaksha & Bhatnagar, 2000; Ramu, 1989; Sekharan, 1992).

The knowledge economy has created greater access for women coupled with factors such as changes in marital patterns and smaller families. This has led to an increase in the number of working women and, hence, working mothers (Grossman, 1981).

The gift of this knowledge era for women is occupational opportunity and mobility. But this gift has become a great challenge for the working women of today as they are not only exposed to the same working environment as men, but in turn are also exposed to the pressures created by the multiple role demands and conflicting expectations. "By fulfilling their economic needs, employment has no doubt made women independent with an identifiable social status, but it has also made them to juggle into two main domains of life- work and family. They have stepped into



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work place, but the role responsibilities of women still remain the same, i.e., women may be a top executive, still the "nurturing" or "care giving" roles are considered much a part of feminine roles." (Sunita Malhotra & Sapna Sachdeva, 2005).

Many women today are wearing multiple hats in their attempts to balance both career and home/family responsibilities. Concern about family can interfere with work to a great extent and worries about work issues can also be exhibited in the family front. The study by Francene Sussner Rodgers (1992) with the sample consisting of employees of 20 Fortune 500 companies; 28 percent of the men and 53 percent of the women reported that work-family stress affected their ability to concentrate at work, hence revealing that more than half the women and almost a third of the men reported that work/family stress affected their ability to concentrate on the job. Life at work seems so difficult for working women.

Blocks (1977) research suggests that family-to-work spillover is stronger for women and the work-to-family spillover is stronger for men. Research suggests that female respondents in all parts of the world are pressured for time, rarely have time to relax and feel stressed and overworked most of the time, but women in emerging countries feel the strain even more so than women in developed countries. Women in India (87%) are most stressed/pressured for time (Nielsen Survey, June 2011).

Several studies have explained the effect of work-life conflict on the health of working women. An ASSOCHAM's study based on the survey of 103 corporate female employees from 72 various

companies/organizations across 11 broad sectors of the economy focused on the issues of corporate female employees. One of their significant findings is that high psychological job demands like long working hours, working under deadlines, without clear direction leads 75 percent of the working females suffer depression or general anxiety disorder than those women with the lowest level of psychological job demands (Nusrat Ahmad, March 2009).

Striking a perfect balance between personal life and professional life is becoming near to impossible. There is real balance only when the individual feels that she has done justice to all her roles and is satisfied about it. Worklife balance problems can be really serious and needs to be addressed in due time. In the renowned book, 'Work and Family: Allies or Enemies', Friedman and Greenhaus (2000) argue that the conflict between work and family has real consequences. It significantly affects the quality of family life and career attainment of both men and women. The consequences for women may include serious constraints on career choices, limited opportunity for career advancement and success in their work-role, and the need to choose between the two apparent opposites—an active and satisfying career, or marriage, children, and a happy family life. Work and family balance, in a way, deals with the role balance of an individual both at home and work.

Work-Life Balance Programs (WLBPs) developed by employee friendly organizations can be a good solution to solve the problems of work-life balance. WLBPs have been found to increase employee control over time and place of work (Thomas & Ganster, 1995) and reduced work- family conflict (Kossek & Ozeki, 1998) and stress (Thompson & Prottas, 2006).



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Kirchmeyer (2000) views living a balanced life as "achieving satisfying experiences in all life domains, and to do so requires personal resources such as energy, time, and commitment to be well distributed across domains".

The purpose of striving very hard both at home and work at the cost of her individual health and well-being for every married working woman is to have a good quality of life. But this quality of life that she craves for is often influenced by work- life balance. Any imbalance in the work and family of an individual can hamper the quality of life thoroughly for the individual. Kofodimos (1993) suggests that imbalance—in particular work imbalance—arouses high levels of stress, detracts from quality of life, and ultimately reduces individuals' effectiveness at work. Jeffrey H. Greenhaus, Karen

M.Collins & Jason D. Shaw (2003) suggested that an equally high investment of time and involvement in work and family would reduce work–family conflict and stress thereby enhancing an individual's quality of life. And so it goes without saying that married working women of this era can have a healthy quality of life only when work-life balance is maintained making the topic of work life balance for working women, the need of the hour.

### Rationale of The Study

This study is basically for assessing the prevalence of work life among married working women. The purpose is also to present and discuss specifically the problems married women face in the process of balancing their work and family life. Previously, the female workforce in India was mainly employed in non-managerial,

subordinate or low-profile positions. Now, they occupy almost all categories of positions in the workplace. These changes in work culture have added to the women's duties and responsibilities to their family as well as to society (Mathew & Panchanatham 2009a; 2009b). The conflicts between competing work demands and personal and family needs seem to be the most probable reason for this scenario of work-life conflicts. Research conducted by Rout, Lewis and Kagan (1999) find that women in India experience considerable pressure, in the morning before going out to work and after work, to do all that is necessary for the family. According to Peeters, Montgomery, Bakker and Schaufeli (2005), the pressures of the job and family domains are often incompatible, giving rise to an imbalance. Therefore, the concept of WLB, along with its implications, is a core issue that must be investigated as the number of working women is on the rise and the problems they face because of it is without doubt quite serious. This study is proposed to examine the effect of long working hours, caring responsibilities or other potential workplace or family determinants on the work balance of married working Visakhapatnam. The purpose is also to present and discuss specifically the fact that that work-life is out of balance and in need of attention for most working women, irrespective of the sector they are into be it academic, healthcare or IT. This study has been essential for assessing the growing need for work life balance policies/programs for the working women of India.



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#### **Objectives of The Study**

### The objectives of the study are:

- To study the prevalence of work-life balance problem among the married working women.
- To study the extent to which various factors like hours worked, work involvement and family responsibilities, affect married working women's work-life balance.
- To study how various factors affecting worklife balance influence the married working women from Academic, IT and Healthcare sectors.
- To study the work-life balance problems of married working women across their demographic characteristics such as age group, number of children and spouse's profession.
- To study the effect of work-life balance on the quality of life of married working women.

### **Research Methodology**

#### a) Description of Sample

The study was conducted among the married working women of Visakhapatnam. A sample of 180 married working women was selected using Convenient Sampling. They were from Academic, IT and Healthcare sectors. 60 women from each sector were chosen for the study. Since the study focused only on married working women, all the 180 respondents were married.

### b) Description of the Tool Used

The questionnaire had 20 items. The major tool was the checklist (Daniels and McCarraher, 2000) in the manual on work-life balance of The Industrial Society (now the Work Foundation). It consists of ten statements about work-life balance where the options for answers were either 'agree', 'sometimes' or 'disagree'. The details of the few added statements to get a better clarity in the study on work life balance in the married working women of Visakhapatnam are as follows: Four statements about the demographic details of the respondents namely Age group, Number of Children, Profession of Spouse Industry/Sector the respondent is working in. Five general statements with the options 'yes' and 'no' to answer: -1) I am able to balance my personal and professional life well. 2) As a working woman, my biggest challenge is work-life balance. 3) There is a strong relationship between work-life balance and quality of life. 4) I feel that better work-life balance in my life can guarantee me a better quality of life. 5) In general, my level of satisfaction towards my Quality of life is good.

Checklist Manual on Work-Life Balance: The checklist manual developed by Daniels and McCarraher for the Industrial Society (2000) and the guidelines to check oneself with the manual on the balance between work and family are as follows:



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Work through this checklist and assess whether your own life is balanced	A Agree (3)	B Sometimes (2)	C Disagree (1)
Q1 At the moment, because the job demands it, I usually work long hours			
Q2 There isn't much time to socialize/relax with my partner/see family during the week			
Q3 I have to take work home most evenings			
Q4 I often work late or at weekends to deal with paperwork without interruptions			
Q5 Relaxing and forgetting about work issues is hard to do			
Q6 I worry about the effect of work stress on my health			
Q7 My relationship with my partner is suffering because of the pressure or long hours of my work			
Q8 My family is missing out on my input, either because I don't see enough of them/am too tired			
Q9 Finding time for hobbies, leisure activities, or to maintain friendships and extended family relationships is difficult			
Q10 I would like to reduce my working hours and stress levels, but feel I have no control over the current situation			

 If you ticked all or mostly A's you may already be under considerable stress from your lack of work-life balance. Over time, your productivity could suffer along with relationships, your health and long-term employability. As an individual, start to address your own needs so that you become more effective. At work, try to promote better work life balance to the advantage of the whole workplace.

- If you ticked all or mostly B's you are not entirely happy with your work-life balance, but in a good position not to let the situation get out of control. By encouraging your organization to adopt a work-life strategy, you can help to create an enhanced working environment that will benefit you, the organization and colleagues at all levels.
  - If you ticked all or mostly C's you have set your own priorities in worklife balance, making them work for you. As well as the benefits to you and your family, is your organization getting more from you? Show leadership by encouraging a culture that respects work-life balance for all and takes into account the fact that individuals have differing demands at various stages of the lifecycle. When people have a sense of control over their work-life balance, they can be more productive and committed to their work and better prepared to manage the demands of today's rapidly changing workplace.



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#### **Data Collection**

The questionnaire was distributed to the married working women of the various sectors in person. A total of 200 check list instruments was distributed and 180 completely filled questionnaires were collected giving an overall response rate of 90 per cent.

#### Scope

The scope of the study was limited to the married working women of Visakhapatnam from the academic, health and IT sectors regarding the challenges that they face in balancing professional life and personal life.

### **Analysis And Interpretation**

In order to subject the data to statistical testing, the collected data were coded and analyzed using SPSS (originally Statistical Package for the Social Sciences) version 16 for Windows. The data were also tabulated with frequency tables and percentages using MS-Excel.

### Results and Discussions

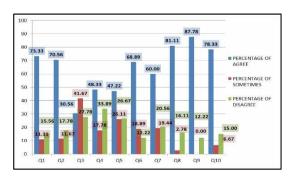
- Reliability Analysis: The data were subjected to Alpha tests of reliability and they had accepted (0.731) Cronbach's Alpha value which indicates a good level of internal consistency of the scale with the specific sample used for the study.
- 2) The profile of the Respondents: Among the 180 married working women, maximum number of respondents belonged to the age group of 30-40 (38.9%). Many respondents (65.0%) had two children. In terms of Spouse's Profession, 18.9% were engaged in business, 17.2% in the Academic sector and so on respectively.

Table

Demographic Characteristics of	Frequency	Percentage
Respondents		
Age Group of		
Respondents:	50	27.2
Under 30 years	67	38.9
30 to 40 years	63	33.9
Over 40 years		
TOTAL	180	100
Spouse's Profession:		
Business	34	18.9
IT Industry	30	16.7
Healthcare	25	13.9
Academic	31	17.2
Insurance	18	10.0
Marketing	23	12.8
Others	19	10.6
TOTAL	180	100
No. of Children:	100	100
None	25	13.9
One	27	15.9
Two	117	65.0
Three or more	117	6.1
Tillee of more	11	0.1
TOTAL	180	100

3) Share Analysis: Percentage analysis was performed to determine the reaction of the respondents to the checklist tool. Figure 1 represents the percentage of 'A's (Agrees), 'bs (Sometimes) and 'C's (Disagrees) selected by the 180 respondents in the checklist instrument.

Figure 1





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It is found that there is a strong predominance of 'A' which signifies that work-life balance is out of control and is in need of care. The strong predominance of 'A' for all the work- life balance related statements, except taking work home in most evenings suggest that working women face the troubles of work-life balance almost in every manner in their daily life. Work-life balance problem is widely prevalent among the working women of Visakhapatnam.

4) Mean and Standard Deviation: The mean and standard deviation of responses (based on agreement of respondents) for each assertion in the checklist are tabulated as under:

Table 2

S.N	Statem	N	Mea	S.
0.	ents		n	D
Q1	At the moment because the job demands it, I usually work long hours.	18 0	2.58	.74 7
Q2	There isn't much time to socialize or relax with my partner/see family in the week.	18 0	2.53	.78 0
Q3	I have to take work home most evenings	18 0	2.03	.76 5
Q4	I often work late or at weekends to deal with paperwork without interruptions.	18 0	2.14	.89 8
Q5	Relaxing and forgetting about work issues is hard to do	18 0	2.21	.83 7
Q6	I worry about the effect of work stress on my health	18 0	2.57	.70 2

Q7	My relationship with my partner is suffering because of the pressure or long hours of my work	18 0	2.39	.80
Q8	My family are missing out on my input either because I don't see enough of them/am too tired.	18 0	2.65	.74 4
Q9	Finding time for hobbies, leisure activities, or to maintain friendships and extended family relationships is difficult	18 0	2.76	.65 7
Q10	I would like to reduce my working hours and stress levels, but feel I have no control over the current situation	18 0	2.63	.73 2

Among all of the assertions presented in Table 2, the statement "Finding time for hobbies, leisure activities, or to preserve friendships and extended family relationships is difficult "was ranked highest, with a mean score of 2.76, which implies that married working women experience 'time- squeeze' and hence find it very very hard to have time for themselves by means of hobbies/leisure activities or keep up friendships and extended family relationships. The statements "My family is missing out on my input either because I don't understand enough of them/am too tired" and "I would like to cut my working hours and stress points, but feel I have no restraint over the current position" had closer mean scores of 2.65 and 2.63 respectively which implies that married working women find it hard to give the desired input to their families because of their tight schedules or fatigue and they feel helpless as they feel they do not have any control over their working hours and stress levels. The next mean scores of 2.58 and 2.57 were for the statements "At the moment because the job requires it, I usually figure out long hours" and "I worry about the effect of workplace stress on my heart" respectively, which implies that married working women work for long hours and they also feel worried about the



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issue of workplace stress on their wellness. The next statements to watch are "There isn't much time to socialize or relax with my partner/see family in the workweek" and "My relationship with my spouse is hurting because of the pressure or long hours of my employment" with the base scores of 2.53 and 2.39 respectively. "Loosening up and forgetting about work issues is hard to execute" and "I often run late or at weekends to deal with paperwork without interruptions" have the mean scores of 2.21 and 2.14 respectively. On the other hand, "I have to bring work home" scored the lowest mean score, 2.03, which implies that the bulk of respondents didn't take work home in the eves.

5) Frequency Distribution and Percentage Analysis:

The reaction of the respondents to the statement "I am capable to balance my personal and professional life well" with the options yes and no, was tabulated and the frequency distribution and percentage analysis were found.

Table 3

Responses	No. Of	Percentage
	Respondents	
YES	32	17.8
NO	148	82.2

From the above table, we find that out of the total 180 married working women respondents of Visakhapatnam, 148(82.2%) of them felt that they were not able to balance their work-life while 32(17.8%) of them felt that they were able to do so.

a) The response of the respondents to the statement "As a working woman, my biggest challenge is work-life balance." with the options yes and no, was tabulated and the frequency distribution and percentage analysis was found.

Table 4

Responses	No.Of	Percentage			
	Respondents				
YES	127	70.56			
NO	53	29.44			

From the above table, we find that out of the total 180 married working women respondents of Visakhapatnam, 127 (70.56%) of them felt that work-life balance was the biggest challenge that they faced while 53 (29.44%) of them felt that work-life balance was not their biggest challenge.

b) The response of the respondents to the statement "There is a strong relationship between work-life balance and quality of life" with the options yes and no, was tabulated and the frequency distribution and percentage analysis was found.

Table 5

Responses	No. Of	Percentage
	Respondents	
YES	111	61.67
NO	69	38.33



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From the above table, we see that out of the total 180 married working women respondents in Visakhapatnam, 111 (61.67%) of them felt that there is a substantial relationship between work-life balance and tone of life while 69 (38.33%) of them felt that there is no substantial relationship between work-life balance and tone of liveliness.

c) The reaction of the respondents to the statement "I feel that more dependable work-life balance in my life can insure me a fuller caliber of life." with the options yes and no, was tabulated and the frequency distribution and percentage analysis were based.

Table 6

Responses	No. Of	Percentage
	Respondents	
YES	103	57.22
NO	77	42.78

From the above table, we see that out of the total 180 married working women respondents of Visakhapatnam, 103 (57.22%) of them felt that better work-life balance in their life can ensure them a fuller tone of life while 77 (42.78%) of them felt that better work-life balance cannot guarantee them a fuller tone of liveliness.

d) The reaction of the respondents to the statement "In general, my degree of satisfaction towards my Quality of lifespan is good." with the options yes and no, was tabulated and the frequency distribution and percentage analysis were based.

Table 7

Responses	No. Of	Percentage
	Respondents	
YES	44	24.44
NO	136	75.56

From the above table, we see that out of the total 180 married working women respondents in Visakhapatnam, 136 (75.56%) of them felt that their story of satisfaction towards their Quality of lifespan is good while 44 (24.44%) of them felt that their story of satisfaction towards their Quality of life is not salutary.

It is set up through the tabulated results that a bulk of the respondents are not successful in attaining a balance between their personal and professional life. This indicates the severity of the problems of work-life balance among the married working women. A great number of respondents are found to induce the opinion that the biggest challenge of being a working woman is a work-life residue. This means that working women are actually facing a hard time in their efforts to balance personal and professional life. Many respondents have agreed that there is a substantial relationship between work-life balance and tone of life and many of them feel that a good study-life balance can guarantee them a fuller tone of liveliness. The bulk of the respondents are dissatisfied with their tone of life which shows that married working women are not delighted with the path their life is failing.

6) Comparison of Mean Scores: Table 8 represents the comparison of mean scores of the ten Work-Life Balance related statements from the checklist manual and the industry/sector in which the 180 respondents were used.



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Through comparison of mean scores, it was useful to know how the perception of married women changed with regard to the Work-Life Balance statements based on the industry/sector that the respondents are engaged in.

Table 8

I n	Q 1	Q 2	Q 3	(	(	(	Q 7	Q 8	Q 9	
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e	g L	e	w	te	t	b	ip	y	g t	wo
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	S	.789	.769	.685	.910	.840	.723	.843	.78	.64	.787
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	D										
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	M	2.58	2.53	2.03	2.14	2.21	2.57	2.39	2.6	2.7	2.63
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al	a										
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	S	.747	.780	.765	.898	.837	.702	.808	.74	.65	.732
									4	7	
	D										

From the table, it is apparent that IT sector professionals have the highest average score of 2.70 for the statement "At the moment because the job requires it, I usually figure out long hours" (Q1). The average grade of 2.55 is the highest for the IT sector professionals for the assertion "There isn't much time to socialize or relax with my partner/see family in the week" (Q2). The statement "I accept to take work home most evenings" (Q3) is found to possess the highest average score of 2.27 for the professionals of the IT sector. "I frequently run late or at weekends to deal with paperwork without interruptions" (Q4) has the highest average score of 2.32 for the IT sector professionals. The statement "Relaxing and forgetting about work issues is hard to serve" (Q5) has the highest average score of 2.22 for the professionals of health care sector working. "I worry



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about the effect of workplace stress on my affection" (O6) statement has the highest average score of 2.62 for the IT sector working women. "My relationship with my spouse is hurting because of the pressure or long hours of my work" (Q7) statement is found to possess the highest average score of 2.42 for the working women of the health sector. "My family is missing out on my input either because I don't understand enough of them/am too tired" (Q8) statement had the highest average score of 2.70 for the IT sector professionals. "Finding time for hobbies, leisure activities, or to maintain friendships and extended family relationships is difficult" (O9) statement had higher mean scores of 2.77 for both the IT and academic sector professionals. The statement "I would like to reduce my working hours and stress levels, but feel I have no control over the current situation" (Q10) had the highest mean score of 2.67 for the health sector working professionals.

### A summary of findings

This subject was able to appraise the work-life balance of working women finding that married working women find it really difficult to balance their study and personal life irrespective of the sector they are into, the age group they belong to, the number of children they bear and their spouse's profession. The IT sector working professionals was found to cause more difficulties in balancing study and family accompanied by academic sector working women and then health sector working women. Working hours related WLB problems were more for the IT sector professionals while time to socialize or being relaxed is difficult for working women of the health sector. The married working women of all the sectors, predominantly find it really tough to steal out time for their own hobbies or leisure activities and maintain friendships or extended relationships. The married working women in the age group of under 30 years were found to have more work-life imbalance problems than those in the age group of 30 to 40 years while married working women over 40 years were found to be balancing work-life slightly better than the above mentioned age groups. The respondents with the spouse's profession as Business were found to be the ones hurting the most with work-life balance closely followed by the spouse's profession marketing. Our findings revealed the importance of work-life balance and the indigence to have work-life balance to experience happiness and life satisfaction.

#### Conclusion

In double career couples widely prevalent in this advanced era, there is a demand for systematic research into the nature of work-life imbalance and further penetration is needed into ways by which the work-home interface can be more effectively managed. Considerably more research is required to gather extra insight into the significance and effects of work-family balance. This study was able to determine employees' work-life balance and found weekly hours of work and the stress related with work were very important determinants of employees' work-life balance, alongside their occupations, age and caring responsibilities. Conflicts at work-life balance of working women affects their health who report more stress, head aches, muscle stress, weight gain and depress than their male counterparts. Running between the responsibilities towards the families and targets of the governing body and constant struggle to hold a balance between work and family can hold grave implications on the lifespan of an individual by affecting their welfare and overall quality of liveliness. Thither is a widespread demand from employees for the right to balance study and family life in today's busy world where finding time for oneself seems impossible. Health



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and wellness programs can, for sure help working women in balancing their personal and professional life. But they alone cannot be the answer to addressing the problems of asymmetry. The problems and troubles of women are multi-dimensional as evident from the literature reviewed; therefore, they need further probing to help working women in balancing their work and family life.

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