"A Study on Work-Life balance of Female Employees in Education Sector"

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Abstract: **The government of Indian as well as of states and others too are advocating for increasing the contribution of women in the society for that the government has also introduced reservation for women as well as age limit has been increased for applying to government jobs for women. It has increased the contribution of Indian women in the economy of family and country. But what about the balance between their work life and family life. For that purpose such study has been conducted and the data has been collected from the women respondents of education sector. It has been came out that women's are facing difficulty in managing their personal and professional life at the same time.**

Key Words: Women employee, work life balance, education sector.

I. INTRODUCTION

Indian families are undergoing rapid changes due to the urbanization and modernization. Indian women belonging to all classes entered to occupations so that they can earn some money. At present, exposure of Indian women's to educational opportunities is higher than it was some decades ago, especially in the urban area. This has not only opened new vistas but also increased awareness and raised aspirations of personal growth. This, along with financial pressure, has been instrumental in influencing women's decision to enter the work force. Most studies of employed married women in India have reported financial need as being the main reason given for working.

The status of Indian women has been subject to many great changes over the past few decades. During ancient days women has been worshipped as goddesses. Even our country is called mother land. The women were the centre and foundation of the social and cultural life of the family. Home was the women's sphere of the activity. 'Men make houses and women makes homes' is the traditional belief. The duties of women were just contained to bring up the children and carrying every family member with her loving and the available characteristics which she naturally owes.

With the real freedom of India, the Indian women ushered into a new role. Today there is no field where the women have not shown their worth from holding highest public office in bureaucracy to holding highest political positions. Women in modern India now participates in all activities such as education, sports, media, art and culture, service sectors, science and technology etc. time has changed from where the men only earned and women stayed at home to today's where women equally contributed. International Business Report (IBR) of business consultancy reveals that the proportion of Indian women was occupying senior positions in business has catapulted from 9% in 2011 to 14% in 2012. More importantly the number of women chief executives has jumped from 1% in 2011 to 10% 2012, when globally the number rose from 8% to 9%.

The widespread nature of ambition and aspiration among Indian women is extraordinary with a whopping 80% compared to 52% in the U.S. The remarkable levels of desire amongst Indian women have been fuelled by the country's rapid economic growth that has brought about a shift in the social status of women. However, Indian women faces unique cultural and societal challenges that derail their desire and conspire to force women to either settle for dead-end jobs or leave the workforce. The research establishes that the rich talent pool of college-educated aspiring women holds the key to the cut-throat war for high-echelon talent that multinationals experience as they pin their growth prospects on dynamic fast-growing economies like India.

Infact, between 1991 and 2001 female employment in India on the whole, have increased by 3.6% per annum. In the

professional world, which reflects India's small but growing middle class more than the country as a whole, the phenomenon of Indian women "breaking through the glass ceiling" is perhaps more muted. Even, despite legal provisions made by acts like those of the Equal Remuneration Act of 1976 (which promulgates equal payment for equal work, regardless of gender & prohibits gender discrimination in hiring practices), the so-called "glass ceiling" is perhaps still very prevalent within organizations.

Times have changed. From the time the husband earned, and the wife stayed at home. To the time now when the husband earns and the wife earns too. But the wife still cooks and washes and runs the house. So, how does she balance her work with life at home?

Although, over the years women in India have struggled to establish an identity & create a mark in the social as well as in the organizational platforms, but with educational institutions training more and more women to enter professional careers, have drastically changed the scenario. The study has been conducted with the broad aim of (a) how the working women maintain a balance between life-work . (b)the role of nuclear family and joint family in supporting a working woman.

II. REVIEW OF LITERATURE

The literature review on Work-life Balance has been framed up in view of its gained popularity with the major aim to have prosperity of society and the realization of fulfilling lives for its employees by supporting the growth of every employee and the further development of the companies. The literature identifies its effect on various quality life conditions i.e Job Satisfaction, Work Stress, Career Growth, Turnover, Absenteeism, Appreciation and competitive environment in context with Work-life Balance and its practices/policies. In this paper, an endeavour has been made to provide an overview of various aspects of Work-Life Balance through the review of existing literature. The sources referred include various journals, books, doctoral thesis, working papers, reports, magazines, internet sites, newspapers etc and has been reflected as references at the end.

Higgins et al.(1992), Hochschild (1989), Kelley and Voydanoff (1985), Hochschild (1989) Thompson & Walker (1989) revealed that working women face well-documented conflicts due to their continuing role as primary caretakers for their homes, children, and/or elderly parents being women's greater responsibility for children and other family members and they experience more interruptions than men

resulting common household problems. However, at family front researcher Milkie and Peltola (1999) stated that one will feel less successful in achieving their own work-family balance if spouse has to do the smaller portion of housework whereas Kiecolt (2003) found that who find work a haven spends no more hours at work than those with high work-home satisfaction. However, Higgins and Duxbury (1992) expressed that work conflict is a greater source of work-family conflict whereas personal or family lives, interfere with work are associated for fewer hours but work that interferes with life matters as revealed by the researcher Reynolds(2005).

The literature on Work-life balance with different prospective are studied and available, in recent years, there has been an increased interest in work family interface in the human resource management literature, especially regarding the sources and outcomes of conflict between these two spheres. A number of studies have addressed this issue from different perspectives. Greenhaus and Beutell (1985) and Greenhaus et al. (1989) examined the antecedents of conflict between family and work, Goodstein (1994) and Ingram and Simons (1995) presented an institutional perspective on organizations' responses to work-family issues. In addition, Campbell,Campbell and Kennard (1994) have studied the effects of family responsibilities on the work commitment and job performance of women. The work-family issue is even further expanded to address the relationship of business-marriage partners (Foley & Powell, 1997).

Rebbecca Bundhun quotes in ―The National (2009), an Abu Dhabhi National Paper‖1 that ―Women and men generally have a different perception of what the "life" part of the balance involves. For women it tends to be devoting more time to family, while for men it is spending more time pursuing personal interests.‖ She also quoted the paper of Dr Katty Marmenout, a research fellow at the INSEAD School in Abu Dhabi with his words that ―work-life balance is not simply about equally dividing the time spent on one's work and personal life, but establishing a harmony that reflects an individual's priorities‖. So, this allows for acceptance of the happy workaholic or the satisfied stay-at-home mum or dad. "How can we measure or evaluate work-life balance? The best indicator would be that it should feel right," she said. Whereas researcher Murphy and Doherty (2011) revealed that it is not possible to measure work-life balance in an absolute way as there are personal circumstances which influence the way that is perceived but establishing a harmony that reflects an individual's priorities whereas employees must draw a firm line between their home and work lives and be confident that the line is in the right place (Harvard Business Review, page184).

Hyman and Summers (2004) classified seven major problems which are associated with current practices over work-life balance these are unevenness of adoption across different sectors and organizations, lack of formalization of policies at organizational level, restricted employee voice over the introduction and implementation of policies ,

policies are primarily to meet business needs rather than those of employees, there is no evidence of reduction in working hours, tangible and intangible work intrusions into domestic life , domestic responsibilities are still conducted primarily by women irrespective of their employment status. Researcher Vloeberghs (2002) revealed that there is a need for a practical instrument to measure the present situation of work- life balance. However, as revealed by the researchers Eikhof et. al. (2007), the current work-life balance policies are narrow-minded in terms of addressing the needs and aspirations of employees but there is need for its realization as reflected in Emerald article, Human Resource Management International Digest, Vol.12 Iss: 7 (2004) which emphasized that the employers are realizing for its responsiveness and take inventive in trying to meet employee expectations for flexible benefits that help with their work-life balance.

Miller (1978) emphasized that earlier the work life used to begin at age 16 and end at age 70 and now begins at 20 and ends at 62 for most of the working personals. However, restrained effects of the increase in average length of life over the last 80 years may be associated with certain changes in work- life history as more people reach the older ages with their health to permit them to enjoy leisure and image of the retirement years. In-spite of 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 as stated by researcher Lewis et al. (1999) whereas in contradiction to the above Milkie and Peltola (1999) stressed that happier marriages are related to a greater sense of success in balancing work and family.

Crooker et al. (2002) have studied the relationship between life complexity and dynamism that affect work-life balance. The authors have explained individual value systems on the relationship between life complexity and work-life balance. Guest (2002) has explored the reasons why work-life balance has become an important topic for research and policy in some countries especially European countries.

Mcdowell (2004) has elaborated the ways in which organizations and institutions operate at a range of spatial scales as well as new sets of responsibilities towards co-workers, members of households and the public.

Morris and Madsen (2007) have shown the importance of work-life balance. By better understanding work-life theory, HR professionals can contribute to the strategic development of policies, practices, programs and interventions. Moore (2007) conducted a research to compare work-life balance issues workers and managers of an MNC. It was concluded that many of the managers are not able to achieve work-life balance. In a research,

To establish and illustrate the levels of awareness of work-life balance policies within the surveying profession in Australia and New Zealand, Wilkinson (2008) conducted a research. It was concluded that the consequences of an imbalance between work and personal or family life is emotional exhaustion, cynicism and burnout.

The importance of managing an employee's WLB has increased markedly over the past 20 years (De Bruin & Dupuis, 2004). There have been changes in several areas that directly impact on this issue. Firstly, jobs have become more complex and employees have been put under pressure to produce quality results in shorter timeframes and with fewer resources (Hosie, Forster & Servatos, 2004) that has resulted in a redefinition of 'normal working hours'. Secondly, the demographic make-up of the labour force (i.e. gender, ethnicity, dual career couples, religion, multi-generational workplaces etc), and thirdly the very nature of the employment contract has necessitated that organisations effectively manage their employee's wellbeing, stress and job satisfaction (Greenhaus & Powell, 2006).

Organisational interest in the management of the WLB derives from evidence that "there is little doubt any more that there is a clear connection between the way people are managed and organisational performance" (Purcell, 2002:1), and that with the onset of predicted skill-shortages, the ability to offer effective WLB employment opportunities may become a source of competitive advantage.

Ideally, the WLB concept requires organizations to effectively integrate employees' work and non-work roles such that levels of multiple-role conflict, and the associated stress and job-dissatisfaction, are minimised or avoided (De Bruin & Dupuis, 2004; Greenblatt, 2002). In attempts to achieve a WLB, however, western organisations have tended to adopt a limited set of policies such as on-site child-care facilities, on-site gymnasiums, telecommuting opportunities, and even on-site sleeping quarters for the employee and their family (Hacker & Doolen, 2003; Hyman & Summers, 2004). Each has attempted to increase the flexibility by which employees can enact their work-roles whilst simultaneously enabling them to enact their family-based roles to the minimum extent necessary.

II. METHODOLOGY

The data has been collected thorough the structured questionnaire. The sample size was 40 and all the respondents were from the education sector. The collection method was convenient sampling. For the purpose of data analysis Z test has been applied with the help of SPSS and where required the data has been presented with the help of Pie chart and bar diagram.

H_{01}- There is no significant difference in the mean value of women employees think about work when they are not at work.The null hypotheses has been rejected ($p<0.05$), hence it can be said that there is a significant difference in the mean value of women employees thinking about the work.

It may be due to they are overburdened or they are very possessive about the work.

H_{02} There is no significant difference in the mean value of women employees spending much time at work place.The null hypotheses has been rejected ($p<0.05$), hence it can be said that there is significant difference in the mean value of women employees spending much time at work place. Spending more time at work place may be due to that speed the female employees are slow or the nature of the work given to them is time consuming.

H_{03} There is no significant difference in quality time spending with family and friends due to work.The null hypotheses has been rejected ($p<0.05$), hence it can be said that there is a significant difference in quality time spending with family and friends due to work. The reason may be that they are not getting enough free time after their work or due to some other responsibilities.

H_{04} There is no significant difference in temperament of women employees due to work load.The null hypotheses has been rejected ($p<0.05$), hence there is significant difference in temperament of women employees due to work load. Because of the excessive work or multiple expectations they are getting irritated or they are responding with irritation.

H_{05} There is no significant difference in affecting domestic work due to office work of women employees.The null hypotheses has been rejected ($p<0.05$), it can be said that there is a significant difference in affecting domestic work

due to office work of women employees. It may be due to the work pressure or the mental burden is of nature that can't be ignored and brought to home by the female employees and has affect on their domestic work.

H_{06} There is no significant difference in problems in family due to office work of women employees.The null hypotheses has been rejected ($p<0.05$), hence there is a significant difference in family problems due to office work of women employees. The reason may be that the work get affected at home because of the office work.

H_{07} There is no significant difference in office work getting affected due to stress at home. The null hypotheses has been rejected ($p<0.05$), hence there is a significant difference in office work getting affected due to stress at home. It may be due to the office pressure women's were not able to concentrate on their domestic work which creates stress.

H_{08} There is no significant difference in satisfaction of women employees by organization support to manage the family problems. The null hypotheses has been rejected ($p<0.05$), it can be said that there is a significant difference in satisfaction of women employees by organization support to manage the family problems.

Apart from this the demographic variable show that 65% of women employees belongs to age group 25-35(chart 1), 38% were arts graduate (chart 2), 45% of the employees were having experience of 6months to 5 years and 55% were earning 5 to 10 thousand per month.

III. CONCLUSION

There is big challenge for the working women's to make an equilibrium between the professional life and the personal life. Working women's are facing several types of problem not only at the work place but also at their home. They are suppose to manage both the ends with fully of efficiency and accuracy. They are playing double role in their life but up to what extent they were able to handle and mange their double responsibilities become important. It can be concluded women employees are mentally occupied about the office work devoting more time in office which affects their domestic responsibilities which affects their temperament. Even though they are handling both the responsibilities they are not satisfied with the office support in managing their domestic problems. Due to that their domestic problems affects their professional work and vise- versa. Although the reason for such lopsidedness may be due the that the age group which they belong majority of them are between 25-35, their salary , experience and qualification.

IV. DIRECTION FOR FUTURE RESEARCH

Further research can be conducted on the age of the employee and work life balance, similarly on

the qualification, earning and years of experience.

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Annexure

Table

One-Sample Test

	Test Value = 0					
	T	Df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Q1	19.695	39	.000	3.525	3.16	3.89
Q2	19.367	39	.000	3.375	3.02	3.73
Q3	20.424	39	.000	3.250	2.93	3.57
Q4	16.240	39	.000	3.375	2.95	3.80
Q5	15.790	39	.000	2.225	1.94	2.51
Q6	11.898	39	.000	1.950	1.62	2.28
Q7	11.147	39	.000	1.975	1.62	2.33

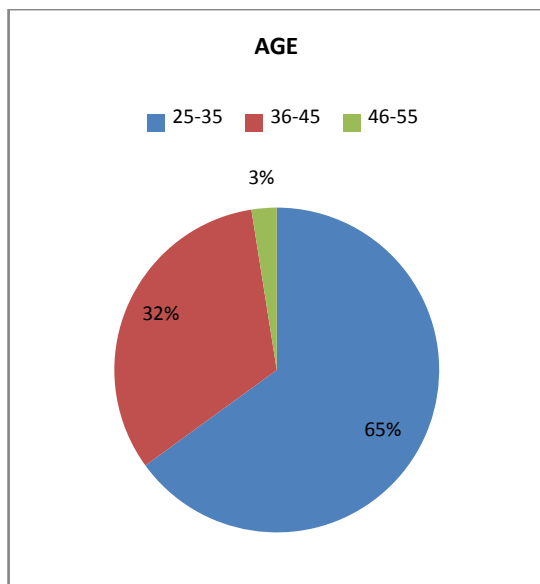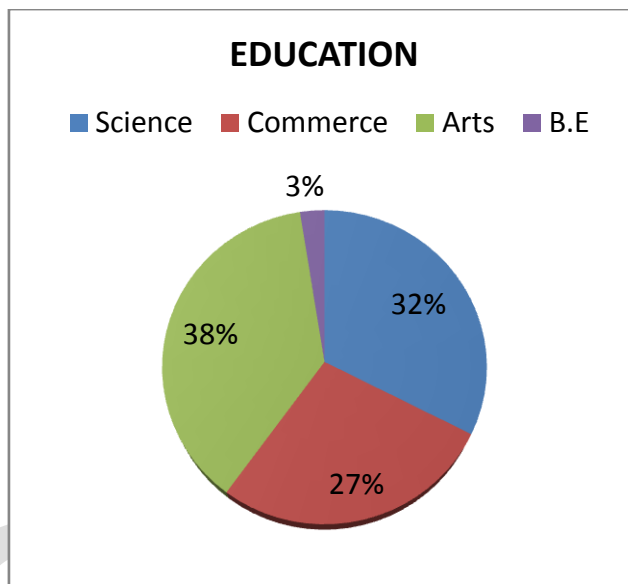| Q8	13.393	39	.000	2.975	2.53	3.42

Chart 1

Chart 2

Chart 3
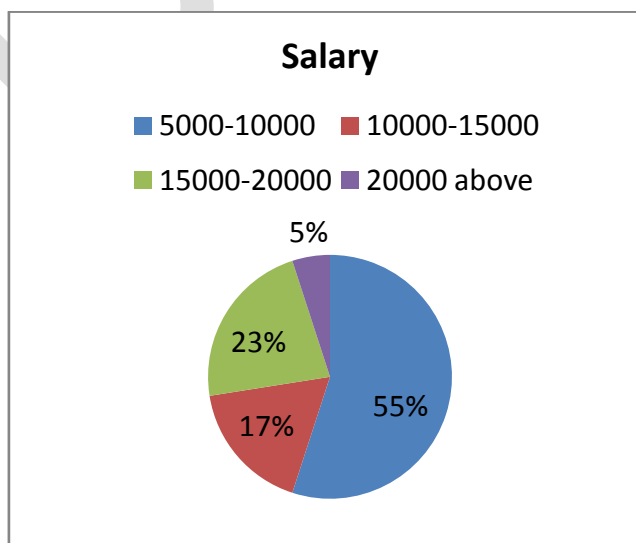

Chart 4