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An empirical study of work-life balance: perception of gender

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Abstract

Work life balance is a balance between flow and time, the flow of managing time by use of technology and setting priorities in life. The aim of this paper is to study gender perception (what faculties interpret) and perspective (how faculties view) on work life balance. The study is descriptive and pure quantitative in nature. It is based on the primary method of data collection. The variables considered in work domain are organisational policies, organisation culture, subordinate support; the variables under life domain include spouse support, social support, and lifestyle. Descriptive statistics and t-test was used to compare the difference between male and female on variables of organisation culture, family, and social support.Results reflect that family and social support play an important role in balancing work life while there is still some loophole in organisation culture which needs to be restructured. The results suggest that organisation needs to improve proper policy for work-life balance as most of the faculty members are unaware of it. Time to time workshops and training programs needs to be worked out for the faculty for their better living.

Keywords: Work Life Balance, Gender, Perception, Perspectives, T-Test.

Introduction:

Work-life balance has emerged as an important concept in today's organisation. It is a combination of three words which define the life of individuals working in an organisation that when you are at work be engaged in work and when you are at home be at home. I.e. to maintain a balance between work and personal life is Work-life balance. (Sharma and Nayak, 2016).The decline of work as central life interest along with conflicting demands of work results in an imbalance between work and rest of life as the determinants of work-life balance are located in the work and home contexts (Guest 2002). Balance as satisfaction and good functioning at work and at home with a minimum role conflict (Clark, 2000).

Lockwood, (2003) explains it as companies are offering work-life balancing programs to convey that the employer recognizes the challenge their employees face when balancing their time between work and home life. Work-life programs offer a win-win situation for employers and employees. Adams (2006) notes the need for new forms of work organization as a way to undertake balance, achieving better individual and organizational productivity.

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Moreover, Parkes and Langford (2008) defined this as "an individual's ability to meet work and family commitments, as well as other non-work responsibilities and activities."

B- Schools in Indian Context

Management education in India is in the phase of change. The two current developments sweeping India, namely liberalization & globalization have had a considerable impact on management education (Shukla, 2013). Internationalization, cross cultures, strategic alliances, partnership & mergers are the new trends in management education. One of the important reasons for Japan's Climbing to the top ladder of Industrial world is that they believe in "developing people before developing products," (North East Today)

The business schools in other layers especially private players offering management programs care less for the development of the students and the faculty. Besides, the faculty members who have been hired by these institutions are seldom given chance of growth and development. The worst of all is that these sorts of institutions do not even provide some basic facilities like well-equipped library and laboratory facilities (Nirmala, 2014).

The recommendations of the 'Chaddah Committee' to look into the various problems of university teachers will definitely stop the exodus of teachers and improve their working efficiency and conditions, so that the young talent may be encouraged to join this profession. (Baral, 2013).

Literature Review

As organizational culture has been defined in terms of employees' perceptions of expectations and norms for behaviour at work, or what some authors have referred to as "the internal social-psychological environment" (Denison, 1996). "WLB practices are deliberate organisational changes in programs or the organisational culture that are designed to reduce work-life conflict and enable employees to be more effective at work and in other roles" (Lazãr et al. (2010). In a study, the results indicated employees who perceived that the organization was less family-supportive experienced more work–family conflict, less job satisfaction, less organizational commitment, and greater turnover intentions than did employees who perceived that the organization was more family-supportive (Allen, 2001). Family supportive supervision would indirectly help protect employees' affective well-being. This bolsters the potential value of family-supportive supervision (Lapierre & Allen, 2006). According to Allen (2001), it is believed that these organization-based perceptions are unique from the perceptions that employees form regarding the family supportiveness of their supervisor. Supportive supervisors and managers likely enhance employees' sense of control, which in turn may increase employees' ability to cope with conflicting work and family demands (Major & Cleveland, 2007; Thompson & Prottas, 2006).

The findings of Ronald and Ghad, 2011 view the experiences of females and males in similar occupations (e.g. university professors, physicians, hotel managers, police officers and oil rig workers) in different countries (Norway and Turkey) that have shown no gender differences. According to Gali Cinmon (2006) women anticipated higher levels of work interfering with family & family interfering with work & demonstrated lowered efficacy in managing these conflicts than did man. Noor, 2003 study also showed a similar view that Working wives are not only expected to shoulder a greater portion of family responsibilities but they are also expected to be supportive of their husbands' job activities.

In the findings of Lapierre & Allen, 2006 emotional sustenance shared a unique positive relationship with respondents' physical wellbeing, whereas instrumental assistance was not uniquely related to either measure of well-being. According to Allen (2002), the implementation of family-friendly benefits can help employees manage multiple work and non-work responsibilities, the availability of these benefits alone does not address fundamental aspects of the organization that can inhibit employees from successfully balancing career and family.

In a study by Marshall and Barnett (1993) work-family strains are not inevitable among full-time employed. The majority of men and women report that it is fairly or very true that combining work and family roles allows them to use all their talents as well as providing other gains. Experiences at work and

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at home, social support, and sex-role attitudes were major predictors of work-family gains. According to Drew and Murtang, (2005) Men seeks work-life balance to resolve commuting/ working time issues. Women want to avail themselves of more flexible arrangements for family/quality of life reasons. Both men and women in senior management recognise that their own careers would be seriously jeopardised by taking up Work-life balance arrangements.
The moderating effect of gender on the relationship between work-to-family conflict and job satisfaction, such that women show a lower level of job satisfaction than men. However, the salience of the family and work roles were not found to have a moderating effect on the aforementioned relationship, neither in the case of men nor in women. Calvo-Salguero et al., 2010.

Indian context
The changing status of Indian women in modern India and their entry into the workforce, along with the forces of urbanisation and industrialisation, have been accomplished by changes in the nature of Indian family system (Rajadhyaksha& Bhatnagar, 2000). In the competitive business environment, when the number of women professionals is steadily increasing, the employers can best utilize the potential of its women employees only if they are sensitive to these issues concerning work-life balance (Buddhapriya, 2009). At the same time, the values, norms and the cultural assumptions regarding the family role still continue to hold sway among the Indian men and women, thus generating inequality in the family participation.(Wesley, et al. 2009). Budhwar et al. (2000) have found that Indian women deliberately enact barriers in career advancement, as advancement would entail increased work demand in terms of time and work overload which would not let them full fill their commitment towards life responsibilities.
In a study by Singh (2010) the results have also indicated that cultural/religious leave and referral services for employees' personal needs were making a difference in the perceived importance in both the organizations.
The purpose of the present study is to understand the perception and perspective of faculty members.

Objective of the study

1) To know the perception of faculty members about organisation culture.
2) To study the perspective of faculty members on family and social support system
3) To analyse the issue gender-wise.

*To know the perception of faculty members about organisation culture***.**

- I discuss my family problems with seniors/ colleagues.
- Colleagues give me sound advice about problems encountered at home.
- Colleagues recognize and celebrate my family-related successes.
- Extended working hours.
- Support for non-work commitments.
- On-site child care programs.

Life can be explained in context to family and social support variables covered under it are:-
To study the perspective of faculty members on family and social support system

- My spouse/family support me at times of stress in my job.
- My family/spouse recognizes and celebrates my job-related successes.
- There are other people I can depend on for help if I really need it
- There is no one I can turn to for guidance in times of stress.
- There are people who depend on me for help.

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To analyse the issue gender-wise.

Hypothesis

Ho1: Organisation culture was found in significant among male and female faculty and femalefaculty
H1: Organisation culture was found significant among male and female
Ho2: Family and social support was found insignificant male and female faculty member
H2: Family and social supportwas found significant male and female faculty member
A comparison of male and female faculty members is with context to organisation culture, family and social support.

Research methodology

This study is a descriptive study in which primary method of data collection was used. A structured questionnaire was prepared and was distributed among faculties. Five-point Likert scale was used which started from pint 1as "Strongly disagree, 2-disagree, 3- undecided, 4- agree and 5 strongly agree". An online method was selected to distribute questionnaire. The sample size of 482 faculties was collected. Male-female ratio was 59:41. Stratified random sampling has used the strata was divided into two groups male and female. The respondents were faculty members working as Assistant Professor or Associate Professor.
Descriptive statistics and t-test was used to compare the difference between male and female on variables of organisation culture, family, and social support.
Respondents profile-
Respondents were faculty of B- Schools generally Assistant and Associate professor. 59% (283)were male and 41% (199) were female. Female respondents age percentage was 21-30yrs (31.7%), 31-40yrs (47.7%), 41-50yrs (15.6%) and above 50yrs (5%). Male respondents age percentage was 21-30yrs (19.4%), 31-40yrs (40.3%), 41-50yrs (24%) and above 50yrs (16.3%). Experience of female was 1-5 years (25.6%), 5-10 yrs (37.2%), 11-15 yrs (20.6%). Experience of male respondents was 1-5 years (19.1%), 5-10 yrs (26.1%), 11-15 yrs (19.4%). Marital status of female group was 81.4% married, 17.6% unmarried and 1% divorcee Marital status of male group was 83.7% were married, 15.9% unmarried and 0.4% divorcee. This is explained in table I

Table I: Profile of Respondents

Profile		**Male**		**Female**	
Counts		**283**		**199**	
Age	21-30yrs	55	19.4%	63	31.7%
	31-40yrs	114	40.3%	95	47.7%
	41-50yrs	68	24.0%	31	15.6%
	More than 50yrs	46	16.3%	10	5.0%
Experience	1-5yrs	54	19.1%	51	25.6%
	5-10yrs	74	26.1%	74	37.2%
	11-15yrs	55	19.4%	41	20.6%
	more than 15 yrs	100	35.3%	33	16.6%
Marital Status	Married	237	83.7%	162	81.4%
	Unmarried	45	15.9%	35	17.6%

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	Divorcee	1	0.4%	2	1.0%
Family Structure	Alone	10	3.5%	3	1.5%
	Joint	103	36.4%	57	28.6%
	Nuclear	170	60.1%	139	69.8%

Analysis and interpretation

The perception of faculty members was studied in detail. The mean and stand deviation was calculated to know the perception of faculty members regarding organisation culture in the institute. Six factors were covered to study organisation culture. Table II shows the calculated mean and standard deviation of variables of organisational culture.

Table II: Perception of faculty members on Organisation culture.

S. No	Organisation culture	Mean	Standard deviation
1	I discuss my family problems with seniors/ colleagues	2.59	1.22
2	Colleagues give me sound advice about problems encountered at home.	2.71	1.22
3	Colleagues recognize and celebrate my family-related successes.	3.05	1.32
4	Extended working hours	3.13	1.21
5	Support for non-work commitments.	2.68	1.17
6	On site child caring programs	2.45	1.11

On-site child care programs: There was a lack on-site child care programs provided by the organisation. The standard deviation was least among all the six variables studied and even the standard deviation is least it is 1.11. The faculty members conclude that organisations don't provide onsite child care facility which married employees generally with small children and those who does not have any support system (the one living in nuclear family) face a lot of problem in maintaining work-life balance.

Extended working hours: To get ahead in the organization, employees are expected to work more than 48 hours a week many of the employees believe it as the mean is 3.13 and 1.12 respectively. They believe that now even in the educational institute the concept of extended hours is pushed the concept of 8 hours working is slowing decreasing and the employees who support this give preference.

Support for non-work commitments. There was also a lack of support for nonwork activities which includes social and family commitment from organisation part the mean and standard deviation is 2.68 and 1.17 respectively. The faculties believe that when it comes to full fill family commitments the organisation policies or culture lacks in providing support in it. One of the reasons is the extended working hours due to which employees lack in non- work activities. Faculties of B- School expect that institution should have elegant behaviour to support non-work activity or activity related to social and family needs.

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I discuss my family problems with seniors/ colleagues: The employee and peer relation seem to be good in the organisation as the faculty members discuss their family problems with the seniors and their peers the mean and stand deviation score is 2.59 and 1.22. Faculties even try to take advice from their colleagues on the family matters as here the mean is 2.71 and the standard deviation is 1.22.
Colleagues give me sound advice about problems encountered at home and Colleagues recognize and celebrate my family-related successes: Faculty members believe that there seniors are helpful to them when they need any advice regarding family matters and they share their family problems with seniors and their colleagues too. The colleagues are supporting them and also recognize and celebrate family-related successes of each faculty member. The mean of it is 3.13 and standard deviation is 1.32.
The standard deviation levels of support for non-work commitments, on-site child caring programs extended working hours were low/moderate on the other hand celebrating family related success, discussing problems with seniors and taking their sound advice were high/moderate. This indicates that to some extent that organisational culture was supporting.
Perception of faculty members on family and social support: Family plays a very important role in the life of every individual

Table III: Perception of faculty members on family and social support.

S. no	Family and social support	Mean	Standard Deviation
1.	My spouse/family support me at times of stress in my job	4.27	0.91
2.	My family/spouse recognizes and celebrates my job-related successes.	4.29	0.87
3.	There are other people I can depend on for help if I really need it	3.31	1.13
4.	There is no one I can turn to for guidance in times of stress.	2.5	1.19
5.	There are people who depend on me for help.	3.78	0.88

There is no one I can turn to for guidance in times of stress: Faculty members of B- School face problem while they are in stress as many of them believe that in times when they are in stress there is no one who can guide them as the mean score is 2.5 which is least among all five factors.
There are other people I can depend on for help if I really need it: Faculty members depend on help in their neighbourhood and in their friend circle. Help is generally related to small household activities and sometime child caring also. But the mean score and stand deviation score is low i. e. 3.31 and 1.13 they seek support but many times unable to get support.
There are people who depend on me for help. There are people in society who are working or the one who have younger children request for help but their number is lesser as the mean score is 3.78 and standard deviation 0.88.
My spouse/family support me at times of stress in my job and my family/spouse recognize and celebrate my job-related successes: Majority of the respondents agree that family plays a very important role in their life. In times of stress, its family who supports and motivates them the mean value is 4.27 which is high as compared to other variables. Same is with the celebration of success its family who recognize and celebrates it. The mean value is high in this variable which is 4.29
There is a low/moderate mean level found under when faculty is in stress there is no one for them whom they can turn up for guidance neither from family nor from society. There is a moderate level of caring when it comes to giving help to others in the society and getting help from the society. While a high level

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of affection was found from the family front as they try to help them in stress and celebrate their job-related success.

Table IV: Comparison of Issues Gender Wise.

Variables	Gender	Mean	SD	t- value	significant
Organisational culture					
I discuss my family problems with seniors/ colleagues	Male Female	2.47 2.75	1.20 1.25	1.07	NS
Colleagues give me sound advice about problems encountered at home.	Male Female	2.58 2.87	1.25 1.75	0.47	NS
Colleagues recognize and celebrate my family-related successes.	Male Female	3.06 3.03	1.14 1.13	1.01	NS
Extended working hours	Male Female	3.06 3.20	1.37 1.25	1.22	0.06
Support for non-work commitments.	Male Female	2.78 2.52	1.14 1.08	1.121	NS
On site child caring programs.	Male Female	1.86 1.70	1.39 1.25	1.105	NS
Family and Social support					
My spouse/family support me at times of stress in my job	Male Female	4.33 4.18	1.19 1.13	0.86	NS
My family/spouse recognize and celebrate my job-related successes.	Male Female	4.32 4.25	0.88 0.95	0.86	NS
There are other people I can depend on for help if I really need it	Male Female	3.38 3.20	0.85 0.91	1.05	NS
There is no one I can turn to for guidance in times of stress.	Male Female	2.59 2.46	1.15 1.12	1.23	0.05
There are people who depend on me for help.	Male Female	3.90 3.59	1.22 1.12	0.82	NS

Table IV shows the parity of male and female faculty members on issues of work-life balance. The mean and standard deviation of both the groups male and female was calculated to make a comparison with respect to organisation culture, family, and social support. To know the significant role of both the groups t-test was used. Table IV summaries the results of t-test.

Organisation culture- female participants were found more active in discussing the family problems with the colleagues as the mean score of is 2.75 which are more than the male participants which are 2.47. The ratio of agreeing was high in females as compared to males. Female participants also supported on the perspective that they take guidance by their colleagues on the family matters as their mean value 2.87 is greater than mean value 2.58 that of male participants. So both the statement justifies that its female faculty that discusses their family problems with superiors and colleagues and in turn also seek their guidance.

When it comes to celebrating the family related success both male and female participants show nearly uniform figure so the participants are not significantly different as their mean score is 3.03 and 3.06 respectively.

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Female faculty members believe that to get ahead in organisation employees had to work more than 48 hours which become difficult for them as the mean value is 3.20 in context to male faculty it is a bit low which to somewhat agree the mean value is 3.06. Female faculty belief that organisation needs to a set a time limit to hinder work culture as it becomes a problem to complete non- work commitment which can be in the form of family work or societal work. Mean of female and male faculty members is 2.52 and 2.78.

The perspective of male faculty members was supportive towards onsite child care programs provided by the organisation as their mean is 1.86 compared to and female whose mean is 1.70. Might be females are more family oriented and main responsibility of kids lie on them so they find it less supportive as compared to male faculties. Organisation culture did not favour support for nonwork commitment which can be in the form of personal or social form male faculty members were less in favour of it as their mean value is 2.72 which is high in comparison to female faculty members which is 2.52.

Null hypothesis is accepted as organisation culture was found insignificant in male and female faculty members.

Family and social support

Male and female faculty perceive that their family members/ spouse support them in times of stress the mean value of male faculty was 4.33 and female was 4.18. T value was greater than p value so the significant level was found. Family members even celebrate their job-related success the level was higher in the perception of male faculty members as their mean score was 4.33 compared to female faculty member which was 4.18.

When it comes to social support male faculty agree that there are people they can depend for help as their mean 3.38 is more than the female mean was 3.28. There was an insignificant relationship between male and female faculties on seeking social support. But when it comes to stress at times they get no help from the society mean score was more in the male faculty which is 2.59 than in female faculty which is 2.46.

Male faculties agree at a high level than female faculties that there are people in society who request for help. The mean value of male faculty is 3.90 and female mean is 3.52. The relationship between them was insignificant.

There was significant relation found in family and social support among faculty members hence H2 hypothesis is accepted.

Findings

This study considers the perception and perspective of male and female faculty members on organisation culture, family, and social support to maintain a proper work-life balance. Faculty members perceive that on-site child program are least included in work life balance secondly there is no support for non-wok commitments. The faculty members also perceive that they have to work more than 48 hours a week to sustain in the organisation, extended working hours makes work-life balance more imbalance. Faculty member sometimes discusses family problems with their seniors and colleagues and sometimes take sound advice too from them. Faculty members enjoy and celebrate family related success with colleagues. In the findings based on the perception of faculty members on family and social support their view is in times of stress they seek for support from family and friends and their family and friends even supports them but generally, they alone have to find measures to deal with it. Faculty members depend on help on friends and neighbour and even they neighbour and friends to depend on them for help. Their family celebrates their job- related success and act as a backbone in times of anxiety.

Based on the results females and males differ significantly on personal and organisational front these findings are similar to findings of Sigroha (2014), Rajkumar and Kaur (2012), Daipuria& Deepti (2013). Female and males were similar on two variables one is to get ahead in the organization, employees are expected to work more than 48 hours a week and there is no one I can turn to for guidance in times of

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stress. If we compare the variables of organisation culture and family and social support than family support played a very positive role in maintaining the work-life balance of the faculty's social support was also somehow had a moderate role and organisation culture showed a low support among the three variables studied? While making a comparison there was a mixed response of male and female faculty member's faculty members share their problem with colleagues and take guidance on family matters which was low on their male employees.

The findings of this study vary with past research as insignificant level played a dominant role in Work life Issues which needs to be considered seriously as with the growing technological advancement and changes in societal patterns it is gaining importance.

Managerial implication

In this study family and social support were found more supportive in the life of faculty members as compared to organisation culture. Organisations need to work on the policies like flexible working, support for non-work, a better relation with colleagues needs to be improved. Proper training and workshops must be arranged for the employees to make them aware of these policies. Work-family strategies will help in building employees faith in the organisation as organisation culture, family and social support are the backbone of Work life balance. Finally, assessment of family-support perceptions could be an integral part of quality-of-work life surveys conducted by organizations (Allen, 2001).

These policies are needed to be effectively and appropriately communicated to the employees and should also be well articulated in order to be adopted by the workforce.

Conclusion

There were both similarities and differences in the perception associated with work-life balance for men and women but the level of insignificance was more the results of the study were surprising as jobs in Education sector is perceived as lowstress jobs but the results of this study completely differed from the previous studies. The data provided strong support for it. This will add to the literature on work life balance.

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