

Managing Personal and Professional Life: An Empirical Study

Ms. Khushboo Ameta

Junior Research Fellow, Pacific University, Udaipur

Abstract

Although there has been a substantial increase in incomes and material possessions in the last decade but these tangibles have come at the cost of intangibles. While it is important for business and government to pursue growth/development with a human face, individuals need to strike a healthy balance between their professional and personal life.

Indian families are undergoing rapid changes due to the increased pace of urbanization and modernization. The time has 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. 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 just as a balanced life is necessary for the physical well being of an individual, a balanced life is necessary for mental/emotional well being of people.

The present article attempts to examine work life balance issues in context of service sector (Particularly Education, Banking, Medical Sectors.) in Rajasthan and also test the validity of Indian traditional psychology that women tend to have more work life imbalance and it is easier for a woman working in education sector to manage both work and family efficiently in comparison to other sectors. Karl Pearson Coefficient of Correlation and t- test have been used for the above purpose.

Keywords – Work Life Balance, Service Sector, Professional Life, Personal Life, Modernisation, Correlation

1. Introduction

Work life and personal life are the two sides of the same coin. The term “Work Life Balance” was first introduced in late 1970’s to indicate the balance between an individual’s professional and personal life. . In simple terms, “work” is normally conceived of in this context as including paid employment while “life” includes activities outside work. Work Life Balance does not mean equal balance between work and personal life. It is the happy medium between the minimum and maximum. Traditionally creating and managing a balance between the work-life was considered to be a woman's issue. But increasing work pressures, globalization and technological advancement have made it an issue with both the gender. Conflict between work and family affects negatively the quality of family life as well as career realization of both men and women. Depression, high rates of injuries and prolonged absence etc are the consequences of work life imbalance stating the needs to take necessary steps to improve this dimension of employees. The causes for work life imbalance may be many, ranging from personal ambitions, increasing consumerism, increasing work pressure, and the pressure of family obligations to accelerating pace of technology, etc. The growing talent pool in the country, coupled with technical advancement, has increased competition at workplace. Further, the performance / competition had driven corporate culture that has taken firm roots, prevents an employee from saying “no” to longer work hours, the situation made worse by the economic downturn that has spawned uncertainty whatever the reasons, its effects extend beyond the individuals. Work - family conflicts are the inter role conflicts where some of the responsibilities are not compatible with each other. WFC adversely affect Work domain of a person. Family

- Work Conflict (FWC) represent some conflicting responsibilities resulting into negative impact on family life of an employee. An employee can create a healthy work life balance, only if, he /she recognizes that work is an aspect of life and not the whole of life. Work life must be treated like running a marathon, where sustaining over the long run is important for achievement in the ultimate analysis.

2. Objective of the study

- ❖ To analyze the level of work life balance with reference to gender of employees of service sector in Rajasthan.
- ❖ To compare the level of work life balance of women employees of education sector and non education sector (banking and medical sectors).
- ❖ To find out the relationship between work life imbalance and individual initiative behaviour.

3. Hypothesis

- ❖ There is no significant difference between the Work life Balance of respondents on the basis of gender regardless of sector.
- ❖ There is no significant difference in the Work Life Balance level of women employees in relation with education sector and non education sector.
- ❖ There is no significant correlation between work life imbalance and individual initiative behavior.

4. Data Collection

The present study is based on primary data. The primary data was collected through a Questionnaire. This questionnaire is consisting of two scales.

The first scale is the Work Interference with Personal Life (WIPL) scale developed by Fisher-McAuley et al. (2003) and validated by J. Hayman (2005). Fischer-McAuley et al. (2003) report the Cronbach alpha for this scale as $\alpha = .87$. This scale was chosen over other various family-work conflict scales as to be relevant for participants who do not have family responsibilities but still may experience work impinging on their personal life. This scale assesses if the participants currently feel that they had a balance between work and life. This scale has 7 items and participants respond using a 5 point Likert scale. Item 7 is reverse scored. Scores can range from 7 – 35 with a higher score signifying less balance.

The second scale was designed to measure how often the participants engage in individual initiative behaviours. Individual initiative behaviours may lead to work life imbalance. This scale was developed by Bolino and Turnley (2005) and contains 15 items. They report that the Cronbach's alpha for this scale as $\alpha = .91$. Participants respond as to how often they engage in these specific behaviors using a 5 point Likert scale. Scores can range from 15 – 75 with the higher score signifying more frequent engagement in these behaviors.

The questionnaire were distributed and collected from different cities of Rajasthan viz. Udaipur, Jaipur, Bhilwara, Dungarpur.

5. Sample Size

Convenience sampling was administered in the study. Questionnaires were distributed to the employees of Service Sector (HDFC Bank, State Bank of India, Punjab National Bank, Pacific University, Govt. Schools, Geetanjali Medical Hospital, Maharana Bhopal Hospital) .Out of 150 only 98 respondents were returned the questionnaire.

6. Statistical Tools

Under the present research paper Karl Pearson Coefficient of Correlation and t-test have been used.

7. Analysis and Hypothesis Testing-

7.1 On the Basis of Gender-

(a) There is no significant difference between the Work life Balance of respondents on the basis of gender.

Table 1: WIPL Scores on the basis of gender

Gender	Female(WIPL Score)	Male(WIPL Scores)
Size	45	53
Mean	25	22.4
Std. Deviation	3.09	5.23
t- Value	2.9323	

The hypothesis has been rejected at 5% level of significance and 96 degree of freedom proving that female employees feel significantly higher work life imbalance than male employees. Female, like any other any male colleague, face professional challenges of long working hours and withstand the pressures of high altitude careers, but the personal challenges of their life double their pain. The burden of a 'dual' role sometimes takes a toll on women's lives, leaving them strained and disappointed. Mostly men have liberty to overlook their family responsibilities and claim to relax at home after having a tedious day at workplace. On the other hand any women having similar work pressures and long working hours daily, has to continue shouldering the burden of housework and childcare after getting back home. This is the major reason that restrains a woman executive's form achieving their career goals.

(b) There is no significant difference in frequency of exhibiting individual initiative behaviour on the basis of gender.

Table 2: Frequency of Individual Initiative Behaviour on the basis of Gender

Gender	Female (Individual Initiative Behaviour)	Male (Individual Initiative Behaviour)
Size	45	53
Mean	27.714	35.10
Std. Deviation	7.49921	16.2512
t- Value	2.9323	

Individual initiative behavior is the collection of all those potential behaviors which may contribute to work life imbalance. At 5% level of significance and 96 degree of

freedom the hypothesis has been rejected indicating female employees exhibit Individual initiative behaviour less frequently as compared to male employees. Above statistics proves that female employees are less interested in working after or before normal business hours, attending work related calls from home and working during vacations, travelling etc due to their family responsibilities and commitments. As, males can overlook their family obligations, so they are free to exhibit these behaviours in comparison to females

7.2 On the basis of sectors

(a) There is no significant difference in the Work Life Balance level of women employees in relation with education sector and non education sector.

Table 3: WIPL Scores on the basis of Sectors

Sector	Education (WIPL Score)	Non Education(WIPL Scores)
Size	35	30
Mean	24	27.5
Std. Deviation	1.8	4.94
t- value	-3.9042	

The hypothesis has been rejected at 5% level of significance and 63 degree of freedom proving that it is easier for a woman working in education sector to manage both work and family efficiently in comparison to other sectors. The life of a career woman is never easy. They have to constantly make choices and compromises in their family and work life. The present research paper suggests that education sector is more convenient and easier for a woman to manage work and personal life in a better way. Also, the work place environment of educational institutions was found to be better and more supportive for a woman in comparison other sectors. The society and organization, instead of criticizing, must motivate woman employee to build their career and propose ways to establish balance between ‘dual’ roles.

(b) There is no significant difference in frequency of exhibiting individual initiative behaviour by female employees on the basis of sector.

Table 4: Frequency of Individual Initiative Behaviour on the basis of Sectors

Sector	Education (Individual Initiative Behaviour)	Non Education(Individual Initiative Behaviour)
Size	35	30
Mean	24	29.2
Std. Deviation	7.07	7.88
t- value	-3.0721	

The above table clearly indicates that at 5% level of significance female employees working in education sector are less habitual in exhibiting individual initiative behaviour than female employees working in other sectors.

Female employees in educational institutes do not have to work other than normal business hours and are comparatively free than females working in other sectors.

7.3 Work life imbalance and Individual Potential Behaviour

There is no significant correlation between work life imbalance and individual initiative behaviour.

Table 5: WIPL Scores and Frequency of Individual Initiative Behavior

	Education Sector		Non Education Sector	
Age	Work Interference with Personal Life (WIPL)Score	Individual Initiative Behavior	Work Interference with Personal Life (WIPL) Score	Individual Initiative Behavior
20-25	26	49.5	19.5	25.25
25-30	23.5	27.5	23	29
30-35	24.5	42.5	32	56
35-40	24	25.5	16	21

The coefficient of correlation between work life imbalance score and individual initiative behavior is found to be 0.86. The positive correlation score represents that employees who indulge more in individual initiative behavior are more likely to suffer more from work life imbalance issues. In order to maintain a healthy trade-off between work and family life employees must reduce the frequency of individual initiative behavior.

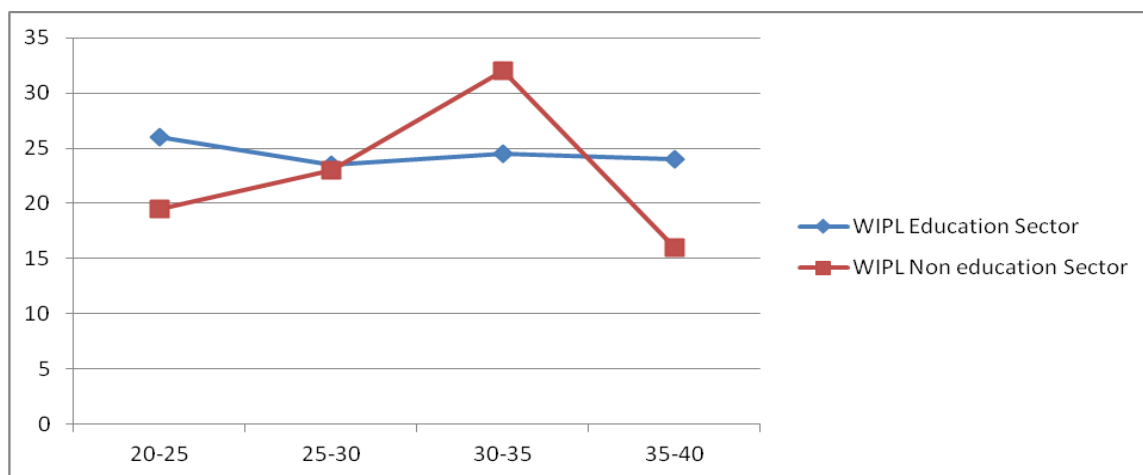


Figure 1: Work Life imbalance with respect to age in education and non education Sector

The above figure indicates that work life balance is almost stable in education sector irrespective of age group. Work life balance is independent of age of an employee in education sector, whereas in non education sector Work life imbalance increases with age of an employee till 35 years. It is found to be highest in employees of age group 30-35 years. After 35 years it decreases resulting into more balanced life. The graph indicates that for education sector WIPL scores are lower, means employees of education sector are comparatively more balanced than others.

8. Concluding Remarks-

Many changes in the workplace and in employee demographics in the past decade have led to an increased need to be concerned for the boundary between employee work and non work lives. Successful work life balance has far reaching implications for individuals and organizations. It boosts productivity and makes for better quality of life. The paper identifies that work life balance can be maintained through reducing the repetition of individual initiative behaviors. One need not to be obsessed with work. There must be prioritization and scheduling of activities, such that all important aspects of life are taken care of. Women even at the heights of their career try to adhere to their family commitments and perform unpaid housework. The rapid- work family conflicts, constant comparison with male colleagues, family obligations and long working hours contributes to more work life imbalance for female employees. Flexi work timings, child care facilities, Leave plans, Rest rooms are initiatives that would help female employees to fulfill their personal as well as professional responsibilities efficiently. The study supported the Indian traditional mentality that even in today's fast moving world for a female, education sector is relatively less stress prone and contributes to greater work life balance in comparison to other sectors. For working women, getting caught in the work/life balance trap will continue to be an ongoing challenge.

For recruiting and retaining good talent, employers need to create and maintain healthy workplace. As the economy shifts more towards the service sector, work life balance assumes greater significance and calls for major changes in systems and attitudes, so that employees and organization both can enjoy success in long term. The outcomes of work-life balance are potentially numerous. Again they can be related to personal satisfaction and well-being at work, at home and in life as a whole, to somewhat more objective indicators of behaviour and performance at work and at home and to impact on others including work colleagues and family and friend

9. References-

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