FACTORS AFFECTING WORK-LIFE BALANCE OF WOMEN WORKING IN NGOS OF PAKISTAN

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Abstract

The objective of the current study was to examine the factors that affect the work and personal life balance of women working in various NGOs working in the Sindh province of Pakistan. The sample consisting of 125 female staff was chosen and the survey instrument was used for the collection of data. The designed conceptual model of this study was tested with path modeling software of smart PLS. In this study, three key hypotheses relating to organizational support, employee engagement and personality were developed and tested. Various collinearity tests were applied to assess the normality of data. Then, the reliability, validity, measurement and structural model was examined. Using Smart PLS software, the results show that 73% of the total variance was explained by organizational support, employee engagement and personality. Furthermore, it was also found that the highest contribution to the variance came from organizational support.

Keyword: *Work Life Balance, Women, NGOs, Pakistan.*

INTRODUCTION

Work life balance is the topic of interest for many organizations, human resource researchers and human resource managers. It is an important emerging notion in the field of human resource management (Saeed & Farooqi, 2014; Allen, 2006). A lot of changes occurred in economic, political and social values. Increased work load, acquiring new skills, long working hours, use of technology at

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the workplace have are increasingly challenging many employees at modern organizations. Because of these challenges, managing and balancing family and work has become an important issue for many employees (Adakaram, 2016; Saeed and Farooqi, 2014; Pradhan, 2012; Glynn, Steinberg & McCartney, 2002). Work and family are two essential facets of an individual's life. Both of them demand a proper balance between them (DeCieri & Dowling, 2006). Substantial research (Adikaram, 2016; Sultan, Aftab, Amin, & Anjum, 2016; Cain, 2015; Kundani & Mehta, 2015; Kumarasamy Pangil & Isa, 2015; Karim, 2015; Saleem & Abbasi, 2015; Saeed & Frooqi, 2014 Yadav & Dabhade, 2013; Fatima & Sahibzada, 2012; Shujat, Cheema & Bhutto, 2011) has already been done on factors affecting work-life balance and the impact of work-life balance on job satisfaction and job stress in various fields around the world including Pakistan. The ratio of working women has increased over the last two decades (Bhowon, 2013). This modern trend of working women has affected workaholicism. Today a couple spends more time at the workplace and pays less attention to their home and children (Nishat, 2017). In Pakistan, the number of female staff, working mothers and single parents is on the rise. An increasing number of women is entering private and public organization such as banks, multinational organizations, textile industry, universities, and civil services. Working females especially married women and mothers have to always maintain a balance between their work and family roles. In Pakistan, a considerable amount of research has already been done on the work-life balance of women working in large organizations in the banking and education sectors. However, the research on factors affecting work-life balance in non-profit organizations (NGOs) in Pakistan is scarce. Therefore, this study is conducted with the research objective of examining the factors affecting the work-life balance of women working in NGO's of Pakistan.

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Work Life Balance

According to Kundnani and Mehta (2015) work-life balance refers to managing a balance between work and personal life in such a way that one maintains one's productivity and competitiveness at the workplace while simultaneously leading a healthy and happy social life. Njeri (2014) describes work-life balance practices at the workplace as an organizational commitment to catering the balance between the work and private life of the employees. Work-life balance is suggested as the proper balance between personal and professional lives of individuals (Guest, 2002). The scholars maintain that work-life balance is the "achievement of job-related desires that are arranged and shared between the individual and his/ her job-related accomplices in the work and family space" (Grzywacz, 2007). Kofodimos (1993) characterized work-life balance as finding the description of time and vitality that accommodates your qualities, necessities, settling on a cognizant decision about how to structure your life. The study of Reiter (2007) considered the job quality. The results of job fulfillment and job conflicts portray work-life balance as accomplishing satisfactory expertise in all dimensions of life.

A positive impact of work-life balance has been noticed on individual and the organizations. one of the essential roles of the organizations is promoting work-life balance because it leads to a higher motivation level and work performance (Karatepe & Bekteshi, 2008). Furthermore, the study by Gallinisky (2005) proposed that balanced work life plays a significant role in increasing employee commitment and retention towards the organization. It also increases mental health. Researchers (Tompson, 1997; Aryee, 2005) concluded that balanced work-life programs provided by organizations result in employee satisfaction and effective commitment for the organization.

 Aryee (2005) stated that sexual orientation directs family and work roles. He also mentioned that both genders encounter comparable

issues concerning work-life balance. Individual personality performs an essential role in defining work-life balance (Frone, 2003). While there are many other studies showing that personality has a strong link with work-life balance (Devi, 2012; Eby, 2010).

Organizational Support and Work-life Balance

Building a proper work-life balance is not only the responsibility of a worker but also an important obligation for management. The organization must take initiatives for the benefit of its employees so they can manage a balance between their private and professional life. The organization must provide valuable support to their employee so they can maintain a better work-life balance. Organizational support is necessary for the employees because it characterizes the caring and valuable attitude of the firm towards their employees (Eisenberger, 1986). Organizational support is necessary to retain a work-life balance. Organizational support is represented in the form of the providing flexible work environment and required leaves for family and other initiatives also that would be helpful for the employee to manage a better balance between work and personal life. Many organizations are not aware regarding the importance of work-life balance might treat their employees desperately which undermines the employee's capabilities and performance. On the other hand, the firm which is more concerned for its employees would develop policies and programs to improve work-life balance (Mc Carty et al.,2013). McCarty et al. (2013) and Nishaat (2017) stated that organizational support has a positive impact on employee work-life balance of woman.

On the basis of the above explanations about the relationship between organizational support and work-life balance, the following hypothesis is developed.

H1:   Perceived organizational support significantly effects on work-life balance.

Employee Engagement and Work-Life Balance

Employee engagement is defined as a proportion; in which employees show their involvement towards their jobs or duty Rothbard (2012). It is observed by vigor, dedication, and absorption in work (Schaufeli, 2002). Vigor can be seen by the individual degree of capability and intellectual stability. Dedication is represented as the employee's level of implication for the job. Absorption is described as the level of involvement of employee in work. Organizations always strive to engage their employees in performing their work roles, but it is a difficult and complex issue because several roles may fall over one another (Edwards & Rothbard, 2000). Psychology literature exposes that a high level of job involvement is correlated with a high level of job satisfaction (Chuang et al., 2008). Parks (2008) measured the relationship between employee engagement and work-life balance and found a significant relationship between them. The development has been made to grow employee engagement because engagement creates a meaningful work environment, which ultimately helps in maintaining work-life balance (Munn, 2013; Bakker & Oerlmans, 2012; Shaufeli & Bakker, 2010; Adams, King & King, 1996).

H2:   Employee Engagement significantly effects on work-life balance.

Personality and Work-Life Balance

Personal traits such as emotional stability, extraversion, agreeableness, openness to experience and conscientiousness define one's personality. Emotional stability defines the individual self-control and balance of their feelings (Devi, 2012). Extraversion is seen as an individual tendency to socialize and his/her overall positive attitude (Barrick, 1991; Devi, 2012). Agreeableness is classified as an individual's nature, being trustworthy and well mannered (Barrick, 1991; Devi, 2012). Conscientiousness represents an individual's trait to be passionate, hardworking, and steady and strong-minded

(Barrick, 1991; Costa, 1992; Hogan, 1983; John, 1989). Openness to experience represent those individuals who are visionary, innovate and possess challenging nature (Barrick, 1991; Devi, 2012). Past studies on the relationship between personality and work-life balance indicate that personality characteristics influence workplace outcomes (Cain, 2015; Barrick, Mount & Li, 2013; Biddle & Thomas, 1996). However, there is still a lack of research examined the relationship between personality and work-life balance in the context of Pakistan. We hypothesize this relationship as follows.

H3:   Personality significantly effects on work-life balance.

RESEARCH METHODOLOGY

Sample

The current study draws the sample from NGO's. A sample of about 125 of female respondents was developed. Considering the unit of analysis, the current study invited the middle-level employees to fill the survey instrument.

Data Collection

The current study designed the survey instrument; the instrument comprised of four sections. the first section was covering the demographic information such as age, marital status, no of children. The second section was about organizational support, the perceived organizational support was measured with 8-items adapted from Eisenberger, Cummings, Armeli, and Lynch (1997). The researchers measured Employee engagement, with 6-items adapted from (Saks, 2006). To assess the personality construct, the ten-item personality inventory (Gosling et al., 2003) was selected. Finally, work-life balance was measured using six-items obtained from (Carlson et al.,2009). All the items were assessed on 6 points Likert scale. ranging from 1 = disagree to 6 = disagree.

DATA ANALYSIS AND RESULTS

The conceptual model of this study was examined using Partial least squares structural equation modeling PLS-SEM. Reliability, the validity of the measurement model and the structural model was also tested for its significance and overall fitting. Partial least squares structural equation modeling (PLS-SEM) known as SEM is a path modeling software based on variance with a purpose of increasing the variance explained by the independent variables without the assumption that the data are normal. It also accomplishes adequate statistical power with small sample size, this application is remarkably used by social science researchers (Afthanorhan, 2013; Henseler et al., 2009; Ringle et al., 2012). This statistical method has gained more popularity in the recent times; as more and more research studies have utilized PLS technique (Umrani et al., 2018; Ahmed et al., 2017, 2018; Sabiu et al, 2018). Therefore, the dataset is analyzed by the Smart PLS 3 software using the two-step approach (Henseler et al., 2009; Ringle et al., 2012).

Evaluation of Measurement Model

Initially, the analysis of validity and reliability is performed. Cronbach Alpha and Composite Reliability (CR) were used to examine the internal consistency of the constructs. Hair et al. (2017) suggested that CR value should be above 0.7; the same is acceptable for Cronbach Alpha. Table 1 shows that all constructs of this study have qualified for the test of internal consistency.

Next, the convergent validity was examined by looking into the average variance extracted (AVE) of each construct with a threshold of a minimum of 0.5 AVE score (Fornell and Larcker, 1981). Table 1 indicates that the current study met this criterion successfully. The indicator reliability was assessed through item loadings (Hair et al., 2013; Umarani et al., 2018; Ahmed et al., 2017). Table 1 indicates that the items containing 0.5 or above loadings were retained (Hulland, 2014).

Table 1: Measurement Model

Constructs	No of Items	Factor Loadings	R^2	Cronbach Alpha	Composite Reliability (CR)	Average Variance Extracted (AVE)
Organizational Support (OS)	06	0.711 0.866	-	0.871	0.906	0.660
Employee Engagement(EE)	05	0.772 0.871	-	0.868	0.902	0.605
Personality (PER)	10	0.516 0.792	-	0.895	0.912	0.511
Work life Balance (WLB)	06	0.753 0.825	- 0.733	0.875	0.906	0.616

Besides the validity measures performed above, we also tested discriminant validity to evaluate that correlation between the measures of various constructs following Ringle, Sarstedt, and Mooi (2010). We applied Fornell Larker (1981) Criterion to evaluate the discriminant validity of the constructs. Table 2 depicts that the square root of AVE for each construct exceeds the inter-correlations of the construct with the other constructs in the model (Table 2). Figure 1 depicts the measurement model of the proposed conceptual framework.

Table 2: Discriminant Validity

	EE	OS	PER	WLB
EE	**0.812**			
OS	0.624	**0.778**		
PER	0.263	0.228	**0.715**	
WLB	0.222	0.280	0.301	**0.785**
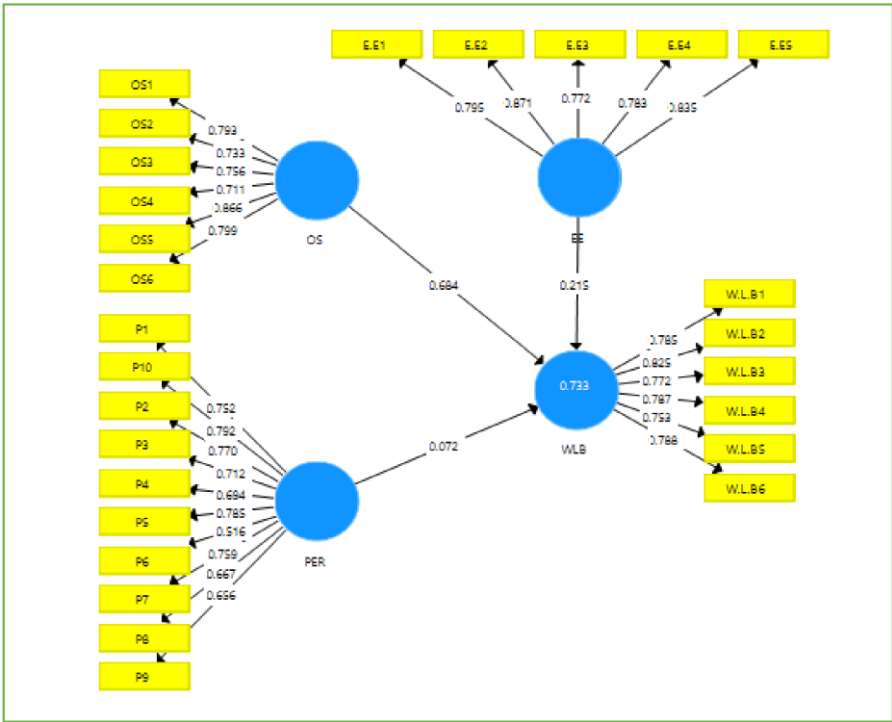
Evaluation of Structural Model

The structural model was examined using a bootstrapping procedure with 5000 resamples for hypotheses testing. First, the collinearity was examined and we found VIF values for all constructs below 5. Next, the coefficient of determination (R^2) was evaluated using the PLS algorithm accordingly (refer Figure 1) the R^2 value for the model used in this study is 0.733, which denotes 73% of the variance in the Work-life balance (the dependent variable) is explained by the 'organizational support', 'employee engagement' and 'personality'.

The structural model implies that 'organizational support' has the largest effect on work-life balance having path coefficient value of 0.684, followed by 'employee engagement' and 'personality' with the values of 0.215 and 0.072 respectively. Table 3 shows the corresponding t-statistics and P-value for β-value that determine the significance of the proposed relationship between constructs in the
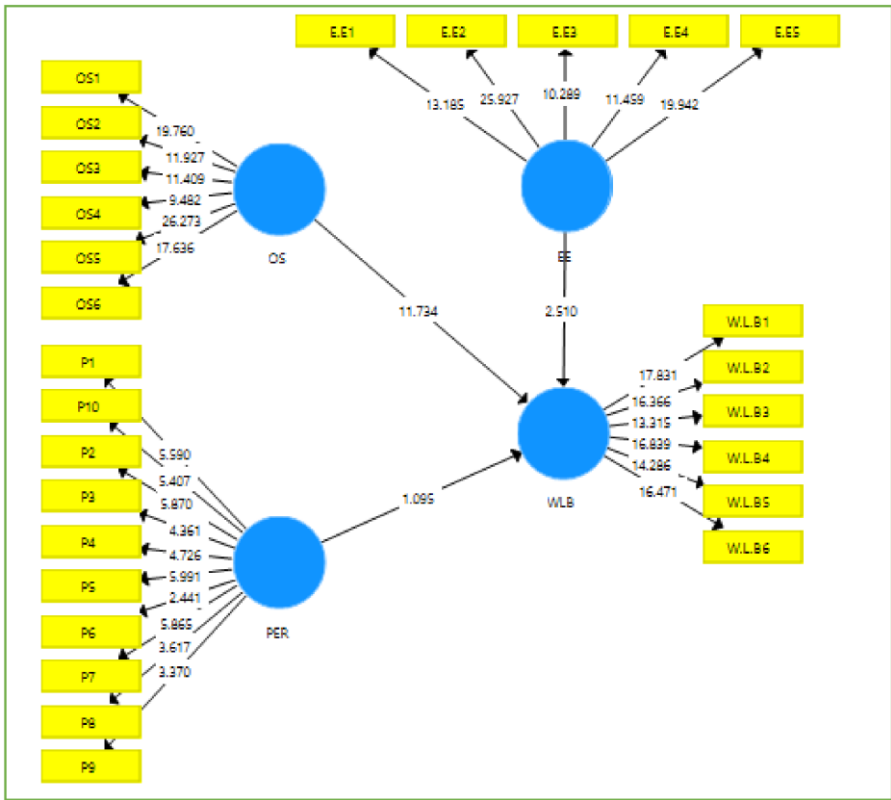
structural model.

Figure 2: Structural model

The resulting values affirm that 'organizational support' impacts work-life balance positively and significantly (β=0.684; t=11.734). Employee engagement also affects work-life balance positively and significantly (β=0.215; t=2.51). However, 'personality' possesses a positive effect on 'work-life balance' but we did not find the significance for this hypothesis (β=0.072; t=1.095). Considering the above results analyzed for the proposed structural model, our study confirms that both 'organizational support' and 'employee engagement' are among significant predictors of 'work-life balance'. Lastly, we examined q-square value for determining the predictive

ability of the model. The results suggest that the q-square value was greater than zero (Chin, 1998; Umrani et al., 2016). Hence, we conclude that our model has predictive relevance (See table 3.)

Table 3. Analysis of Structural Model

Hypotheses		Path Coefficient	T-Statistics	P-Values	Decision
H1	EE ->WLB	0.215	2.51	0.012	Supported
H2	OS ->WLB	0.684	11.734	0.000	Supported
H3	PER ->WLB	0.072	1.095	0.273	Not Supported

DISCUSSION AND CONCLUSION

The purpose of this study was to assess the predictors (Organizational support, employee engagement, and personality) of work-life balance among female employees working in NGOs in Pakistan. The study utilized the SEM technique for analyzing the results by using smart-PLS software. The SEM results indicated that the work-life balance of women was affected by factors such as employee engagement, support of organization and personality. Generally, the findings of this study support previous studies conducted by Cain (2015) and Kumarasamy et al. (2015). It was also found and observed that in comparison with other variables analyzed in this research, the personality has a lesser effect on the work-life balance of female staff in NGO's. The absence of work-life balance may result in many negative consequences; e.g. work-family conflict, and family relationship, which may directly affect employee's performance, satisfaction, and stress (Kumarasamy Pangil & Isa, 2015; Pike, 2012; Doble & Supriya, 2010; Major, Klein, & Enhart, 2002). Inflexible work schedules increase depression in men and women also increase physical distress (such as insomnia, problems in appetite, pains and aches (Sullivan & Lewis, 2006). Whereas the flexible work schedules reduce the absenteeism, late coming, turnover and adverse effects of

work demand on everyday personal life. (Greenhaus & Powel, 2003; Christensen & Stains, 1990). Work-life balance is an organizational strategy which is prominently used to achieve competitive advantage through employee's retention, commitment and productive employees (Gray, 2002). Organizations who do not develop a strategy for maintaining the balance between work and personal life are more prone to losing talented workforce (Haar, 2004). Ramgutty-Wong et al. (2013) stated that many employees are still unaware of the work-life balance concept.

Work-life balance is very popular construct and grabs the attraction of many researchers and practitioners because it is realized that personal life and work life may have conflicting demands. Therefore, many organizations are trying to develop and manage their employee's work-life balance to utilize their potentials for achieving organizational goals. The proportion of working women is increasing day by day in the several organizations of Pakistan including. Consequently, this study was carried out to investigate the elements that impact personal and work life balance of female employees occupied in NGOs. This study is providing the evidence that women working in NGOs are more capable to maintain a work-life balance with employee engagement and organizational support. Theoretically, this study provides the prevalent orientation of work-life balance in the context of NGOs of Pakistan. Secondly, this study enriches the body of knowledge and literature with an intuitive investigation on determinants of work life. The current study may help to HR manager in developing the mechanism for maintaining work-life balance and design those policies and develop those strategies which help them to eliminate problems and issues which effect on the work-life balance of their female personnel. Therefore, this study is helpful for other organizations of Pakistan as this research is evident as it provides the insight for the organization, employers and management to take proper initiative for proper work-life balance in their organization. As work-life balance may also produce employee's satisfaction and help in achieving organizational

goals. The future researchers should examine the effect of other factors; such as well-being, emotional intelligence, and technology on the work-life balance of women. In the future, considerable attention should also be paid to the investigation of outcomes of work-life balance among women. To enrich the body of literature, in future a comparative study on factors affecting on the work-life balance of men and women would also be a viable research project.

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