

Impact of gender and perceived organization support on Work life balance

Shehryar khan¹, Muhamamd Usman Saleem², Abbas Khan³, Farhan Khan²

¹. Foundation University Islamabad, Pakistan

². University of Science and Technology of China, China

³. Bahria University Islamabad, Pakistan

shery359@gmail.com, usmanmughal@mail.ustc.edu.cn

Abstract: The last decade of the 20th century highlighted the role of women in work place and issue such as WLB surfaced the human resource literature. The previously considered women issue was realized to have impacts on both the genders. Imbalances leads to stress and role overload for employees. Studies highlighted the role of different factors influencing the WLB. The current study analyzed the role of gender and Perceived organization support in WLB using data from 180 respondents at different Universities in Peshawar. The results of Regression show that POS has a direct relationship with WLB. Results from Independent sample T test supports the females of having more WLB as compared to men.

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Key words: Work life balance (WLB) , Organization Support, Stress,

Introduction

Work life balancers of individuals is defined as the extent to which the employees in a firm are satisfies and are able to integrate their work and their personal life (Greenhaus, Collin & Shaw, 2003). The increase in the social and the on job responsibilities of the individuals and the trend towards the dual earning families have also enhanced the focused on WLB (Hansen, 1991). WLB of employees was not of considerable importance during the 20th century, (Crompton 1999) suggest that in past there was a traditional view about employment in which the men were supposed to work for earning income while female were supposed to be house wife and managing the activities at home. Crompton & Lyonette, (2006) comments that change in attitude and the aspiration towards the employment is one factors towards the changing mix of work force while the economic factors and the economic situation around the world has also contributed much in changing mix of work force around the world.

Muhammad, Ren, Khan (2015) Job satisfaction is defined as an individual positive emotional reaction to particular job. Today in technical era man spend most of time in work therefore job satisfaction is very important to achieve desired goals, because if man is not fully satisfied with job or task assign to him then how he can give his best. So we can say that job satisfaction is an affective reaction to a job that results from the person's comparison of actual outcome with those that are desired, anticipated or deserved. This job satisfaction is affected by both outside and inside environment of the organization like job proposes affect the job happiness, if job is

rich in behavioral elements feedback response this leads to job satisfaction

Fogarty & McNeely, (1988) comments that the main issues associated with the dual career families is the conflict management, difficulties in arranging time for their children and insufficient time for managing the work and the family life of the individuals, all these factors results in the work overload for the individuals and results in work life imbalances. Perrewé & Hochwarter, (2001) suggests that the individual provide more time to one activity and less to other results in imbalance for the individuals in their personal life. Greenhaus et al, (2003) suggests that the imbalance in the activities of the individuals leads to stress, low efficiency and decreased moral and satisfaction for the employees in the firm.

Siegel & Lee, (2001) comments that imbalances in role related responsibilities of the employee's results in dissatisfaction for the employee at their job and also have influence over other responsibilities for the individuals in their personal lives. The job satisfaction is of immense importance for the individual to boost their moral and have a more pleasant work life balance, Martins et al., (2002) comments that the WLB of the individuals has significant influence over the career of the employees regardless of their gender and imbalances in their work or personal life results in conflicts with their job. Emslie & Hunt, (2009) suggests that previously the role of gender in the WLB of the employees has not been much highlighted by the studies as the WLB was considered as women issues only, however it has been highlighted now that the issue of WLB

corresponds to both the genders and men shows much more sensitivity in the later parts of their lives.

Apart from gender the other important factor identified to have influence over the WLB of the individuals is the perceived organizational support, Gilley & Luk, (2001) suggests that the perceived organizational support is the supervisors support, fairness in job design and the support from the organization to support the individuals to support their work and their personal life.

Eisenberger, (2002) comments that the supervisors support, fairness in work condition and the favorable work conditions are all factors of WLB of the employees in the firm and are regarded as important determinants of setting the balance between the work and the personal lives of the individuals leading to WLB that result in satisfaction and high level of motivation for the employees in the firm.

Literature review

The concept of WLB was first introduced during 1986, according to Lockwood, (2003) the term WLB suggest the state of equilibrium between the personal engagements as well as his role at job. Ferris & Weitzman (2001) defines the WLB as the degree to which the individuals are able to strike a balance between their temporal, behavior and physical responsibilities at job and home. Lockwood (2003) suggest that from employee prospective WLB is the extent to which he finds a balance between personal and family obligations, from the company point of the stress is on developing a culture in which the employee can focus on his job responsibilities without any stress. Collin & Shaw (2003) comments that WLB is the extent to which the employee is engaged in and satisfied from his role at job and personal life.

Crompton (1999) comments that the problem of WLB was not very sever during the 20th century where the men were supposed to go for job and the female were considered to have responsibilities at home only. Crompton & Lynette, (2006) corresponds to WLB and suggest that the pattern has changed now and the change in mix of work force and dual earner families have shifted the focus towards WLB. Fogarty et al., (1988) also supported the point that with the induction of so many women in work place has made it quite necessary for the firm to have balancing programs.

Eddleston & Veiga 2002 argues that previously the issue of WLB was not of much importance because it was not influencing the career path of the individuals as at those times the roles were quite distinctly assigned: men were supposed to work in office and female are to take care of family matters. Crompton & Lynette, (2006) suggest that the role

has now changed the landscape of the work force partly because of the change in aspiration and attitudes and partly because of the economic conditions which have forced into an economy of dual earning families. Hayman, (2005) concluded for a critical evaluation of papers of many of the researchers that nowadays most of employee perform their task while sitting at home which has dissolved the boundaries between paid lives and unpaid lives. McNeely, (1988) comments that main issues which are associated with dual earning families are, difficulties in care of children, scheduling conflicts and finding a balance between the responsibilities at home and job, all these results in role overload for employees. Perrewé & Hochwarter, 2001 comments that role demands on the other hand are associated with the expectation of family and employer from the individual on the other hand the preferences, the personal and social norms and values are also important in setting the role of the individual. Marks & Macdermid, (1996) suggest that the ability of the employee to balance their personal and their professional roles results in low depression and low stress along with high level of self-esteem, imbalances leads to stress and role overload. Greenhaus et al., (2003) also argues that imbalances in work and personal lives results in high level of stress and quality of work life diminishes for the individual also the effectiveness of the employees decreases. Siegel & Lee, (2001) argues that quality of work life have impacts both on the job satisfaction of the individuals as well as the satisfaction in other fields of life. Martins et al., (2002) suggest that work life of employee has greater implication for the career satisfaction of the employees and the work life conflicts have negative influence over the career satisfaction individuals and the impacts of gender was not much highlighted however it is noted that men in later stages of their career shows much more sensitivity. Murphy & Sullivan, (2002) also supports the point that previously the issue of WLB was regarded as a female issue only however recent studies have acknowledged the fact that men also have problems of managing their personal and professional life. Jager & Kops, (2006) comments that various factors influence the imbalances for the individuals and the paid jobs of individuals are regarded is an important factor in imbalances for the personal lives of employees. Keene & Quadagno, (2004) argues that women feel more balanced when they are able to organize their lives at home, men on the other hand feel balanced when they are able to schedule their personal responsibilities along with their job. Emslie & Hunt, (2009) adds that regardless of their gender the employees who have children at home feel more concerned about their responsibilities

at home, female are a bit more concerned about their responsibilities related to their children. Hill et al., (2001) comments that employee who work more hours than the standard eight hours work also face high level of conflicts in their Personal and paid lives.

Organization role in supporting the employees in balancing their responsibilities is an important, Warren & Jhonson, (1995) suggest that organization policies to provide flexible timing for the employees, a more flexible organization culture and steps to support employees have positive influence over employees personal and professional lives. Gilley & Luk, (2001) argues that POS is perceived company willingness to spend the resources for helping the employee organize their both ends of life. Rhoades & Eisenberger, (2002) comments that supervisors willingness, fairness and policies oriented towards helping the employees in managing their diverse tasks has important role in balancing the ends of individual's roles. Batt & Valcour, (2001) suggest that the supervisor role play an important role in helping the individuals organize their paid an unpaid lives.

The literature presented above suggests that with the shift in economic context and changes in attitude towards workplace have inducted women in the workplace which have raised the issue of work life balance. The issue was previously regarded as women issue only however recent studies have highlighted that men also have problem with WLB. The POS is also regarded an important factor in setting the ability of individuals to balance their paid an unpaid lives.

Theoretical Frame Work:

The current analysis uses the WLB as the dependent variable of the research and is used to analyze the effects of gender and POS. The theoretical relationship of the variables is given by the following figure, In the figure above WLB presents the dependent variable while gender and POS (POS presents the explanatory variable.

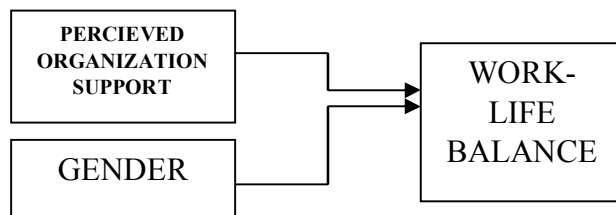


Figure 1 : Theoretical Frame-Work

Hypothesis of the study

The study has following assumption regarding the results based on the literature presented,

H: 1: Male employee is better able to organize their WLB

H: 2: POS has positive influence over the WLB of employees.

Methodology

The aim of the research is to analyze the impacts of gender and the POS on the WLB. The section presents the tools and the techniques which are used by the research to find out answers to the questions of the research.

Sample and Sample Technique

In order to analyze the relationship between employee WLB, gender and the POS the study collected a sample of respondents from the employee at different universities in Peshawar KPK. There are ten different renowned universities in Peshawar KPK offering different courses in different disciplines. The faculty members of all these universities are included in the population of study and the sample is selected from these faculty members.

In the first step the study randomly selected five universities from the 10 universities, these include,

- Peshawar University
- IM sciences
- Iqra University
- Sarhad University
- City University

The data related to the faculty members in these universities is obtained. In the next step randomly 200 faculty members from both genders are selected for the sample of the research. The data for the variables is collected from this sample. The final sample consists of 200 employees from these universities used for collecting data for variables.

Data collection

Data used by the research consist of both secondary and primary data. The tools and techniques used for collecting data are described below.

Secondary Data

The secondary data is basically used by the research to explain the different concepts and ideas related to the WLB of the employees. The secondary data used in the research is mainly collected from books, book sections, papers, articles, periodicals, journal papers and other published materials around the web.

Primary Data

The primary data used in the research is collected using the questionnaire of research designed to collect data for the variables of the research. Hutchison. & Sowa, (1986) questioner design is used for collecting data related to the POS.

These questions are ranked on a seven point likert scale, the reliability ranges from .74 to .95.

For collecting data related to the WLB of employees Ferris & Weitzman, (2001) is used which consist of 5 different questions ranked on a seven point likert scale. The reliability is equal to .83. The questionnaires are self-administered.

Data Analysis

Data collected through the self-administered questionnaire is the analyzed using the statistical tools and techniques. Different tools are used for finding impacts of gender and POS.

Gender and WLB

For analyzing the relationship between the gender and the WLB an independent sample T test is used. The independent sample T test finds the mean difference between two groups on the same criteria and reports the group which has high mean relatively to the other. In this study Male and Female are two groups used by the study to know the difference in the WLB of these groups. SPSS is used for conducting the Sample Test for the groups.

Perceived organizational support and WLB

For analyzing the relationship between POS and the WLB the study uses the simple regression model for analyzing impacts of POS on WLB. Simple regression model used single dependent and single independent variable to analyze the impacts of explanatory variable over the WLB. The regression model is given by the following equation,

$$WLB = \alpha + \beta(POS)$$

In the above equation WLB is the dependent variable POS is explanatory variable. Alpha stands for Intercept while Beta stands for the slope coefficient of the variables.

Results

Questionnaire of the research are distributed among 200 different employees in the five sample universities of the research. Out of these 200 questionnaires 180 were properly filled and returned the remaining however were either not properly filled or they were not returned thus leading to 180 final respondents. The data analyzed using the test provided the following results.

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate	Change Statistics					
						R Square Change	F Change	df1	df2	Sig. Change	F
1	.524 ^a	.274	.270		.25628	.274	67.311	1	178	.000	

a. Predictors: (Constant), perceived organization

Perceived organizational support and WLB

Simple regression model was used by the research for analyzing the impacts of POS on WLB. The results are given by the following tables.

Table 1 : Model Summary

Table 1 of the research presents the model summary of regression model. From table it can be seen that the value for R is .52 suggesting that POS and WLB moves positively with each other in same direction. This implies that POS and WLB has positive covariance. The value for R square is .27 suggesting that out of 100% change in WLB of

employees 27% is explained by POS. This suggests that POS is a strong determinant of WLB. The F value in the table is 67.3 which is greater than the value required for the significance of the model. This suggests that model used by the research is accurately predicting the relationship between dependent and independent variable in the research.

Table 2 presents the coefficients of regression model, from the table it can be seen that intercept of the relationship is 2.09 and T value for this coefficient is 3.26 suggesting that the model has true intercept and is significant.

Table 2: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.093	.093		3.262	.000
perceived organization Support	.177	.022	.524	5.204	.000

a. Dependent Variable: Work life balance

The value for slope coefficient for the relationship is .177 suggesting that there is a direct association of WLB with the POS. Increase in POS increases the WLB of employees working in these universities. The T value for the coefficient is 5.204 that imply that relationship is significant at 5% level of significance. This leads to the acceptance of the alternate hypothesis that POS has positive impacts over WLB and rejects the null hypothesis that there is no relationship between these variable.

Gender and WLB

The independent sample T test using the SPSS provided the results which are presented by Table 3 of the study. The table show that the hypothesis of the tests that both the groups in the study has equal variance is significant and the F value for this hypothesis is 7.397 that is greater than the critical value at 1% level of significance.

The acceptance of equal variance assumed implies that the gender differences in WLB must be explained from the first row corresponding to the Equal Variance assumed by the test. In case the hypothesis of equal variance assumed was rejected then the study would use the second row corresponding to hypothesis of unequal variance assumed.

In the table it can be seen that the mean difference is -.10811 as the test deducts the mean of Male from mean of female group, this states that the mean of female is greater than the mean score of male. This implies that female is better able to organize their WLB relatively to male. This results in accepting of the Null hypothesis that female are better able to organize their WLB and rejects the alternate hypothesis that male are better able to manage.

Table 3 : Independent Samples Test

	Levene's Test for Equality of Variances		t-test for Equality of Means				
	F	Sig.	t	Df	Sig. (2-tailed)	Mean Difference	
Work life balance	Equal variances assumed	7.397	.007	2.316	178	.022	-.10811
	Equal variances not assumed			2.536	154.038	.012	-.10811

Conclusion

The shift in economic context and changes in attitude towards workplace have inducted women in the workplace which have raised the issue of work life balance. The issue was previously regarded as women issue only however recent studies have highlighted that men also have problem with WLB. The POS is also regarded an important factor in setting the ability of individuals to balance their paid an unpaid lives.

The current study analyzed the relationship between the work life balance, gender and organizational support using data from different universities in Peshawar KPK. The study collected data from 200 respondents selected from 5 top universities in the area. The data collected from the respondents using the self-administered questionnaire was analyzed using different statistical tools and techniques. The results of the simple regression model validate the relationship between POS and WLB and present a positive relationship between both these variables. This implies that an increase in

the organizational support leads to an increase in the WLB of individuals. The results for Independent sample T test suggests that female scored more on WLB as compared to male and for the reason the female are better able to organize their WLB as compared to male. The overall results of the study suggest that WLB is influenced by gender and POS and supports the findings of the previous studies.

Correspondence Author:

Muhammad Usman Saleem
 Research Scholar
 School of Public Affairs, University of Science and Technology of China, USTC, Hefei, Anhui, P.R. China
 Email: usmanmughal@mail.ustc.edu.cn
 Cell: 0086-15665403301

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