



## Family-work role management by working women: A study in higher educational institutions in Punjab

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### Abstract

As more women join in workforce, it become challenging for a woman to manage dual roles such as family and work. Therefore, this study examined how women in the rank of higher education management negotiate their roles. Administration and high rank positions demand more time and efforts. So, the current study makes an effort to identifies the factor that effect the family work role management of women principal in the colleges and identifies the consequences aroused due to poor management of dual role. To conduct the study, the researcher has used purposive sampling techniques to select the respondents and sample has been selected from the affiliated colleges of the Panjab University, Chandigarh. The data has been collected from the 50 women principals. The primary data has been collected by distributing the structured questionnaire to the respondents. The results of the study revealed that there are several factors such as long hours of work, excessive workload, health issues, inadequate support, family and domestic responsibilities accounted for greater work-life management. It was also found that women's experiences of family-work role management impacted negatively on their level of job performance and well-being. The study concluded that universities need to pay attention to the interface of work and family by initiating family friendly policies that take into consideration the multifaceted roles of women.

**Keywords:** Women, administration, family-work dual role, higher education institutions

### Introduction

Woman plays a crucial role in a family and society. In the historical context of Indian culture, women are viewed as the family's caregivers. But in today's world, women work and contribute financially to the family. The fast-developing knowledge economy has given place for a greater number of women to be enlightened by higher education. Education has not only empowered them but also has given them robust careers.

Through attaining higher education in contemporary world women is working to provide financial support to her male counterpart. In spite of her positive contribution to the family her image of woman being a home-maker is not much changed. It has increased the responsibilities of working women. Even if she works, she is expected to cook food, take care of kids and all other household duties. As a result, maintaining a suitable family life is getting increasingly difficult in India. Women will experience a role conflict as a result of this. With brain power being the requisite skill in this knowledge era, rather than endurance or physical strength, the women workers seem to flood into every sector on par with men. But this has indeed become a tough challenge for women as they have to perform a lot of duties in home and office as well.

The primary responsibility for juggling career and family obligations and overcoming the numerous stressors that come with fulfilling both positions falls on women. Women therefore place a high value on work-life balance because they often work two full-time jobs—one at home and one at the workplace. Favero and Heath (2012) said that since women handle several responsibilities, work-life imbalance develops and that women find it more difficult than men to

balance complex work and family difficulties. A woman must take into account the impact on her interests, connections with her family, and other aspects of her life when she pursues a position of influence inside an organization, such as CEO of a multinational corporation, dean or director of an institution, or principal of a school or college. A working woman may not be able to dedicate the time and effort necessary for most administrative tasks because of her duties to her family. To maximize their potential in all spheres of life, women in higher-level positions need to delicately manage their personal balance and deftly mix their jobs. Previous research showed that the work-family balance is impacted by leaders' positions and gender (Apperson, Schmidt, Moore & Grunberg, 2002). The psychological demands of managerial employment are compounded by frequent travel, lengthy working hours, and work overload. However, gender is also linked to work-family conflict because women prioritize taking care of their families over taking on leadership roles. They also develop a sense of identity through carrying out their societally expected responsibilities and find greater meaning in their role as caregivers than in their jobs (Kiamba, 2008; Rosette & Tost, 2010) <sup>[12, 19]</sup>. In addition, regardless of their employment level, women are still expected to handle all family chores. Wentling (2003) <sup>[21]</sup> opined that the twin roles of women cause tension and conflict due to her social structure which is still more dominant in the society.

Women in administration, often have to balance competing responsibilities that take up their time and physical energy, whether from their jobs or their families. Their capacity to successfully carry out both jobs is impacted by this conflict (McDonald & Leaptrott, 2009) <sup>[15]</sup>. Working out their

gender-expected duties and their leadership status puts pressure on women in management positions, according to Rosette & Tost (2010) <sup>[19]</sup>. Additionally, according to Whitehead and Kotze (2003), women who struggle to balance work and family are more prone to experience occupational stress, burnout, appetite loss, insomnia, overindulgence, and back discomfort.

For maintaining work-life balance, social support plays a significant role for women managers. Social support is acquired not only from the family members, but also from employers, colleagues and other members of the organization. It is considered to be of utmost significance when women working at higher level position. Although the occurrence of conflicts between career and family roles can be a source of stress for women.

### Review of literature

Dhar (2008) <sup>[6]</sup> highlighted the experiences of female directors in management organizations. The study reveals women encountered both internal and external pressures, challenges faced due to the male-dominated society and juggling personal and professional obligations.

Valk and Srinivasan (2011) investigated that women still handle the majority of household work and child care duties. Even in marriages with two earners, women dedicate more time to both household chores.

Mathew and Panchanatham (2011) <sup>[16]</sup> carried performed a preliminary investigation of the work-life balance of southern Indian women entrepreneurs. In India, becoming an entrepreneur has always been associated with men. But as the sociocultural landscape has changed and educational options have expanded, women have begun to recognize their innate abilities and financial acumen. A greater proportion of women are becoming entrepreneurs thanks to the support of numerous governmental and non-governmental organizations. But under the current family and social structure, businesswomen are overworked and find it more and more difficult to strike a balance between their roles in life and at work.

Gokulakrishnan and Ramesh (2013) <sup>[9]</sup> carried out a study on women academicians' experiences with work-family conflict. The findings showed that job satisfaction, which influences female faculty members' intentions to change jobs, explains work-family conflict. Furthermore, job satisfaction is negatively impacted indirectly by work-life conflict and the intention to leave one's current position.

Delina and Raya (2013) <sup>[5]</sup> noted that social demands and economic constraints have caused working women's roles to evolve globally. As a result, professional women now face enormous pressure to pursue careers that are as fulfilling as those of their male colleagues while continuing to be actively involved in their home lives. Working women are feeling the effects of increased work pressure, which is reducing their free time.

Mittal (2015) <sup>[17]</sup> preliminary investigation into the work-life balance of female educators working in colleges. It was discovered that role overload, time management, dependent care, social support, and health were the main factors influencing work-life balance. The majority of female faculty members reported difficulties in achieving a good work-life balance, according to the study.

### Relevance of the Study

Research shows that despite improved access of women to higher education, there remain many educational inequities for women as faculty. Feminist scholars have identified that explanations such as the women's 'double burden' and conflict between the personal and professional roles, are not sufficient in explaining women's exclusion from senior academic roles. Instead, they see Higher Education Institutions are gendered in their organisational structures and have a built-in glass ceiling. In India, the gap between women and men in the Education Institutions is being bridged through efforts to increase the proportion of Women in faculty and women in senior roles. It is a fact that women have to face problems just by virtue of their being women. And if they are working the problems are multiplied manifold. Social attitude to the role of women lags much behind the law. This attitude which considers women fit for certain jobs and not for other jobs influences those who are involved in the recruitment of female employees. The low representation of women in high-level leadership roles has led to an inference that there may be a hidden prejudice toward women seeking positions of leadership. The number of women is very less at administrative level. Those women reached at these positions faces dual responsibilities such as personal and administrative. Hence, this study is conducted to know that how they women in administration manage with their work and family dual role and what consequences aroused due to not proper management of dual role.

### Objectives of the study

1. To identifying the factors affects the work-life balance of Women Principal.
2. Get to know how what consequences they faced due poor management of dual role.

### Research methodology

The present study is descriptive in nature. The researcher has used purposive sampling techniques to select the respondents and sample has been selected from the woman respondents. The sample size of the study is 50, which has been selected from affiliated colleges of Panjab University, Chandigarh. The primary data has been collected by distributing the self-constructed questionnaire to the respondents. The analysis of data done through the percentage analysis and further described in table form. The analysis is limited with reference to work life balance among women principal. The variable identified for the study is only limited with work life balance and tools used for analysis has its own impact on the findings.

### Results and discussion

The findings of this study provide the demographic profile of the respondents such as age of the respondents, marital status, number of children and year of experiences in the profession. After this, Table-2 of the study discussed the factors affecting family-work role management of the respondents and Table- 3 of the conducted study provides the consequences of poor work life balance of the respondents.

**Table 1:** Demographic profile of respondents

Sr. no	Factors	Responses
1.	Age a. (35-45)	15 (30%)
	b. (45-55)	25 (50%)
	c. (55- above)	10 (20%)
2.	<b>Marital status</b>	
	a. Married	38 (76%)
	b. Single	12 (24%)
3.	<b>Number of Children</b>	
	a. 1	25 (50%)
	b. 2	15 (30%)
	c. 3	10 (20%)
4.	<b>Year of Experience</b>	
	a. 5-10	7 (14%)
	b. 10-15	14 (28%)
	c. 15-20	18 (36%)
	d. 20-above	11 (22%)

Table: -1 represents the demographic profile of respondents. The first indicator provides the information about the age of the respondents. The collected data indicated that the majority of the respondents (50%) are in the age group of 45- 55 years. Out of total sample, 15 respondents are in age group of 35-45 years. Only 10 respondents are of above 55 years of age. The data further provides the information regarding the marital status of the respondents. It is observed from the data, that majority of the respondents (76%) are married and out of total, 12 respondents are single. After this, the data stated the information related to number of children of the respondents. According to collected data, it is identified that most of the respondents (25) have only one child and 15 respondents have 2 children. The table shows the years of experience of the respondents. It is studied that more than average of the respondents is having 15 to 20 years of experience in the profession. Out of total sample, 7 respondents have 5–10-year job experience and 36 percent of the respondents have 10- 15-year experience.

**Table -2: Factors affecting family- work role management**

Family- work role management is a term used to describe the balance between an individual's personal life and professional life. There are myriad factors that affects the family-work role management among the working women. The factors affecting family- work role management in current study assessed using a self-constructed questionnaire. Table- 2 provides the responses of the respondents regarding family-work role management-

**Table 2:** Factors affecting family- work role management

Sr. No.	Indicators	Responses		Responses	
		Yes	%	No	%
1.	Excessive Work-load	34	68	16	32
2.	Interference of work with family	39	78	11	22
3.	Fulfill the others expectation	38	76	12	24
4.	Longer working hours	44	88	16	32
5.	No time for oneself	42	84	18	36

Source: Primary data

**Excessive work-load at administrative position:** The collected data provides the information that 68 percent of the respondents agrees that they suffer from the burden of excessive work at the higher education position. Only 32

percent of respondents stated that least work-load at this level. Operational Tasks pertaining to children, the house, in-laws, parents, and their social circle are frequently placed before women. Furthermore, they have to assume various roles in their personal lives. Women principals now have to work longer hours and occasionally even bring their work home due to the increased demands on their jobs. As a result, the most of them have an overwhelming amount of work to do in both their personal and professional lives. This can cause conflict and is one of the factors that contribute to the work-life imbalance

**Interference of work with family life:** Majority of the respondents (76%) agreed that work interfered with family life while working at the administrative position. This may be attributed to the fact that mostly work hours are not limited to 7 or 8 hours a day and they have to spend more hours at work. This leaves them with very little time for family. A woman is expected to be an expert at her job in modern society. In Indian society, it's particularly hard for a woman to strike a balance between her personal and professional lives. Women in India are still seen as family managers at home, regardless of how high up on the corporate ladder they have risen or how successful their professions have been. It is expected of them to take care of the family business, cook, clean, and return home at a specific hour. The traditional roles of a woman as the homemaker and a man as the breadwinner have been modernized in India.

**Fulfil the others' expectations:** A large majority of the respondents (76%) opined that they are under pressure to fulfil other's expectations. 11 responders, however, disagree with the statement. Work-life conflict arises from the difficulty working women face in balancing two full-time jobs and fulfilling many tasks in both fields. Families are expected to fulfill social roles to a great extent, but the organization also wants them to perform well. Both fields place a great deal of pressure on working women to fulfill all of their responsibilities, which causes them great stress. According to the aforementioned data, respondents frequently have very little time for themselves to pursue their own interests since they are attempting to live up to others' expectations.

**Longer work hours:** Out of total sample, 88 percent of respondents stated that longer working hours plays a prominent in work life balance. Women in India continue to be the primary caregivers for their older dependents and children, which means that they will have to put in more hours at home and compromise their work-life balance. It is noted that working women have very little free time for hobbies or interests outside of work. The results of the study also show that women's additional working hours are crucial for maintaining a healthy work-life balance. In 2012, Dam and Daphtardar.

**Self-care and self-space:** Majority of the respondents agreed that they had less time for themselves. Though a large majority (84%) of the respondents stated that they have very less time for their self-care and personal space. Women tend to choose family over job when it comes to priorities (Verma, 2018) <sup>[20]</sup>. Because of this, compared to their male counterparts, women managers' report a

significantly higher level of family-job conflict, which is frequently accompanied by a higher mental and physical strain. According to Glass and Burke (1988) [11], women managers who report higher levels of work-family conflicts also experience higher levels of stress, despair, and irritability.

**Table- 3: Consequences due to imbalance of family work role management**

A good combination of an employee's job and family duties is known as family-work role management. A number of factors, such as higher proportions of women in the workforce, an increase in dual-earner couples and single parents, shifting expectations about family roles, and increased use of technologies that allow work to be done anywhere, at any time, have all contributed to a greater blurring of the lines between work and family life. Therefore, adequate balance between both provides the life satisfaction and vice-versa. Table- 3 represents the consequences of poor work-life balance of the respondents.

**Table 3:** Consequences due to imbalance of family work role management

Sr. No.	Reasons	Response		Response	
		Yes	(%)	No	(%)
1.	High levels of stress and anxiety	29	58	21	42
2.	Mismanagement of work and personal life	33	66	17	34
3.	Show less interest in leading roles	35	70	15	30
4.	Health Issues	28	56	22	44
5.	Disturb mental make-up	34	68	16	32
6.	Less utilization of potentials	28	56	22	44

Source: Primary data

**Table-2** provides the consequences arises due to poor work-life balance. Despite, family support women principal is less able to manage family and work role. No doubt financial stability and position at job enhance their job and life satisfaction, however, other factors are available which are responsible for poor management.

**High levels of stress and anxiety:** the first reason identified from the study is high level of stress and anxiety due to improper work-life balance. Out of total sample, 58 percent of the respondents stated that they experience high levels of stress and anxiety due to poor work-life balance. However, 21 respondents opined least stress and anxiety. In addition to juggling the responsibilities of becoming pregnant and raising a kid, working women also have to cope with intense anxiety from competing in a society dominated by men. In addition, they are unable to aim for higher job advancement because of their ongoing juggling of work and home obligations. Poor performance in the home and at work would come from continuing to work under pressure (Vijayalakshmi and Navaneetha 2013) [18]. Some working women can decide to put their careers ahead of their families. In these situations, people could feel guilty and frustrated about giving up family time. In either situation, working women are forced to make a difficult choice or compromise resulting in stress and anxiety thereby adversely affecting their health.

**Least interest in leading roles:** - 70 percent of respondents opined that they are least interested in high level position. It is observed that due to family obligation women do not want to join the leading roles. Only 30 percent of respondents showed the interest in administrative position. These positions demand substantial efforts and time to perform the duties which seems difficult for a woman because of their dual roles.

**Inability to realize full potential:** Out of total sample, 56 percent of respondents expressed that they are not able to use their potential due to work-life balance. Most Indian women are not encouraged to prioritize career over family. Working women become more resentful and frustrated as a result, which affects their varied positions and creates imbalance. Therefore, it may be concluded that working women's capacity to reach their full potential is hampered by a poor work-life balance. Women frequently assume several roles, which makes it difficult for them to distinguish between their home and work spaces. As a result, working women compromise in one area or another to temporarily handle circumstances. They are hence unable to reach their greatest potential in both areas. Thus, it follows that a poor work-life balance leads to high levels of stress and anxiety, as well as job burnout, among working women. It can also be discouraging for them to not be able to reach their full potential at work and at home, which can lead to resentment and bad feelings toward their immediate surroundings. Their quality of life may be suffering as a result of the discord this is creating at home.

**Health Issues:** It is identified that due to inadequate work-life balance, working women face the numerous health issues. It is observed from the conducted study, it is stated that 56 percent of respondents deals with health problems. Poor work life balance impacted the mental makeup of individual and hence, resulted in many health issues among the women.

**Conclusion**

There will always be some conflict between work and family obligations, which is why women in administrative jobs strive so hard to juggle their many commitments. It has been noted that achieving a work-life balance includes a variety of dynamics and is influenced by factors including age and family support. The study's findings indicate that managing the roles of work and family presented several difficulties for women in higher levels. A post at the administrative level requires more time and effort. Women in this role continually balance work and family obligations. Higher education's academic administration calls for a variety of efforts. Higher ranking women are also contributing to the development of new educational policies. When women are unable to handle their tasks and balance their internal and external mental settings, their efforts become less effective. Despite receiving support from family, one of the major issues that all participants noted was juggling job and family obligations. Nearly every participant—married or single—admitted that even though they were raised in a Confucian society but were living in modern times, women were still expected to take care of the home and family. Compared to other corporate organizations, where research was the path to academic progression, this difficulty was more evident in HEIs.

Women's research productivity and opportunities were negatively impacted by the participants' perception that they had an overwhelming burden in four distinct areas (teaching, research, supervision, and management) in addition to having to take care of their household responsibilities.

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