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## RESEARCH ARTICLE

### WORK LIFE BALANCING OF WOMEN EMPLOYEES

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#### ABSTRACT

The Economy and Financial needs of the Family made the women to come out the home and work for livelihood. They try to perform various jobs and sometimes may opt for the difficult jobs in order to satisfy the above need. The present study was on Female Police Personnel which was conducted in Telangana State Police Department, TS, India particularly on Women Police Constables and Head Constables. The study has aimed to find the impact of family Support on Work life Balance. Children age category, Elder parents/in-laws health care on Work Life Balance of Women Employees are also included in the study. Various Statistical tools were used to meet the above mentioned objectives. The results revealed that Women with the responsibility of elder parents' health need to be given a helping hand to balance their personal and professional works.

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## INTRODUCTION

Women play active role in the economic development of their country. Earlier their role is only limited to house hold activities. The present educational and infrastructural facilities have encouraged women to occupy prominent positions in the corporate world. The current global competitive conditions have made the corporate companies to formulate various welfare policies suitable for women in order to grab the untapped potential of the women work force. Many women are opting jobs in order to build a good career and give financial support to their families. To lead a comfortable living and self satisfaction, women are working hard to get a balance between their personal and work life. The support from their spouse, parents, children, supervisors, friends and peer group will them in gaining the balance between paid and unpaid responsibilities. The Work Life balance (WLB) practices raise their job satisfaction and job performance and reduce absenteeism and stress.

### Work Life Balance (WLB)

The term Work Life Balance (WLB) is attracted by all including the individuals and Corporate all over the world. Though many have proposed various definitions, there is no accepted definition for this term. Work Life Balance (WLB) is defined as a satisfactory level of involvement between the

multiple roles of a person's life. It is a person's control over the responsibilities between their workplace, family, friends and self. It is a comfortable state of equilibrium achieved between an employee's primary priorities at their work place and at their private life. There are various people like family members, friends, supervisors, peer group and others involved in every person's life. The support gained from them will play a key role in leading a comfortable life journey.

### Literature Review

Various research studies were conducted on Work Life Balance particularly on Women who were working in different sectors in India as well as in the other parts of the world. Noharika and Supriya (2010) have highlighted work life balance across genders and found that both men and women are experiencing work life imbalance. Though after Liberalization, many Indian organizations have been introducing various work life balance practices like flexi times, part time work, and provision for child care facilities which are facilitated in various developed countries it is found that imbalance still exist among men and women in every organization. Samuel and Vivienne (1996) studies revealed that women balance their work and family identity by trading-off one role for the other. In contrast, men are able to simultaneously identify with work and family roles. Elizabeth *et al* (2005) investigated the influence of gender and tenure status in balancing parenthood and career and results revealed that women reported greater career and family stress and perceptions of less institutional support for balance of work

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and family as compared to men. Astrid (2008) has studied the attitude of men towards pregnancy, childbirth and child-caring and found that they are different from that of women. According to him, fathers viewed the mother as the main parent, partly because of their alternating between work and home and because the mothers breast-feed the infants. Hence they feel their role is insignificant in child care.

Santhi and Sunder (2012) have conducted their study on Work Life Balance in IT Industry to find their level of satisfaction as perceived by the women respondents and the major factors that are influencing their work life balance. Their study found that supporting environment in the organization, provision of welfare measures play a primary role and alternative working time, child care and recreation play the secondary role in balancing work and personal life. Janet (2003) has explained in his study that organizations have made various programs on work life balance and found that profit making organizations provides facilities like flexible work arrangements, competitive compensation, and advancement for men, women and minorities, long term saving and profit sharing programs and resource services to help with such things as day care, elder care. Meenakshi and Ravichandran (2012) have conducted the study on work life balance among women teachers of engineering colleges and found that working atmosphere plays a key role in order to get a balance in personal and work life and flexi time option is better options to gain the balance. Thriveni Kumari (2011) found that women were facing stress as they perform their traditional role like home maker and domestic duties along with paid work. She has conducted the study on BPO and education sector and found that there is a difference on impact of stress of the women in both the sectors. Rincy and Panchanatham (2011) have conducted study on Work Life Balance of women entrepreneurs, the factors influencing their Work Life Balance. The study revealed that role overload, dependent care issues, quality of health, problems in time management and lack of proper support from the family are the major factors causing imbalance in work and personal life of women entrepreneurs.

Krishna Reddy *et al.* (2010) have conducted the study on Work life Balance of married women employees to find the factors influencing Work Family Conflict (WFC) and Family Work Conflict (FWC) and also studied its relation with stress. Researchers have found that the number of hours worked per week, the amount and frequency of overtime, inflexible work schedule, unsupportive supervisor and an inhospitable work culture increases the likelihood of women employees to experience conflict between their work and family roles. Rabia *et al.* (2011) studied the relation between Work Family Conflict (WFC) and Family Work Conflict (FWC) and its relation with employee retention. The results were revealed that there exist week relationships between WFC, FWC and employee retention. Rabia *et al.* (2011) studied the relation between Work Family Conflict (WFC) and Family Work Conflict (FWC) and its relation with employee retention. The results were revealed that there exist week relationships between WFC, FWC and employee retention. Jerina *et al.* (2013) have opined that Family Work Conflict (FWC) and Work Family Conflict (WFC) exerts a negative influence in the family domain resulting lower life satisfaction and greater inter role conflict of the married women employees and it results in psychological distress and well being of working women. Work place characteristics contribute to higher levels of WFC. Women working in hospital setting reported more WFC

whereas FWC was found to be more among those women working in industrial settings.

**Carmen K. Fu and Margaret A. Shaffer (2001)** have examined the influence of family and work specific determinants of multiple forms of family interference with work (FIW) and Work interference with family (WIF) conflict and found that parental demands and hours spent on household work were important determinants of FIW conflict and that role conflict, role overload and hours spent on paid work influenced WIF conflicts. Spouse support and Superior support and domestic support were played moderate effect on work life conflict. Jennifer, John (2005) have studied family and work force factors contributing to gender differenced in family to work spill over and found that Married women were twice as likely as men to report they made more adjustments to their work place such as refusing overtime or turning down assignments for the sake of family.

**Campbell *et al.* (1994)** have examined the effect of women employment on family life and the impact of family life on work behavior. The research results revealed that women with children were significantly lower in occupational commitment relative to women without children. Contrary to expectation, women with younger children outperformed women with older children.

### The Current Study

In the light of the above review of literature and the issues being raised, the objective of the present study is to examine the impact of family members support on Work Life Balance among Female Police Personnel of Telangana State Police Department, TS India. Work is important for people in order to lead a happy and comfortable life. But the primary group of any person is his/her family members. If he/ she get the required support from spouse and parents, it becomes easy for anyone to maintain a balance in their life. Low balance may result into employee attrition, high absenteeism and sometimes may lead to health problems. And the job of Police Constable is an everyday challenging. The changing paradigm in the job of female police constable was that the public was placing more confidence in women officers, and female constable were able to fulfill the roles as wife, mother and officer on duty. Anupam Kulshreshtha (2008) in her study Mainstreaming of Women in Police explained that there was no apparent strategy/ uniformity regarding recruitment, training, work distribution, promotion, posting welfare etc. The study revealed that the female police personnel undergo the infrastructural problems like long hours of duty, absence of crèches, problems of toilet that lead to health problems. Based on these observations and arguments following hypotheses are presented.

- H1: The Unmarried will have higher balance in maintaining work and personal life than Married Women Employees.
- H2: Women Employees who give special attention to elder parents/in-laws health may have lesser Work Life Balance than women who has no such responsibility.
- H3: There is no significant difference in women employees who do not have children (Group 1), women who have young children (Group 2) and women who have adult children (Group 3) in balancing their work and personal life.

**Method**

**Sample**

The respondents were selected using convenience sampling from 10 districts of the state Telangana State in India. The total respondents were 56 Female Police Constable. The average age of all the respondents was 37.93 years. The average work experience of the Female Police Constables was 16.86 Years and their qualification were generally Intermediate (+2) /graduate.

**Measures**

The questionnaire was developed by the authors for the present study. The respondents were asked to rate different items using a Seven Point Likert Scale where 7 indicated Strongly Agree while 1 represented Strongly Disagree. The Cronbach alpha Coefficient for 33 items was 0.838 suggesting that the items have relatively high internal consistency.

**RESULTS**

Various statistical analyses were performed to test the different hypotheses. The results of the study are presented in four sections. First section presents Demographic statistics of the Sample, the Second section presents T-test results, the Third section presents ANOVA results and the Fourth section presents Regression analysis.

**Demographic Characteristics and Work Life Balance**

The questionnaires were administered to 42 (75%) Women Police Constables and 14 (25%) Head Constables. Three quarters 41 (73.2%) were married and the remaining 15 (26.8%) of the Police constables were single. Out of 56 women employees, 31(55%) of them have give special care to their elder parents"/in-laws health. Out of the Married 41 Women employees, 23 of them have young children, one of them had no children and the remaining 17 have adult children.

**Table 1. Demographic Statistics of Sample**

<i>Position</i>	Women Police Constable: 42 (75%) Head Constable: 14 (25%)	Total:56
<i>Special Attention to Elder Parents</i>	Yes: 31 (55%) No: 25 (45%)	Total :56
<i>Marital Status of respondents</i>	Married: 41 (73.2%) Unmarried: 15 (26.8%)	Total:56
<i>Presence of Dependent Children</i>	Young: 23 (56.1%) Adult: 17 (41.5%) No Child: 1(2.4%)	Total:41

**Table 2. Comparison of Married and Unmarried female groups on Work Life Balance**

<i>Variable</i>	<i>Mean</i>	<i>Standard Deviation</i>	<i>T-Value</i>	<i>Sig</i>
Married	3.77	0.736	-5.472	
Unmarried	4.89	0.466		0.000

**Table 3. Comparison of The group who has parents"/in-laws responsibility with the group that does not have parents/in-laws responsibility on Work Life Balance**

<i>Variable</i>	<i>Mean</i>	<i>Std.Devi atio n</i>	<i>T-Value</i>	<i>Sig</i>
Special attention to Elder Parents/in-Laws	4.25	0.825	1.789	0.079
No Special Attention to Elder Parents/ in-Laws	3.85	0.811		

**Table 4. Descriptive Table**

	<i>N</i>	<i>Mean</i>	<i>Std.Deviation</i>
No Children (Group 1)	16	4.81	.544
Young Children (Group 2)	23	3.83	.681
Adult Children (Group 3)	17	3.71	.841
Total	56	4.07	.835

**Table 5. ANOVA Table**

	<i>Sum of Squares</i>	<i>df</i>	<i>Mean Square</i>	<i>F</i>	<i>Sig.</i>
Between Groups	12.443	2	6.222	12.7	
Within Groups	25.938	53	.489	13	.000
Total	38.381	55			

**Table 6. Model Summary**

<i>Model</i>	<i>R</i>	<i>R Square</i>	<i>Adjusted R Square</i>	<i>Std. Error of the Estimate</i>
1	.695 <sup>a</sup>	.482	.473	.607

a. Predictors: (Constant), Family Support

Table 7. ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	18.517	1	18.517	50.336	
	Residual	19.864	54	.368		.000 <sup>a</sup>
	Total	38.381	55			

Predictors: (Constant), Family Support  
Dependent Variable: Work Life Balance

Table 8. Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.710	.208		13.015	.000
	Family Support	.069	.010	.695	7.095	.000

### T-test Results

Table 2 reveals that the Married and Unmarried Female Police Personnel groups have no difference in balancing their Work and Personal Life. Unmarried Women group displaying greater balance than Married group. Hence H<sub>1</sub> is rejected. Table 3 shows that the two groups who have elder parents/in-laws responsibility than the group who do not have such responsibility differ in balancing their personal and work life. Hence H<sub>2</sub> is accepted.

### ANOVA Results

Table 4 indicates the descriptive table which shows that there were three groups. Group 1 has 16 women employees who have no children, Group 2 has 23 women employees who have younger age children and Group 3 has 17 employees who have children with adult age group. Group 1 has higher Mean score as 4.81 and group 3 has lower mean score as 3.71. Table 5 shows the ANOVA table, indicates the F-Value as 12.713 and significance 0.000 which means that the null hypothesis has accepted. That means there is no significant difference in work life balance of women employees of the above mentioned 3 groups. Hence H<sub>3</sub> is accepted.

a. Dependent Variable: Work Life Balance

### Regression Results

Enter Method of Linear regression was performed to establish the relationship between Work Life balance and Family Support. Table 6 shows the Model Summary which explains correlation (R) value as 0.695. Adjusted R<sup>2</sup> value indicates the variance that means 47.3 percentage of Work Life Balance depends on the independent variable "Family Support". Table 7 indicates the ANOVA table with F- value as 50.336 and Significance value less than 0.05. That means the applied model can statistically significantly predict the outcome variable Work Life Balance. Table 8 represents both the constant and Family Support was contributing significantly to the model. Hence the regression equation be Work Life Balance (WLB) = 2.710 + 0.069 (Family Support).

### DISCUSSION AND CONCLUSION

The findings of the present study show that the Support from Family Members will play a significant role in balancing

Personal and Professional lives. It is evident from the regression table that Family members Support are a dominant predictor of Work Life Balance. Women employees who have adult children can easily balance than women with younger age kids. Similarly Women employees who need to take care of elder parents/in-laws health responsibility have lesser work life balance than their counterparts. Hence the Police department has to take the required measures to help these categories of women employees so that they can balance their professional life with personal life. The hospital facilities to the employees and to their families may help the women employees to some extent. Leaves and special permission at the supervisor level may help the female constable to make a balance between their work and family. The supervisors may assist them by empathizing their issues and considering their requests now and then may relieve them from certain imbalance issues. The prime responsibility to deal with balance lies with the individual woman employee. Hence they can utilize the assistance and support from their spouse, siblings and other friend circle in handling their elder parents. Peer group support may also be unavoidable support in handling personal problems at work place. Cooperative and supportive work climate may help the women employees to feel the work place as their home and utilize their potential for the benefit of the organization. In conclusion, Family members' support affects the work life balance of women employees. Lower balance may lead to higher absenteeism, lower job satisfaction and sometimes may turn to higher employee attrition. Organizations with cooperative work culture may help them to bring a suitable balance in their professional and personal life.

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