

ROLE EFFICACY AS A SIGNIFICANT IMPACT ON WORK-LIFE BALANCE OF WORKING WOMEN

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Introduction

Role is defined by the functions one performs in response to the expectations of the significant members of a social system, and one's own expectations from that position. 'Role' and 'office' are two sides of the same coin and two separate concepts. According to Katz and Kahn (1966), 'Office is a position in terms of its relationships to others and to the system as a whole.' While 'office' is a relational and power related concept, 'role' is an 'obligation' concept. An office is concerned with the hierarchical position and privileges in a social structure defined the office-holder's power and a role is the integrated set of behaviors expected from a person occupying that office.

When a person becomes a member of a social system, he or she may react very positively and with great satisfaction to others' expectations and fulfils them to the best of one's abilities. Such a 'reactive' (responsive) approach will help the individual take on the role effectively.

The experience of many women striving to hit the top levels in business is that they must work harder though often struggling with extraordinary demands on their personal lives, to earn the same recognition or success as men. Present study aims at the representation of working women's role efficacies in the top decision-making.

Review of Literature

Powell and Greenhaus (2010), examined whether variables selected from theories of psychology of gender as well identity, boundary and role theories explained effect on work to family conflict and "positive spillover". Women experienced higher positive spillover because they were higher in femininity. Women managers did not experience different levels of conflict than men, individuals who scored higher on measured family role salience, which was positively related to femininity, experienced lower conflict. Role segmentation not only reduced conflict but also had the unintended consequence of reducing positive spillover.

Hobbler, Wayne & Lemmon (2009), examined the intervening roles of knowledge sharing and team efficacy in the relationship between empowering leadership and team performance. Team performance was measured through a time-lagged market-based source. Results revealed that empowering leadership was positively related to both knowledge sharing and team efficacy, which, in turn, were both positively related to performance

Mulki, Lassk and Jaramillo (2008), investigated the effect of work overload and self-efficacy on important work-life balance issues which includes capability rewards and pay satisfaction. An empirical study was presented that included 138 responses which provide evidence that role stress and work overload mediate the effect of self-efficacy on work-life balance issues.

Rathi and Rastogi (2008) examined relationship between emotional Intelligence (EI) and Occupational Self-Efficacy studies on 112 scientists. Correlation and regression analysis reveals that emotional intelligence has a positive relationship with occupational self-efficacy and was found to be one of its significant predictors. The study implies that people with higher emotional intelligence are more effective employees as compared to those with lower emotional intelligence.

The study reflected these views of HR Director for Shell Companies in India (2012), observes, "*there is certainly positive change for women in India in the work place. There is a gap in the Indian talent market, with significantly more than talented people. Today, women are thought of as great managers, often pursued strongly by search firms. In fact, several firms have targets to achieve on women number*" (www.shrmindia.org/perspectives-women)

Research Gap

- There present study investigated role efficacy significance among women managers Work-life balance.

Research questions

- ▲ How does role efficacy impact balancing status of work and their life among women managers?

Thus, the above issue identified significant research gaps, which need to be addressed to engender data and literature in the area of work-life balance and also to further research

Research Methodology

Significance of the Study

From the sociological and psychological perspective our aim is also to nurture “healthy” and productive employees. The variables Role Efficacy in the study highlight the contribution for healthy, productive and effective employees.

Scope of the Study

The present research work has been conducted in the State of Andhra Pradesh covering three districts namely Hyderabad, Vishakhapatnam and Guntur. The study is focused measuring the determinant role efficacy of work- life balance of 443 women employees.

Objectives of the study

To study the significant importance of role efficacy in work life balance among women Managers

To determine factors influencing role efficacy with respect to work life balance

Hypothesis of the Study

1. Hypothesis (H1): a) Work-hours have significant impact on Role significance.
2. Hypothesis (H2): Work experience has significant effect on Role efficacy
3. Hypothesis (H3): Annual Income has significant effect on Role efficacy.
4. Hypothesis (H4): Elder care responsibility has significant impact on Role efficacy.
5. Hypothesis (H5): Number of children has significant impact on Role efficacy.
6. Hypothesis (H6): Mode of transport has significant effect on Role efficacy.

Sources of Primary Data:

The primary data was collected from the women employees. Data required for the research was collected by distribution of questionnaires personally to the sample respondents in organizations. The questionnaires were designed and adapted with the following research question on Role played by women managers in providing work-life balance initiatives of these organizations.

Description of the Sample:

The sampling method used in the study was Quota and purposive sampling. This method is adapted when sample elements in all the selected strata are sample representative of sub-population and main population. The technique is used when a complete list of all members of the population does not exist and/ or is inappropriate.

Sources of Secondary Data:

- Review of books on relevant areas for the research such as organizational behavior, strategic human resources management, human resources management instruments, emotional intelligence, corporate governance, quality of work-life, work-life balance/conflicts/integration, and women managers’ leadership qualities.
- Digital libraries, journals, online database on other web resources.

Tools used for the Data Collection

Role Efficacy Scale

Description of the tools used in the study:

- **Role Efficacy Scale (RES)** – The Role Efficacy Scale (RES) was developed by Udai Pareek (1997). It is a structured instrument consisting of twenty traits of statements, divided into ten dimensions. The ten dimensions of the RES are: Centrality, Self-role Integration, Pro-activity, Creativity, Inter-role Linkage, Helping Relationships, Super-ordination, Influence, Personal Growth and Confrontation. Role Efficacy Score has three alternatives which are pre-weighted. Each dimension of role efficacy and the scoring pattern followed is +2, +1 or -1.

Table Showing Role Efficacy Cronbach's Alpha Test

	(Role Efficacy) pre-test	(Role Efficacy) post-test
Cronbach's Alpha	.598	.621
No. of items	20	17 (after removal of 3 items)

- From Table 1 Cronbach's Alpha value measure Role efficacy variables of .621 (after removal of 3 items), the sample adequacy subject to statistical analysis.
- It therefore indicates that Role efficacy is related to management practices.

Hypothesis H1: Working hours has significant impact on Role significance

The 3 X 4 matrix cross-tabulated values relating to role Significance and working hours presented in the table given below

Crosstab Table 2					
Count					
		Role Significance at Work			Total
		-1	1	2	
Working hours	6 to 7 hours	13	9	124	146
	8 to 9 hours	31	35	184	250
	10 to 11 hours	2	7	14	23
	not specified	1	8	15	24
Total		47	59	337	443

Chi-Square Tests of Table 3			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	22.249 ^a	6	.001
Likelihood Ratio	22.241	6	.001
Linear-by-Linear Association	1.271	1	.260
N of Valid Cases	443		
a. 4 cells (33.3%) have expected count less than 5. The minimum expected count is 1.89.			

The above Table 2 & 3 indicates calculated value of Chi-Square is 22.249 at 5 percent level of significance and 6 degrees of freedom $\{(3-1) \times (4-1) = 2 \times 3\}$ whereas the critical value is 12.592. The asymptotic value is 0.001 which is lower than 0.05 and shows that the Chi-square value is greater than table value which strengthens the alternative hypothesis statement and rejects the null hypothesis.

It is observed that almost 50% of the sample spends nearly eight to nine hours in the work place. Time spent in an activity is an indication of commitment and involvement of the individual. This process happens when an individual identifies with the work and considers it as a significant one. Thus, our results also confirm this by stating that working hours has a significant impact on role significance.

Hypothesis H2: Work experience has significant impact on Role efficacy

Table 4

	Work experience	Mean	S.D	S.E	F	Sig	Remarks
Role Efficacy	1-5	18.45	6.425	0.451	2.773	0.008	Significant difference exists
	6-10	21.62	7.038	0.909			
	11-15	19.27	6.786	1.060			
	16-20	20.45	7.172	0.967			
	21-25	20.39	7.996	1.249			
	26-30	20.85	8.198	1.578			
	31-35	24.20	5.808	1.837			
	35-40	26.50	10.607	7.500			
	Total	19.71	7.011	0.335			

The F-ratio is computed to study the variation between samples to the variation within sample. A higher value of F, closer to one signifies that there is significant difference and will be found in the population mean also. The F value =2.773 shows that a significant difference exists between women employees work experience in relation to role efficacy. The higher the work experience, the higher is the degree of presence of role efficacy also.

Hypothesis H3: Showing Impact of Annual Income on Role Efficacy

Table 5

	Income	Mean	S.D	S.E	F	Sig	Remarks
Role Efficacy	Up to 1 lakh	18.22	6.182	0.874	3.372	0.002	Significant difference exists
	1-2	17.95	6.825	0.745			
	2-3	20.36	6.141	0.717			
	3-4	18.51	5.710	0.687			
	4-5	22.00	8.390	1.224			
	5-6	22.32	6.827	1.456			
	6-7	24.25	7.008	2.023			
	>=7	20.34	9.819	1.660			
	Total	19.68	7.160	0.358			

Table 5 shows that significant difference exists between Income levels and role efficacy of the sample ($F=3.372$; $p<0.05$). The above results indicate that women employees with higher income levels spend more time in the organization, hold responsible position and execute their duties diligently. Higher the income brackets, the greater the responsibilities and the role also demands certain obligations from the employees.

Hypothesis H4: Showing Impact of Eldercare on Role Efficacy**Table 6**

	Elder Care responsibility	Mean	S.D	S.E	F	Sig	Remarks
Role Efficacy	Financial support	18.25	3.500	1.750	2.719	0.044	Significant difference exists
	Support and care for elders	23.00	7.943	2.293			
	Financial support and Care for elders	24.70	8.394	2.654			
	Total	19.75	7.014	0.331			

A significant F ratio ($F=2.719$; $p<0.05$) emerged in the above table wherein the sample were found to be supporting the elders in the family and also executing their role in the organization.

Hypothesis H5: Age of Children has significant impact on Role efficacy**Table 7**

	Age of Children (years)	Mean	S.D	S.E	F	Sig	Remarks
Role Efficacy	Under 10 years	22.50	6.815	1.027	5.239	0.000	Significant difference exists
	11-18 years	21.89	6.571	0.991			
	Above 18 years	22.70	7.033	1.284			
	Total	19.75	7.014	0.331			

The above results with F-ratio ($F=5.239$; $p<0.05$) shows that the age and number of children influences role efficacy. In other words the role efficacy dimensions differed in their degree in the sample in relation to the number and age of children they had.

Hypothesis H6: Showing impact of Mode of Transport on role efficacy**Table 8**

	Mode of Transport	Mean	S.D	S.E	F	Sig	Remarks
Role Efficacy	Walk	19.40	7.796	1.203	2.869	0.015	Significant difference exists
	Own vehicle	18.98	6.559	0.514			
	Public transport	20.56	6.990	0.507			
	Private and public transport	24.07	8.499	2.271			
	Staff vehicle	17.25	6.773	1.197			
	Total	19.75	7.014	0.331			

Significant difference exists between mode of transport and role efficacy levels ($F=2.869$; $p<0.05$). The above results show that the sample use different modes of transport which is time consuming and influences work related activities

Findings on Impact of Role Efficacy on demographic factors

- When employees work for long hours in the workplace then organizations provide ample opportunity in the form of training or higher learning for their personal growth (H1 proved).
- Significant difference exists between women employees work experience and their role efficacy (H2 proved).
- Higher the income greater the responsibilities and the role also demands certain obligations from an individual (H3 proved).
- Employees found to be supporting in the family and also executing their role in the organization effectively (H4 proved).
- Employees' role efficacy difference in relation to the age of children they had. (H5 proved).
- Mode of transport influence time and work related activities (H6 proved).

CONCLUSION

In summary it is clear that work-life balance is being aimed at by the women and is achieved because of their high coping mechanisms which are reflected in role and self maturity. However, the stresses and strain of this balancing act are affecting the psychological wellbeing of the women. A lot of them do experience a sense of guilt for not having been able to spend time with the family; primarily the reason could be that women feel that their primary role is that of a home maker and career comes next, but when work role demands to prioritize the family, the balancing act results in either a compromise or a sacrifice.

Suggestions for further research

The present study was analyzed impact of role efficacy in work life balance on descriptive basis. Hence the study proposes its future implications to measure the strength of relationship (at significant level) with respect to demographic factors and role efficacy factors. The study identified six predictors of role efficacy variable. These new factors would help in orienting and furthering research in work-life balancing linkages.

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