



EFFECT OF WORK LIFE BALANCE OF WOMEN FACULTY - A ANALYZE ON CONSTRAINTS AND COPE UP STRATEGIES

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Abstract

Work-life balance is the act of separating one's work life from their personal life in such a way that neither encroaches on the other. The concept of work-life balance has received huge concern in the present stressful competitive market. The emerging problems including pressure for substantial intensification of work, causes due to imbalance in personal economic growth, organizational redesigns, modification in the work pattern and changing work culture and increase in the business competition has led to work-life imbalance. Most of the present day organizations have equipped themselves with three remedial approaches with regard to women faculty' argument on work-life balance. In view of these emerging issues, the present paper contributes valuable field based observations on women faculty with reference to the preferences, constraints and cope-up strategies for the work life balance.

Key Words: *Cope-Up Strategies, Leave V/S Leaving, Preferences, Motivation, and Stress.*

1) Significance of Work Life Balance

Work-life balance is the state of equilibrium where a person equally prioritizes the demands of one's career and the demands of one's personal life. Work-life balance is typically defined as the amount of time you spend doing your job versus the amount of time you spend with loved ones or pursuing personal interests and hobbies. Work-life balance refers to the level of prioritisation between personal and professional activities in an individual's life and the level to which activities related to their job are present in the home. The ideal work-life balance is open to discussion. Freethinker Paul Krassner said that anthropologists often define happiness as having little or no differentiation between an individual's professional and personal lives. Work-life balance is a topical issue due to the increased amount of technology that removes the importance of physical location in defining the work-life balance. Previously it was difficult or impossible to take work home and so there was a clear line between professional and personal.

Women are considered as the nation builders and the rising entry of women in profession is making the organization to see right combination of manpower. Utilization of the women faculty resources for achievement of better results are based on the commitment of the women faculty towards organisational goals and personal life goals. Rational satisfaction over work and personal life are the great challenges to women especially in the modern stressful life.. In the era of globalization, the work life balance has direct effect on the quality of life for women in managing the family as well as the quality of the organisational work flow. These include the organizations reacting through emotional situations which include ignoring the women faculty' problems of their life(ostrich approach), focusing on the problems when the problem get seaviour(just in time approach) and getting well ahead by working on the root causes of the problem before it gets worst. The modern day situations are demanding the complex decision making strategies of the organizations and the women faculty to tackle with the sensitive emerging problem in the form of work life balance.



2) Conceptual Overview of Importance of Women and Work Life Balance

Women are the inherent part of our society and cannot be neglected due to their less power and authority. They are created as a companion for men and men have to make her walk with them in the course of life. As Pakistan is an Islamic state so Pakistani female's role and behaviors are defined by Islamic laws and as such are given divine sanction. She plays roles as a mother, a sister, a daughter, a wife. They play their roles with great responsibilities in upbringing of a healthy solid society, but she is in our so called modern world, still living in chains. The basic unit of society is a woman. As woman makes a family, family makes a home and homes make a society. Some of the common reasons that lead to a poor work-life balance include:

- a. Increased responsibilities at work
- b. Working longer hours
- c. Increased responsibilities at home
- d. Having children

Although work-life balance looks different to everyone, being on-call every evening and weekend for years is not sustainable. Having enough time for work and personal life is essential for well-being and can lead to a more fulfilling life, both at home and in the office. Some of the benefits of work-life balance are:

- a. **Improved Physical Health:** Spending too many hours working can lead to stress that weakens the immune system, giving way to frequent bouts of illness. A healthy work-life balance protects your health, which means that the individual take fewer sick days and have more energy for your activities.
- b. **Higher Productivity:** A Stress free life can boost the confidence levels and commitments and results in higher productivity by the employee as well as better results can be expected for the organization.
- c. **Career Advancement:** Stress free life can make the individual to plan in a better way for his career and can help him/her to excel in career through proper planning and execution.
- d. **More Creativity:** A person who is out of stress can think positively and this can help/her to innovate new ideas and see the things and execute the things with more creativity.
- e. **Happiness:** Stress free life will generate more happy and the individual can lead his work life and family life with ease and this can make him/her happy to progress.

3) Review of Literature

The analyze on “work-life balance” recognized huge importance in the recent past. Many studies were made especially in the last decade focusing on the hidden problem exist in the organisations. Some of the important references and the findings are presented to understand broad framework of the analyze. Parasuraman et al. (2001), in their analyze on work life balance for women, has pointed out that the family obligations are making high concern in the performance of women especially in the corporate employment. Lack of family-friendly relations in the work place is creating hurdles to the women to main right balance between work and personal life.

David E. Guest (2002) in his analyze on perspectives on the analyze of work-life balance has made analysis on the various aspects of contemporary theory and research on work-life balance. The various dimensions of the analyze include that the nature of work, various sensitive observations in the relations between peers and superiors are mainly causing the problems which lead to the women faculty' dissatisfaction over keeping the balance between organisational work and personal life.



The studies made by Drew and Zijlstra et al.(2005 &2006) focused on the conflicts that arise due to imbalance in work life. The authors claimed that work-life conflicts have negative effects on physical conditions and satisfaction in work and life. Further, the authors have concluded that the imbalance of work-life in long term will definitely create its effect on the organizational productivity and individual health.

Joanna Hughes (2007) in his exploratory analyze on work-life balance focused on views of the workers on ‘work-life balance were sources of concern and dissatisfaction; how concern over issues related to work-life balance was compared to other sources of concern and dissatisfaction. The analyze concluded that the work-life imbalance was the major source of dissatisfaction for the participants of the analyze. The analyze revealed that there is a clear connection between problems with work-life balance and withdrawal behaviours, including turnover and non-genuine sick absence.

Susi.S et al. (2011), in their research paper titled “Work-life balance: The key driver of women faculty engagement” made field based analysis on analyzing the women faculty commitment and dedication towards the assigned tasks. The analyze revealed that work-life balance and women faculty engagement are the deciding indicators of the successful organization which can yield economic growth as well as reputation benefits. Further, the authors suggested that incorporating the work place culture and proper support from all levels of women faculty for ensuring women faculty to get connected with work and family responsibilities will make better satisfaction and there by increased organizational productivity.

4) Objectives of the Analyze

The analyze generates the perceptions of the women faculty with reference to work life. The analyze more specifically focuses on the following objectives.

1. To analyze the preferences of women faculty with reference to balancing work life.
2. To identify the constraints to the women faculty in balancing the work life.
3. To analyze the cope-up strategies of the women faculty for maintaining balance between work and life.

Finally, the analyze will bring the remedies to be adopted for achieving work-life balance of the women faculty.

5) Methodology

The analyze is mainly focused on the primary data. It includes the responses of the women faculty working in the area of teaching. The women faculty constitutes teachers drawn from High schools, faculty drawn from Graduation and Post-Graduation level. The secondary data has been collected from the references from various researches done in the area of work-life. For the collection of primary data, the convenience sampling method is applied to select the sample respondents. The online survey has been used through Google form to record the responses of the sample respondents. Select models were been used from the sources of reference books by national and international authors on work life balance. Statistical techniques including chi-square test, Analysis of Variance (ANOVA) of One-way and Two-way classification are used at relevant places.

6) Analysis on Preferences of Women Faculty on Family and Work Life

Matching personal life with work life is a predominant task in the modern day. For majority of years, women are completely restricted to home and the recent development in the society is encouraging



women to participate in jobs and to work for the organizations. The various problems that may arise at the organizational work will show its effect on the personal life. As women are considered as more sensitive than men, lack of satisfaction in the work pattern further witnesses the nature of the individual at home. Similarly, the dissatisfaction in the personal life will also result in inefficient productivity at the organizations. Maintaining balance of work and family is a Herculean task. To understand the importance of family and work life, a portion of survey is dedicated and the field survey results are presented in the following heads.

A) Analysis on women faculty experience and their preference on work life and personal life

Table No.1: preference of women faculty

S.No.	Experience category of the women faculty	Preference of women faculty			Total
		Personal life	Work life	Both work life and personal life	
1	0-3 years	4 (13%)	16 (53.3%)	10 (33.3%)	30 (100%)
2	3-6 years	5(17%)	10 (33.3%)	15 (50%)	30 (100%)
3	6-9 years	5(17%)	8 (26.6%)	17 (56.6%)	30 (100%)
4	More than 9 years	5(17%)	4 (13%)	21 (70%)	30 (100%)
	Total	19 (15.8%)	38 (31.6%)	63 (52.5%)	120 (100%)

Source: field survey

The above table clearly shows the summarized results of the analysis on women faculty experience and their preference on work life and personal life. From the experience group of 0-3 years, majority of the women faculty, i.e., 50% of them have preferred work life is very important for achieving the growth. Whereas, from the experience group of 3-6 years, 6-9 years, and More than 9 years age group, majority of them have preferred that both work life and family are important. This analyze indicates that majority of the women faculty of less experience have given more preference to work life. But, as the experience increases, majority of the women faculty have shifted to prefer both work life and personal life. ANOVA of two way classification is applied to understand that is there any significant difference between the perceptions of the women faculty of different experiences and the summarized results are given below.

Table No.2: ANOVA test results

ANOVA of Two-way classification test results.							
Source of Variation	SS	df	MS	F-value	P-value	F critical value	Significance level
Rows	2160	4	540	7.489598	0.008202	3.837853	5% level of significance
Columns	779.2	2	389.6	5.403606	0.032739	4.45897	
Error	576.8	8	72.1				
Total	3516	14					
<p>Test result: The calculated values of F for rows (i.e., 7.489) is greater than the tabular value,(i.e., 3.8378), hence, there is a significant difference in the opinion of the women faculty of different experience group.</p> <p>The calculated value of F for columns (i.e., 5.403) is greater than the tabular value,(i.e., 4.458), hence, there is a significant difference in the preference selected by the women faculty.</p>							



B) Women faculty’ preference on the most important criterion for balancing work and life

From the survey on criterion selected by the sample respondents, i.e., women faculty with reference balancing work and life, the following observations are made.

Table No.3: Most important Criterion for balancing work and life

S.No.	Experience category of the women faculty	Most important Criterion for balancing work and life				Total
		Support from the family	Flexibility of work	Support from the peers	Independence in work and family	
1	0-3 years	8 (26.6%)	4 (13%)	5 (17%)	13 (43%)	30 (100%)
2	3-6 years	10 (33%)	6 (20%)	11 (37%)	3 (10%)	30 (100%)
3	6-9 years	12 (40%)	10 (33%)	5 (17%)	3 (10%)	30 (100%)
4	More than 9 years	14 (35%)	9 (30%)	4 (13%)	3 (10%)	30 (100%)
	Total	44(36%)	24 (33%)	20.8 (17%)	22 (18%)	120 (100%)

Source: field survey

The above table clearly shows that from the experience group of 0-3 years, majority of the women faculty, i.e., 43% have opined that independence in work and family will be the important criterion for balancing work and life. From the experience group of 3-6 years, majority of the women faculty, i.e., 37% have given preference for support from superiors. From the experience group of 6-9 years and More than 9 years’ experience group, majority of the women faculty, i.e., 40% and 35% respectively have given preference to the support from the family. Hence, from the survey it is to conclude that majority of the women faculty have given preference to the support from the family and flexibility of work as the important criterions for balancing work and life. ANOVA of One-way classification is applied to analyze the significant difference in the preferences of women faculty on various criterions for balancing the work and life. The summarized results are given below.

Table No. 4: ANOVA test results

ANOVA of One-way classification test results							
Source of Variation	SS	Df	MS	F-value	P-Value	F crit. (tabular value)	Significance level
Between grouped data	71.5	3	23.833	1.9259	0.1792	3.4902	5% significance level
Within grouped data	148.5	12	12.375				
Total	220	15					

Test result: The calculated value of F (i.e., 1.925) is less than the tabular value of F (i.e., 3.490), hence there is no significant difference in the preferences given by the women faculty for important criterion for balancing the work and life.



7) Constraints and Consequences of Imbalance of Work and Life

Work-life imbalance shows various consequences to the productivity as well as women faculty continuity in the organization. The constraints at work place create a mental unsteady ness to the women faculty as a result; the decision making of women faculty’ may not result benefit to the organisation or individual. Some of the important consequences include leave v/s leaving, forceful spending at work place, and emotional imbalance during the work, aspirational decisions for situations and independent decisions for discontinuity of work and the organisation. Based on the pilot analyze conducted to the select women faculty, some of the important factors were identified and they were grouped in order to analyze the women faculty’ perception on the constraints that results in taking decisions on leave or leaving.

The summarized results are given below.

A) Women faculty’ perception on decisions taken against organisation’s over stress on additional work and the consequences

Women faculty’ response on decision with reference to organizations’ stress on completion of additional work is recorded and summarized in Table no.5

Table No.5: Women faculty’ decision on the organisation’s stress on completion of work

S.No.	Experience category of the women faculty	Decision on the organisations’ stress on completion of additional work				Total
		Apply for a leave	Leave the organization	Disputes with superiors/ colleagues	Stay idle and complete the work assignment	
1	0-3 years	8 (26.6%)	4 (13%)	5 (17%)	13 (43%)	30 (100%)
2	3-6 years	7(23.3%)	9 (30%)	4 (13%)	10 (33%)	30 (100%)
3	6-9 years	12 (40%)	7 (23.3%)	1 (3%)	10 (33%)	30 (100%)
4	More than 9 years	11(36.6%)	7 (23.3%)	4 (13%)	8 (26.6%)	30 (100%)
	Total	41 (34%)	27 (22.5%)	14 (11.5%)	38 (32%)	120 (100%)

Source: field survey

Table No.5 clearly shows that majority of the women faculty, i.e., 43% of below 2 years and 33% from 3-6 experience groups have opined that they stay idle and complete the work assignment. Where as, majority of the age group of 6-9 years and More than 9 years have opined that they will apply for leave. Overall, from the survey, it is to conclude that majority of the women faculty to tackle with organizations’ over stress on completion of work are preferring to apply for leave or stay idle and complete the work assignment.



B) Factors motivating the women faculty to take decisions on leaving the job

Table No.6 shows the summarized results on factors motivating the women faculty to take decisions on leaving the job in order to give justice to the personal life.

Table No.6: Factors motivating the women faculty to take decisions on leaving the job

S. No.	Category of women faculty	Factors motivating the women faculty to take decisions on leaving the job						Total
		Job-stress	Unattractive pay	Uncongenial atmosphere	Lack of career advancement	Family demands for sparing more time with them	Better pay and prospects	
	0-3 years	2 (6%)	5 (17%)	2 (6%)	12 (40%)	2 (6%)	7 (23.3%)	30 (100%)
	3-6 years	4 (13%)	4 (13%)	3 (10%)	13 (43%)	2 (6%)	4 (13%)	30 (100%)
	6-9 years	1 (3%)	3 (10%)	4 (13%)	13 (43%)	2 (6%)	7 (23.3%)	30 (100%)
	More than 9 years	3 (10%)	3 (10%)	5 (17%)	10 (33%)	4 (13%)	5 (17%)	30 (100%)
	Total	10 (8.3%)	15(12.5%)	14 (11.6%)	48 (40%)	10 (8.3%)	23 (19.1%)	120 (100%)

Source: field survey

The survey results are clearly indicating that majority of the women faculty, i.e., 40% of them have preferred that ‘lack of career advancement’ as the major factor which is motivating them to take decisions on leaving the job. Further, ‘better pay and prospects’ is also causing as the influencing factor to leave the job.

C) Women faculty’ perception on spending additional hours at work place

The following table shows the field survey results on women faculty’ perception on spending the additional hours at work place based on the assignment of work.

Table No.7: Women faculty’ perception on spending additional hours at work place

S.No.	Income level of women faculty(Rs. Per month)	Perception on spending additional hours at work place if the situation demands		Total
		Willing to spend	Not willing to spend	
1	Below 10000	5 (38%)	8 (62%)	13 (100%)
2	1000-30000	25 (59.6%)	17 (40.4%)	42 (100%)
3	20000-30000	26 (60.4%)	17 (39.6%)	43 (100%)
4	More than 30000	10 (45%)	12 (55%)	22 (100%)
	Total	58 (48.3%)	61 (51.7%)	120 (100%)
		Total		120

Source: field survey



From the survey, it is clear that, majority of the income group of below Rs.10000 and between Rs.10000 to Rs. 20000 have opined that are not willing to spend additional hours at work place if the situation demands. Where as, the income group from over Rs.20000 has opined that they are willing to spend additional hours at work place. From the survey it is evident that the income group has positive effect on the decision about willing to work for extra hours at work place. Chi-square test is applied in order to analyze the significant association between the income level of the women faculty and their perception on spending additional hours at work place if the situation demands.

Table No.8: Chi-square test results

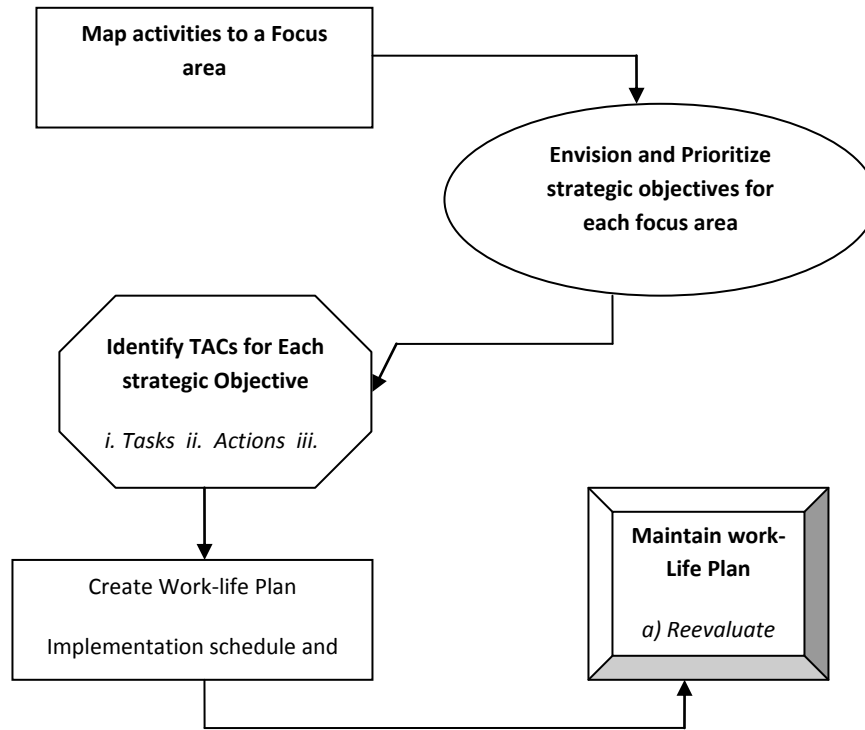
Name of test	Degrees of freedom	Tabular value	Calculated Value	Significance Level	Decision
Chi-square test	(r-1) (c-1) = 3	7.81	5.31	5%	Accept Null Hypothesis
<p>Result: The calculated value of chi-square (i.e., 5.31) is less than the tabular value of chi-square (7.81) at 3 degrees of freedom, hence at 5% level, it is to conclude that there is no significant association between income group of women faculty and the Perception on spending additional hours at work place if the situation demands.</p>					

8) Cope up Strategies for Balancing Work Life

Model on Work-life plan suggested by Erica D. Chick (2004) for balancing work life is considered to understand the cope up strategies that women faculty can develop to maintain right balance between work and life. This model includes maintenance of 5 strategies or activities to retain proper balancing of work and life. In the first stage, the women faculty will identify the activities that are crucial for personal as well as all work related issues. Based on the analyze on these activities, the women faculty must prioritize the strategic objectives for the focus areas which may be ultimate or extended. Every problem can be solved through effective identification of Tasks, Actions and Communication (TAC) and the women faculty prepare strategies through preparation of schedule for work life plan. Implementing the work life plan again and again through reevaluating and enhancing will ultimately results in proper balancing of work and life.



Figure2: Strategic remedies for balance in work and life



In order to investigate the application of this model for the women faculty, the field survey has been applied to understand the women faculty’ cope up strategies. The summarized results are given below.

A) Women faculty’ perception on mapping activities to focus on balancing work and life

The survey results with reference to women faculty’ perception on mapping activities to focus on balancing work and life is given in the following table.

Table No.9: Women faculty’ Perception on mapping activities

S.No.	Income level of women faculty(Rs. Per month)	Perception on mapping activities for balancing work and life		Total
		Maps activities for balancing work and life	Does not map activities for balancing work and life	
1	Below 10000	6 (46%)	7 (54%)	13 (100%)
2	1000-30000	28 (66.6%)	14 (33.3%)	42 (100%)
3	20000-30000	26 (60.4%)	17 (39.6%)	43 (100%)
4	More than 30000	14 (63.6%)	8 (36.4%)	22 (100%)
		61 (61.6%)	39 (38.4%)	120 (100%)

Source: field survey

From the table values, it is evident that except in the income group of below Rs.10000, remaining all income groups has clearly shown their intent as they preferred to map activities for balancing work life.



Overall, 61% of the women faculties have opined favour to the mapping of activities for balancing work life.

B) Analysis on women faculty’ negotiations for support to achieve work life balance

Table No.10: Women faculty’ response on negotiations for support in balancing work and life

S.No.	Experience category of the women faculty	Women faculty negotiations for support in balancing work and life				Total
		Superiors at work place	Peers	Family members	Friends	
1	0-3 years	4 (13%)	6 (20%)	17 (57%)	3 (10%)	30
2	3-6 years	8 (26.6%)	4 (13.3%)	15 (30%)	3 (10%)	30
3	6-9 years	10 (33%)	3 (10%)	12	5 (16%)	30
4	More than 9 years	13 (43.3%)	4 (13.3%)	9 (30%)	4 (13%)	30
	Total	35 (29%)	17 (14%)	52 (43%)	15 (12%)	120 (100%)

Source: field survey

The above survey results clearly showing that majority of the women faculty, i.e., 43% of the women faculty from different experience group have opined that family members play vital role in sharing and negotiating women faculty perception and to get support in balancing work and life. Further, 29% of them have opined that ‘superiors at work place’ are the source for negotiating for the support in balancing work and life.

C) Women faculty’ perception on motivating factors for maintaining work life balance at work place

The survey results with reference to women faculty’ perception on motivating factors that assist them to maintain work life balance at work place is given below.

Table No.11: Motivating factors maintaining work life balance

S.No.	Experience category of the women faculty	Motivating factors for maintaining work-life balance					Total
		Satisfaction at work place	Support from family and peers	Well-being of the family	Monetary benefits at the work place	Lesser work load and flexibility	
1	0-3 years	12	8	6	3	1	30
2	3-6 years	13	7	5	3	2	30
3	6-9 years	10	3	5	6	6	30
4	More than 9 years	12	7	5	3	3	30
	Total	39%	22%	22%	11%	6%	100%

Source: field survey



9) Findings

The work life balance will affect productivity; competitiveness and more importantly it act as intervening variable that may affect the performance of the organisation and individual life periodically. The survey results on the preferences of women faculty on work life clearly indicating that majority of the women faculty of less experience have given more preference to work life. But, as the experience increases, majority of the women faculty have shifted to prefer both work life and personal life as important. The flexibility of work, support from the family and independence in work and family are the important criterions observed from the field analyze. As far as the decisions of the women faculty with regard to constraints is concerned, majority of the women faculty opined that they take decisions to apply for a leave or in case stay idle and complete the work assignment in case when the organisation stresses for completion of additional work. According to the survey results, the most influencing factors that motivate the women faculty to leave from the job are the lack of career advancement and the better pay and prospects. Hence, these factors also have a direct effect on the women faculty' decisions. The survey on association between income level and the perception on spending additional hours at work place, it was observed that there is association between income group of women faculty and the Perception on spending additional hours at work place if the situation demands. The cope up strategies observed from the analyze include mapping activities for balancing work and life, negotiating the support from family members and superiors at work place. It is also observed that that satisfaction at work place has been the most vital motivating factor for work life balance.. Further, the support from family and peers, wellbeing new of the family are observed as the motivating sources for work life balance.

Conclusion

Work-life balance aims to satisfy the organizational and individual assignments. It includes the combination of secured and risk free working conditions, friendly relations at work place, maintenance of legal rights and support for individual and organizational work. Hence, the field survey clearly suggests that inability in providing balance between work and non-work activities are causing the problem for imbalance in work and life. And effective mapping activities right from identifying the constraints to resolving the issues through better negotiations will resolve the severity of this emerging sensitive problem.

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