

A STUDY ON CREATING EQUILIBRIUM IN WORK LIFE BY WOMEN WORKING IN SERVICE SECTOR WITH SPECIAL REFERENCE TO SMALL CITIES

Nidhi Shrivastava

Research Scholar, Department of Business Administration
Awadesh Pratap Singh University Rewa (M.P.) INDIA
Email - nidhishrivastava2007@gmail.com

Abstract: *This study was carried out to in the small cities to examine both the factors that supports and causing difficulty in balancing work life of women working in service industry. In this research main focus was given on the variables that either favorably or unfavorably affect the women in balancing their dual role in society. In this research the women respondents of small cities were chosen for the study. For conducting the study data was collected from female working in service industry. Primary data was obtained through questionnaire. The results were analyzed through SPSS version 18.*

Key Words: *Work Life, Service Sector, Women.*

1. INTRODUCTION:-

Changing pattern of the society greatly influence by the economic well being of an individual. The economic authorization is the real measuring of any individual's wealth and welfare. The social needs of human beings are satisfied by the possession of wealth and regularity of income. The civilized pattern of life system needs the support of feasible economic resources and that can be brought by more than one earning in every family. In this aspect, families also demand the women employment.

Woman in present day financial system proves in all the aspects to the society that is capable of undertaking multi role in family, society and at work places. So the financial rise paved the way for women to attain the identifiable responsibilities at their work places. But at the same time, the traditional beliefs and psychological perception on women still continue with the attitude that they were unable perform hard jobs at work places. In addition to that, the male dominated society still demands the women to take care of their entire family responsibilities by the way of labeling them it is their moral responsibility to take care of family.

In this aspect, the working women irrespective of their backgrounds encounter the situation of balancing work and life. So women were forced to focus on both family and work place environment. But managing both family and work place will not be as easier as always, it carries different types of issues at various situations.

2. REVIEW OF LITERATURE:

Miller (1978) emphasized that changing view of marriage like relationships also affects work-life balance as many women are no longer expecting lifelong partners, and consequently they stress the importance of acquiring skills and qualifications.

Aryee and Luk (1996) in a study of 2007 dual earner couples in Hong Kong found that men significantly identified more with the work role, had more experience in the workforce, and perceived more spouse support. In contrast, women significantly, identified more with the family role, had main responsibility for childcare, spent more time per week with the children and perceived more need for family responsive policies. In addition, the results revealed that women

balance their work and family identity by trading off one for the other. In contrast, men are able to simultaneously identify with work and family roles.

Galinsky and Johnson (1998) found that having a larger proportion of top executive positions filled by women was associated with greater provision of work life balance policies. They also found that companies with a larger proportion of women in them workforce were more likely to invest in policies such as job sharing, part time work, flexible time off policies and child care. It was further observed that companies employing greater proportion of hourly workers, people who are generally concentrated in lower paid jobs, were least likely to offer work life balance policies.

Fisher-McAuley et al. (2003) examined the relation between employees' beliefs about having a balance between work and personal life, and the feeling of job stress, job satisfaction, and reasons why one might quit his/her job. The data was collected from two independent, heterogeneous samples of employees. The first sample comprised of 603 fitness professionals while the second consisted of 545 managers employed in a variety of organizations spanning

many industries and functional departments. The findings indicated that having a lack of work/life balance was an occupational stressor that leads to strains, including feeling of overall work strain, job dissatisfaction, non work related reasons for leaving and turnover intentions.

Drew and Murtagh (2005) examined the experience and attitude of female and male senior managers towards work life balance. The finding of the study was that greatest obstacle to achieving work life balance was the “Long hours” culture, in which availing oneself of flexible option (e.g. flextime/ working from home) is incompatible with holiday a senior management post. Many of senior men could delegate family/caring activities to their wives, which was not possible for majority of women in senior positions. Hence men sought work life balance to resolve, commuting/ work time issues. Both men and women in senior management recognized that their own careers would be seriously jeopardized by taking up work life balance arrangements.

Petare (2013) takes an in-depth look at work life balance considering in view of balance in work and family life is an emerging challenge for both employees and employers. The research categorizes selected variables as work and family related factors to study work life balance. This paper analyzes the causes of work and life imbalance with respect to female teachers. Analysis reveals that the main cause of imbalance of work life balance is Heavy work & extent working hours followed by Inabilities to priorities and manages time and Flexi - time, reduced working hours & other facilities at working place leads to achieve work life balance.

2.1 Research Gap:

This study was undertaken based on the review of available literature which revealed that a research has been conducted among the women employee in the service sector regarding their work life balance. Present study is expected to fill the research gap by adding more inputs in the growing body of knowledge.

3. RESEARCH METHODOLOGY :

This study is mostly based on the primary data, which is collected by using questionnaire method. It is considered as the most effective method for collecting responses from the large number of respondents. And also secondary data has been collected from various sources like reference books, academic journals, Newspaper, articles etc. Population for this research study was women working in service sector. 300 respondents were taken as sample and sampling unit for the study was current and former female employee working in service sector. Selection of sample was on the basis of convenience sampling method. The analysis was done through SPSS version 18 and the statistical tools used are bar charts and pie charts.

4. OBJECTIVES OF THE STUDY:

1. To identify the factors causing difficulty in balancing work life by women in service sector with respect to their position level.
2. To find out the most supportive factor in balancing work life by women in service sector.

5. DATA ANALYSIS AND INTERPRETATION:

5.1 Factors causing difficulty in balancing work life.

First objective of the study is to identify the factors that cause difficulty in balancing work life by women in service sector with respect to their position level. So firstly on the basis of literature eight factors that may cause difficulty were identified and responses on the five point scale from always to never. (1 for always and 5 for never)

Table 4.1 shows that mostly women in service sector facing difficulty in balancing work life due to work from home after office hours as their mean score is **1.9020** Second important factor found from the study is work on holidays as its mean score is **2.246** and third factor is travelling away from home its mean score is **2.47**. Above table shows the scores of other factors also it is clear from the study that work hours causes least difficulty for the working women.

5.2 Frequency of various factors causing difficulty in work life balance with respect to position level

Further study is extended to find out the frequency of various factors causing difficulty in work life balance with respect to position level in the organisation was determined separately. Table 4.1.1 shows that 37.9% respondent working in top level rarely facing difficulty due to working hours, While 36% respondents at middle level and 36.2% working at lower level sometimes face difficulty with working hour.

Table 4.1.2 depicts that 41.1% respondents at top level and 31.9% respondents at lower level rarely facing difficulty due to overtime. While 52% respondents at middle level sometimes facing difficulty due to overtime system in an

organisation. Also Table 4.1.3 shows that 72.6% at top level, 56.1% at middle level and 66% at lower level sometime facing difficulty due to work from home after office hours.

Further Table 4.1.4 shows that 60% respondents at top level and 46.8% at lower level often facing difficulty due to work on holidays while 50% of respondents at middle level sometime facing difficulty due to work on holidays. And table 4.1.5 depicts that 100% respondents at top level sometimes, 52.2% at middle level rarely and 100% at lower level always facing difficulty due to travelling away from home. This may be due the different type of remuneration and facilities availed by respondents at different positions.

It is clear from the table 4.1.6 that 34.7% of top level rarely, 35.8% at middle level sometimes and 27.7% respondents at lower level rarely facing difficulty due to excessive household. Table 4.1.7 depicts that 88.4% respondents at top level never faced difficulty regarding negative attitude of family. 93.3% respondents at middle level sometimes and 76% respondents at lower level rarely facing difficulty due to negative attitude of family. Lastly table 4.3.1(viii) shows that 43.2% respondents at the top level, 57.8% at middle level and 59.6% at lower level sometimes face difficulty due to negative attitude of colleague.

5.3 Factors that help in balancing work life

Second objective of the study is to find out the most supportive factor in balancing work life by women in service sector. So on the basis of literature survey seven factors given in the table 4.2(i) were taken and respondents were asked to rank the most important according to them.

Table 4.2(i) and table 4.2(ii) shows the frequency and Weighted means scores of various factors that helps in balancing work life of women in service sector. From that we conclude that the top three factors that help women in balancing work life were more flexible hours, off during emergencies and support from family. Study also represents that paid leaves and job sharing are the factors that support least to the women in balancing their work life.

6. FINDINGS OF THE STUDY:

6.1 Factors that causing difficulty in work life balance

- It is found that 37.9% respondent working in top level rarely facing difficulty due to working hours, While 36% respondents at middle level and 36.2% working at lower level sometimes face difficulty with working hour.
- 41.1% respondents at top level and 31.9% respondents at lower level rarely facing difficulty due to overtime. While 52% respondents at middle level sometimes facing difficulty due to overtime
- 72.6% at top level, 56.1% at middle level and 66% at lower level sometime facing difficulty due to work from home after office hours.
- 60% respondents at top level and 46.8% at lower level often facing difficulty due to work on holidays while 50% of respondents at middle level sometime facing difficulty due to work on holidays.
- 100% respondents at top level sometime face difficulty due to work away from home. 52.2% at middle level rarely and 100% at lower level always facing difficulty due to travelling away from home.
- 34.7% of top level rarely, 35.8% at middle level sometimes and 27.7% respondents at lower level rarely facing difficulty due to excessive household.
- 88.4% respondents at top level never faced difficulty regarding negative attitude of family. 93.3% respondents at middle level sometimes and 76% respondents at lower level rarely facing difficulty due to negative attitude of family.
- 43.2% respondents at the top level, 57.8% at middle level and 59.6% at lower level sometimes face difficulty due to negative attitude of colleague.

6.2 Factors that help in balancing work life

- More flexible hours in organisation is the top most factors identified from the study which helps in balancing work life of women.
- Off during emergencies is the second factor identified from the study.
- Support of family is the third factor.
- Fourth factor is work from home,
- Support from colleague/supervisor is the fifth one
- Paid leave and job sharing is the sixth and seventh factor that helps a women in balancing work life.

7. RECOMMENDATIONS:

Table 4.1 Factors causing difficulty in balancing work life

FACTORS	Always	Sometime	Often	Rare	Never	N	Mean
	Freq	Freq	Freq	Freq	Freq		
Work hours	60	171	52	95	122	500	3.0960
Overtime	112	230	20	87	51	500	2.47
Work from home after office hours	148	301	15	24	12	500	1.9020
Work on holidays	112	210	125	49	4	500	2.246
Travelling away from home	151	152	10	187	0	500	2.4660
Excessive household work	80	159	55	121	85	500	2.944
Negative attitude of family	14	344	14	41	87	500	2.686
Negative attitude of colleagues	22	276	42	84	76	500	2.832

Table 4.1.1 Frequency of difficulty regarding working hours with respect to position level

			Position Level			Total	
			Top	Middle	Lower		
Work hours	Always	Count	11	42	7	60	
		%	11.6%	11.7%	14.9%	12.0%	
	Sometimes	Count	25	129	17	171	
		%	26.3%	36.0%	36.2%	34.2%	
	Often	Count	12	36	4	52	
		%	12.6%	10.1%	8.5%	10.4%	
	Rare	Count	36	45	14	95	
		%	37.9%	12.6%	29.8%	19.0%	
	Never	Count	11	106	5	122	
		%	11.6%	29.6%	10.6%	24.4%	
	Total		Count	95	358	47	500
			%	100.0%	100.0%	100.0%	100.0%

Table 4.1.2 Frequency of difficulty regarding overtime with respect to position level

			Position Level			Total	
			Top	Middle	Lower		
Overtime	Always	Count	14	84	14	112	
		%	14.7%	23.5%	29.8%	22.4%	
	Sometimes	Count	29	186	15	230	
		%	30.5%	52.0%	31.9%	46.0%	
	Often	Count	7	11	2	20	
		%	7.4%	3.1%	4.3%	4.0%	
	Rare	Count	39	33	15	87	
		%	41.1%	9.2%	31.9%	17.4%	
	Never	Count	6	44	1	51	
		%	6.3%	12.3%	2.1%	10.2%	
	Total		Count	95	358	47	500
			%	100.0%	100.0%	100.0%	100.0%

Table 4.1.3 Frequency of difficulty regarding work from home after office hours with respect to position level

			Position Level			Total
			Top	Middle	Lower	
Work from home after office hours	Always	Count	17	120	11	148
		%	17.9%	33.5%	23.4%	29.6%
	Sometimes	Count	69	201	31	301
		%	72.6%	56.1%	66.0%	60.2%
	Often	Count	2	12	1	15
		%	2.1%	3.4%	2.1%	3.0%

	Rare	Count	3	17	4	24
		%	3.2%	4.7%	8.5%	4.8%
	Never	Count	4	8	0	12
		%	4.2%	2.2%	0.0%	2.4%
Total	Count		95	358	47	500
	%		100.0%	100.0%	100.0%	100.0%

Table 4.1.4 Frequency of difficulty regarding work on holidays with respect to position level

			Position Level			Total	
			Top	Middle	Lower		
Work on holidays	Always	Count	16	85	11	112	
		%	16.8%	23.7%	23.4%	22.4%	
	Sometimes	Count	19	179	12	210	
		%	20.0%	50.0%	25.5%	42.0%	
	Often	Count	57	46	22	125	
		%	60.0%	12.8%	46.8%	25.0%	
	Rare	Count	2	45	2	49	
		%	2.1%	12.6%	4.3%	9.8%	
	Never	Count	1	3	0	4	
		%	1.1%	0.8%	0.0%	0.8%	
	Total		Count	95	358	47	500
			%	100.0%	100.0%	100.0%	100.0%

Table 4.1.5 Frequency of difficulty regarding travelling away from home with respect to position level

			Position Level			Total	
			Top	Middle	Lower		
Travelling away from home	Always	Count	0	104	47	151	
		%	0.0%	29.1%	100.0%	30.2%	
	Sometimes	Count	95	57	0	152	
		%	100.0%	15.9%	0.0%	30.4%	
	Often	Count	0	10	0	10	
		%	0.0%	2.8%	0.0%	2.0%	
	Rare	Count	0	187	0	187	
		%	0.0%	52.2%	0.0%	37.4%	
	Total		Count	95	358	47	500
			%	100.0%	100.0%	100.0%	100.0%

Table 4.1.6 Frequency of difficulty regarding excessive household with respect to position level

			Position Level			Total	
			Top	Middle	Lower		
Excessive household work	Always	Count	15	58	7	80	
		%	15.8%	16.2%	14.9%	16.0%	
	Sometimes	Count	25	128	6	159	
		%	26.3%	35.8%	12.8%	31.8%	
	Often	Count	11	36	8	55	
		%	11.6%	10.1%	17.0%	11.0%	
	Rare	Count	33	75	13	121	
		%	34.7%	20.9%	27.7%	24.2%	
	Never	Count	11	61	13	85	
		%	11.6%	17.0%	27.7%	17.0%	
	Total		Count	95	358	47	500
			%	100.0%	100.0%	100.0%	100.0%

Table 4.1.7 Frequency of difficulty regarding negative attitude of family with respect to position level

			Position Level			Total	
			Top	Middle	Lower		
Negative attitude of family	Always	Count	2	11	1	14	
		%	2.1%	3.1%	2.1%	2.8%	
	Sometimes	Count	2	334	8	344	
		%	2.1%	93.3%	17.0%	68.8%	
	Often	Count	5	7	2	14	
		%	5.3%	2.0%	4.3%	2.8%	
	Rare	Count	2	3	36	41	
		%	2.1%	0.8%	76.6%	8.2%	
	Never	Count	84	3	0	87	
		%	88.4%	0.8%	0.0%	17.4%	
	Total		Count	95	358	47	500
			%	100.0%	100.0%	100.0%	100.0%

Table 4.1.8 Frequency of difficulty regarding negative attitude of colleague with respect to position level

			Position Level			Total	
			Top	Middle	Lower		
Negative attitude of colleagues	Always	Count	8	12	2	22	
		%	8.4%	3.4%	4.3%	4.4%	
	Sometimes	Count	41	207	28	276	
		%	43.2%	57.8%	59.6%	55.2%	
	Often	Count	5	34	3	42	
		%	5.3%	9.5%	6.4%	8.4%	
	Rare	Count	11	62	11	84	
		%	11.6%	17.3%	23.4%	16.8%	
	Never	Count	30	43	3	76	
		%	31.6%	12.0%	6.4%	15.2%	
	Total		Count	95	358	47	500
			%	100.0%	100.0%	100.0%	100.0%

Table 4.2(i) Frequency of factors helps in balancing work life

	More flexible hours	Work from home	Off during emergencies	Support from family	Support from colleagues/supervisor	Paid leaves	Job sharing
Rank	Freq	Freq	Freq	Freq	Freq	Freq	Freq
1	209	98	129	0	0	64	0
2	10	58	98	296	0	38	0
3	98	113	106	0	183	0	0
4	183	48	113	58	98	0	0
5	0	183	0	143	171	0	3
6	0	0	0	3	48	51	401
7	0	0	54	0	0	347	96

Table 4.2(ii) Weighted means scores of factors helps in balancing work life

Rank	Weight (w)	More flexible hours		Work from home		Off during emergencies		Support from family		Support from colleagues/supervisor		Paid leaves		Job sharing	
		Freq (f)	f*w	Freq (f)	f*w	Freq (f)	f*w	Freq(f)	f*w	Freq (f)	f*w	Freq (f)	f*w	Freq (f)	f*w
1	7	209	1463	98	686	129	903	0	0	0	0	64	448	0	0
2	6	10	60	58	348	98	588	296	1776	0	0	38	228	0	0
3	5	98	490	113	565	106	530	0	0	183	915	0	0	0	0
4	4	183	732	48	192	113	452	58	232	98	392	0	0	0	0
5	3	0	0	183	549	0	0	143	429	171	513	0	0	3	9
6	2	0	0	0	0	0	0	3	6	48	96	51	102	401	802

	7	1	0	0	0	54	54	0	0	0	0	347	347	96	96
Total	28	500	2745	500	2340	500	2527	500	2443	500	1916	500	1125	500	907
Weighted mean			98.035 71		83.57 143		90.25		87.25		68.428 57		40.178 57		32.392 86
Rank			I		IV		II		III		V		VI		VII

Factors helps in balancing work life	MEAN	RANK
More flexible hours	98.04	I
Work from home	83.57	IV
Off during emergencies	90.25	II
Support from family	87.25	III
Support from colleagues/supervisor	68.43	V
Paid leaves	40.18	VI
Job sharing	32.4	VII

8. CONCLUSION AND SUGESTION:

The study investigated the support and difficulty of female in service sector for balancing work life in Vindhya Region. The inferences drawn from the obtained evidence while examining against the objective of the study bring out some useful and interesting conclusion. Finding of the study is that irrespective of the position of female in the organisation their difficulties were more or less similar. Difficulties faced by women have not significant impact on the position they were holding in an organisation. From the study we also conclude that flexible working hour and emergency off are the top support that women look while working in service sector for balancing work life.

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