



STUDY THE IMPACT OF FACILITATORS AND INHIBITORS ON WORK LIFE BALANCE OF LADY BUS CONDUCTORS

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Abstract

As global consequences replicates the entry of women in male leading profession. Entry of a lady as bus conductors in the MSRTC (Maharashtra State Road Transport Corporation) has moved the employee population in the organization from single gender to mixed gender. The State Road Transport Corporation of Maharashtra has started an appointment of women as bus conductors. Women have to perform multiple duties as a bus conductor and family obligations than men and they balanced multiple conflicting roles such as bus conductor, mother and house worker etc. There are various factors responsible for work life balance of lady bus conductors. This research paper focuses analyses the impact of identified factors on work life balance of lady bus conductors.

Key Words: *Lady Bus Conductors, Factors of Work Life Balance, Impact, MSRTC, Positive and Negative Influence Etc.*

Introduction

According to Narasimha Murthy T. being successful means having a balance of success stories across many areas of your life. You can't really be considered successful in your business life, if your home life is in shambles. A periodic health checkup which gives us a criterion of health and which yields us a picture of the financial health of the business with the statements of assets and liabilities. Considering birth as an opening balance and death as a closing balance our prejudicial views become our assets. If the heart is considered our current assets the soul is fixed assets. Both corresponding to taking care of physical and spiritual needs which are a must for our well-being. Our mind or brain can be compared to a fixed deposit and our thoughts to a current account. Our Character and morals are our stock in trade and the value and behavior are our goodwill. The love we get is like interest earned – our own unique balance sheet to get “Best Life Accounts” Award.

As like accounting balance sheet work life also has balance sheet and it can be estimated by using facilitators on the asset side and Inhibitors on liability side (Narasimha Murthy T.). So it is a need hour to study work life, to maintain the proper balance between assets as a facilitators and liabilities as inhibitors. When there is a complementary balance between these two factors any one can find balanced work and life. Many researchers are of the opinion that determining exact work life balance is a difficult and complex task but one can enhance their work life balance by using asset side i.e. Facilitators.

Facilitators of Work Life Balance

The factors those supports to enhance the employees work life is called as facilitators. According to Melissa Abercrom, employers are becoming increasingly aware of the cost implications associated with over-worked of employees such as operating and productivity costs, absenteeism, punctuality, commitment and performance.

There are varieties of practices currently being used to help employees achieve work-life balance. It is an important to note that some work-life balance programs help employees handle stress, role conflict and otherwise cope more effectively while other programs help to reduce the absolute stress and frustration by balancing work life.

Table No 1: Work Life Balance Initiatives Include

S. No	Work Life Balance Initiatives	Example
1	Flexible work arrangements	Work from home, Compressed working hours, flexible working hours
2	Leave arrangements	Maternity leave, paternity leave and leave to care for a sick dependent
3	Dependent care assistance	Onsite day care, subsidized day care and referral to child care
4	General services	Employee assistant programs, seminar and programs related to family need

Work life balance policies and practices reduces work- to – family conflict and family - to- work conflict.



Inhibitors of Work Life Balance

The factors those become a hurdle while balancing work and life is called as inhibitors of work life balance. According to Melissa Abercrom long work hours and highly stressful jobs not only hamper employees' ability to harmonize work and family life but also are associated with health risks. Work life conflict has been associated with numerous physical and mental health implications. According to Duxbury and Higgins (2007), women are more likely than men to report high levels of role overload and caregiver strain. This is because women devote more hours per week than men to non-work activities such as childcare, elder care and are more likely to have primary responsibility such as domestic work. Furthermore, other studies show that women also experience less spousal support for their careers than their male counterparts. Work-life conflict has negative implications on family life.

Literature Review

Work life balance dilemma of modern society: A special reference to women bus conductor in Maharashtra state road transport in this study researcher focused on work life balance of women bus conductor, their personal life, achievement and enjoyment along with work.

Study on the Bus conductor's occupational stress and stress prevention this study presents an overview about sickness, absenteeism, work disablement, health outcome mentioned by bus conductors and constraints in the working situation and compared all these factors with other employees (drivers, office employees, non-drivers, blue collar workers, taxi drivers, white collar employees etc.). Different working conditions reflects with various kind of occupational stress and this stress acts as hurdle of work life balance.

Work and Family: Allies or Enemies? [3] Women spend more time on housework, child care and family responsibilities. This research paper focused on working women priorities.

Work-Life Balance in the New Millennium: Where Are We? Do We Need to Go?[5] the growing stress on the working population caused by role overload and conflict between work and family responsibilities is both an economic and social problem. The stress affects both men and women in both professional and non-professional jobs.

Methodological Choices in Work-Life Balance Research 1987 TO 2006:A Critical Review Work-family' in contrast to 'work-life' interactions remained strong in the review studies, despite the use of 'work-life' in key words. Results also showed that research employing positive frameworks such as balance and enrichment have so far been Methodological Choices in work and Life Balance.

Striking a Work-Life Balance understanding Attraction & Retention in Today's Workforce [7]This study found that most employers want to help their staff achieve some level of work-life balance. They know that it will assist them in attracting and retaining staff, and believe that it will assist with staff morale and engagement. This Research concluded that, Work life balance is a crucial factor of employee's attraction and retention.

Objectives

1. To identify the factors responsible to predict the work life balance of Lady Bus conductors.
2. To study the impact of an Inhibitors on work life balance of lady bus conductors.
3. To study the impact of facilitators on work life balance of lady bus conductors.

Hypothesis: The impact of facilitators and inhibitors on work life balance.

Research Methodology

Research Type: This study falls under the category of conclusive Research. Conclusive Research is meant to provide information that is useful in reaching conclusion or decision making and aid to decision makers in selecting a specific course of action. Conclusive Research can be a) Descriptive Research b) Causal Research. This Research falls under the sub-category of Descriptive Research.

Sampling Plan: Population is comprised of five divisions. Distribution of respondents across the five divisions as follows

Table No 2: Total number of lady bus conductors available in respective divisions as on June 2013.

S. No	Name of Division	Actual Workforce (Total no. of lady bus conductors)	No. of workforce taken for survey
1	Pune	254	76
2	Satara	113	34
3	Sangli	190	61



4	Kolhapur	156	47
5	Solapur	200	62
	Total	913	280

Sampling Technique: Respondents for interview was selected by using proportionate stratified sampling. Proportionate stratified sampling technique; respondents from strata were selected in the same proportion corresponding to the proportion strata in the population. In the current study population included (Population: Lady Bus Conductors) five divisions of MSRTC (Satara, Sangli, Solapur, Kolhapur, Pune.)

Data Collection: Data collection is a prime need of researcher. While collecting the data researcher has to adopt different methods of data collection usually available him/ her. In this instrument questionnaire plays a vital role.

Primary Data: Data that is collected for specific purpose at hand is called as a primary data. It is customized according to the need of researcher and focuses exclusively on current research problem. Primary data was collected with the help of questionnaire consisting to open, closed, five point Likert attitude measurement scale and multiple choices questions. Data related to family commitment, job commitments, statutory –non statutory benefits, enjoyment along with work, child education, facilitators and inhibitors of work life balance were collected with the help of questionnaire and informal discussion with personnel manager, labour officer of each division of Western Maharashtra.

Secondary Data: Data of MSRTC was obtained from “25 years of state Transport Maharashtra” Book. Various website and search engines was used on internet to collect data related to the recruitment and entry of women as a bus conductors in MSRTC. Data was also obtained from reference book and news articles. Case studies, Thesis, Laws (Act related to MSRTC and Lady Bus conductors), national journals, international journals, online journals are also made use of for obtaining the required data.

Data Analysis: It has been done with the help of SPSS.

Hypothesis Test for Impact of Facilitators and Inhibitors on Work Life Balance

- **Statistical Test: Stepwise Multiple Regression:** Stepwise multiple regression was conducted to accesses the impact of favorable work condition, erratic work shift, health problem, leave benefit, work stress, frequent travelling away from home, Society restrictions on work uniform, ladies room facility for night shifts, placing on route that do not require extra work, Compensatory leaves, negative attitude of supervisor, negative attitude colleagues, negative attitude family members on ‘work life balance’.
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- **Null and Alternative Hypothesis: H₀:** Independent variables, “favorable work condition”, “erratic work shift”, “health problem”, “leave benefit”, “work stress”, “frequent travelling away from home”, “Society restrictions on work uniform”, “ladies room facility for night shifts”, “placing on route that do not require extra work”, “Compensatory leaves”, “negative attitude of supervisor”, “negative attitude colleagues” and “negative attitude family members” **do not predict** work life balance

H_a: At least one of the independent variable is **significant predictor** of work life balance as a facilitator or inhibitor.

Dependent Variable: “The extent to which lady bus conductors could balance **work life**” it was measured using the five point scale (Strongly Agree-5, Agree-4, neither agree nor Disagree-3, Disagree-2, Strongly disagree-1).

Independent Variable: Following are the independent variable,

Favorable work condition, Erratic work shift, Health problem, Leave benefit, Work stress, Frequent travelling away from home, Society restrictions on work uniform, Ladies room facility for night shifts, Placing on route that do not require extra work, Compensatory leaves, Negative attitude of supervisor, Negative attitude colleagues and Negative attitude family members.

All these independent variables measured using five point Likertscale suitable for measurement.

Strongly Agree-5, Agree-4, Neither agree nor Disagree-3, Disagree-2, Strongly disagree-1.

Level of significance = 0.05.

The stepwise multiple regression was used to study the effect of independent variable on dependent variable. The stepwise Multiple Regression tool has produced 7 Models.

On Dependent variable Work life balance stepwise Procedure has produce 7 significant models



Model No.1: It includes one predictor ‘favorable work condition’, $R=0.593$, $R\text{ Square} = 0.351$, (This shows that 35% of variance in the dependent variable work life balance is explained by favorable work condition), $R\text{ Square change} = 0.351$, (This shows that inclusion of ‘favorable working condition’ has improved the predictive power of the model by 35% and is significant at 5% level of significance), $F\text{ change}(1,277) = 149.87$, $p\text{ value} = 0.000$.

Model No.2: It includes predictors ‘favorable work condition’ and ‘erratic work shifts’. $R= 0.715$, $R\text{ Square} =0.511$, $R\text{ square change} = 0.160$ (This shows that inclusion of erratic work shifts has improved the prediction power of Model by 16%. This change is significant.) $[F\text{ change}(1, 276)] = 90.29$, “p” value= 0.000.

Model No.3: It includes predictors ‘favorable work condition’, ‘erratic work shifts’ and ‘health problem’. $R= 0.780$, $R\text{ Square} = 0.608$, $R\text{ square change} = 0.09$, (This shows that inclusion of health problem has improved the prediction power of Model by 9% and is significant.) $[F\text{ change}(1, 275)] = 68.35$, “p” value= 0.000.

Model No.4: It includes predictors ‘favorable work condition’, ‘erratic work shifts’, and ‘health problem’ and ‘leave benefits’. $R=0.795$, $R\text{ Square} = 0.633$, $R\text{ square change} =0.024$, (This shows that inclusion of ‘leave benefits’ has further improved the prediction power of Model by 2.4% and is significant.) $[F\text{ change}(1, 274)] = 18.072$, “p” value= 0.000.

Model No.5: It includes predictors ‘favorable work condition’, ‘erratic work shifts’, ‘health problem’, ‘leave benefits’ and ‘work stress’. $R= 0.811$, $R\text{ Square} =0.658$, $R\text{ square change} = 0.025$, (This shows that inclusion of ‘Work stress’ has improved the prediction power of Model by 2.5% and is significant.) $[F\text{ change}(1, 273)] = 20.11$, “p” value= 0.000.

Model No.6: It includes predictors favorable work condition’, ‘erratic work shifts’, ‘health problem’, ‘leave benefits’, ‘work stress’ and ‘frequent travelling away from home’. $R= 0.821$, $R\text{ Square} =0.675$, $R\text{ square change} = 0.017$, (This shows that inclusion of ‘Frequent travelling away from home’ has improved the prediction power of Model by 1.7% and is significant.) $[F\text{ change}(1, 272)] = 14.19$, “p” value= 0.000.

Model No.7: It includes predictors ‘favorable work condition’, ‘erratic work shifts’, ‘health problem’, ‘leave benefits’, ‘work stress’, ‘frequent travelling away from home’ and ‘society restrictions on work uniform’, $R= 0.826$, $R\text{ Square} =0.682$, $R\text{ square change} = 0.007$, (This shows that inclusion of Society restrictions on work uniform has improved the prediction power of Model by 0.7% and is significant.) $[F\text{ change}(1, 271)] = 6.19$, “p” value= 0.013.

ANOVA: This table below shows that (ANOVA results for all seven models) all seven models were significant. This proves that the predictors in individual model have done a fairly good job of prediction and further the “R Square” values of all 7 Models are significant different from “Zero”.

We refers to the coefficient table to examine the contribution of each predictors to the Model for

1. ‘Favorable working condition’ “t” = 6.89, “b” = 0.628, “Beta” = 0.278, “P” = 0.000.
This shows that “favorable working condition” has positive influence on work life balance.
2. ‘Erratic work shifts’ “t” = -6.966, “b” = -0.715, “Beta” = -0.272, “P” = 0.000
This shows that “erratic work shifts” has negative influence on work life balance.
3. Health problem, “t” = -5.398, “b” = -0.471, “Beta” = -0.222, “P” = 0.000
This shows that “health problem” has negative influence on work life balance.
4. Leave benefits, “t” = 5.421, “b” = 0.412, “Beta” = 0.207, “P” = 0.000
This shows that “leave benefits” has positive influence on work life balance.
5. Work stress, “t” = -3.827, “b” = -0.328, “Beta” = -0.154, “P” = 0.000
This shows that “work stress” has negative influence on work life balance.
6. Frequently travelling away from home, “t” = -4.359, “b” = -0.198, “Beta” = -0.177, “P” = 0.000
This shows that “frequently travelling away from home” has negative influence on work life balance.
7. Society restriction for work uniform, “t” = -2.488, “b” = -0.158, “Beta” = -0.095, “P” = 0.000
This shows that “society restriction for work uniform” has negative influence on work life balance.



Table No. 3: Table of Coefficients: Model

		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.928	.263		-3.526	.000
	Favorable working conditions	1.337	.109	.593	12.242	.000
2	(Constant)	4.074	.574		7.098	.000
	Favorable working conditions	1.011	.101	.448	10.010	.000
	erratic work shifts	-1.119	.118	-.425	-9.502	.000
3	(Constant)	6.094	.570		10.698	.000
	Favorable working conditions	.845	.093	.374	9.112	.000
	Erratic work shifts	-.955	.107	-.363	-8.882	.000
	Health problem	-.705	.085	-.331	-8.267	.000
4	(Constant)	5.221	.590		8.854	.000
	Favorable working conditions	.728	.094	.323	7.742	.000
	Erratic work shifts	-.892	.105	-.339	-8.463	.000
	Health problem	-.693	.083	-.326	-8.375	.000
	leave benefits	.336	.079	.169	4.251	.000
5	(Constant)	5.858	.588		9.970	.000
	Favorable working conditions	.675	.092	.299	7.353	.000
	Erratic work shifts	-.828	.103	-.314	-8.049	.000
	Health problem	-.538	.087	-.253	-6.174	.000
	leave benefits	.357	.077	.180	4.662	.000
	Work stress	-.390	.087	-.183	-4.485	.000
6	(Constant)	5.370	.588		9.127	.000
	Favorable working conditions	.677	.090	.300	7.557	.000
	Erratic work shifts	-.761	.102	-.289	-7.464	.000
	Health problem	-.455	.088	-.214	-5.181	.000
	leave benefits	.421	.077	.212	5.492	.000
	Work stress	-.330	.086	-.155	-3.825	.000
	Frequently traveling away from home	-.165	.044	-.148	-3.767	.000
7	(Constant)	6.057	.645		9.392	.000
	favorable working conditions	.628	.091	.278	6.898	.000
	erratic work shifts	-.715	.103	-.272	-6.966	.000
	Health problem	-.471	.087	-.222	-5.398	.000
	leave benefits	.412	.076	.207	5.412	.000
	Work stress	-.328	.086	-.154	-3.827	.000
	Frequently traveling away from home	To -.198	.045	-.177	-4.359	.000
	society restriction for work uniform	-.158	.063	-.095	-2.488	.013

a. Dependent Variable: Do you think you are handling proper balance between work and family responsibilities?



A Comparison of Beta Coefficient for all the seven Predictors is as follows

Favorable working condition, "Beta" = 0.278, Erratic work shifts, "Beta" = -0.272, Health problem, "Beta" = -0.222, Leave benefits, "Beta" = 0.207, Work Stress, "Beta" = -0.154, frequently travelling away from home, "Beta" = -0.177, Society restriction for work uniform, "Beta" = -0.095.

Beta Coefficients Shows that 'favorable working condition' is strongest predictor of dependent variable- work life balance, followed by 'Erratic work shifts', 'Health problem', 'Leave benefits', 'Work Stress', 'Frequently travelling away from home' and lowest predictor of work life balance is 'Society restriction for work uniform'.

Multi collinearity analysis is not a problem for all these 7 predictors since tolerance for all the seven predictors is more than 0.1 and Variance Inflation Factor (VIF) is lower than 10.

8. Regression Equation: Based on the b-coefficient the multiple regression model can be presented using the following equation:

Work life Balance (dependent variable) = 6.057 + 6.28 (favorable working condition) -0.715 (Erratic work shifts) -4.71 (Health Problem) + 0.412 (Leave benefits) - 0.328 (Work Stress) - 0.198 (Frequently travelling away from home) -0.158 (Societal restriction on work uniform).

The above equation reveals that if 'favorable working condition' is increased by 1 unit 'Work life balance' goes up by 0.628unit controlling for the effect of rest variables 'erratic work shift', 'health problem', 'leave benefit', 'work stress', 'frequent travelling away from home', 'Society restrictions on work uniform', 'ladies room facility for night shifts', 'placing on route that do not require extra work', 'Compensatory leaves', 'negative attitude of supervisor', 'negative attitude colleagues' and 'negative attitude family members'.

If 'Erratic work shifts' increased by 1 unit 'Work life balance' decreased by 0.715 unit, controlling the effect of rest variables, 'favorable working condition', 'health problem', 'leave benefit', 'work stress', 'frequent travelling away from home', 'Society restrictions on work uniform', 'ladies room facility for night shifts', 'placing on route that do not require extra work', 'Compensatory leaves', 'negative attitude of supervisor', 'negative attitude colleagues' and 'negative attitude family members'.

If 'Health Problem' increased by 1 unit 'Work life balance' decreased by 0.471 unit controlling the effect of rest variables 'favorable working condition', 'erratic work shifts', 'leave benefit', 'work stress', 'frequent travelling away from home', 'society restrictions on work uniform', 'ladies room facility for night shifts', 'placing on route that do not require extra work', 'Compensatory leaves', 'negative attitude of supervisor', 'negative attitude colleagues' and 'negative attitude family members'.

If 'leave benefits' increased by 1 unit 'Work life balance' increased by 0.412 unit by controlling the effect of rest variables 'favorable working condition', 'erratic work shifts', 'health problem', 'work stress', 'frequent travelling away from home', 'Society restrictions on work uniform', 'ladies room facility for night shifts', 'placing on route that do not require extra work', 'Compensatory leaves', 'negative attitude of supervisor', 'negative attitude colleagues' and 'negative attitude family members'.

If 'Work Stress' increased by 1 unit 'Work life balance' decreased by 0.328 unit by controlling the effect of rest variables 'favorable working condition', 'erratic work shifts', 'leave benefit', 'health problem', 'frequent travelling away from home', 'Society restrictions on work uniform', 'ladies room facility for night shifts', 'placing on route that do not require extra work', 'Compensatory leaves', 'negative attitude of supervisor', 'negative attitude colleagues' and 'negative attitude family members'.

If "frequently travelling away from home" factor increased by 1 unit "Work life balance" decreased by 0.198 unit by controlling the effect of rest variable variables 'favorable working condition', 'erratic work shifts', 'health problem', 'work stress', 'Society restrictions on work uniform', 'ladies room facility for night shifts', 'placing on route that do not require extra work', 'Compensatory leaves', 'negative attitude of supervisor', 'negative attitude colleagues' and 'negative attitude family members'.

If "Societal restriction on work uniform" factor increased by 1 unit "Work life balance" decreased by 0.158 unit by controlling the effect of rest variable 'favorable working condition', 'erratic work shifts', 'health problem', 'work stress', 'frequent travelling away from home', 'ladies room facility for night shifts', 'placing on route that do not require extra work',



‘Compensatory leaves’, ‘negative attitude of supervisor’, ‘negative attitude colleagues’ and ‘negative attitude family members’.

(**Note:** Ladies room facility for night shifts, placing on route that do not require extra work, Compensatory leaves, Negative attitude of supervisor, Negative attitude colleagues Negative attitude family members these independent variables are excluded from the model for **poor contribution** to dependent variable work life balance).

Conclusion

From 1997, MSRTC has begun a surge in the participation of women in the workforce, especially for bus conductor’s job profile. The growing number of women in bus conductor’s workforce led to an increasing interest of women, from office job to field work. In the light of increasing number of ladies for bus conductors profession there is need to examine the phenomenon of work life balance of lady bus conductors. This research predicted the facilitator and inhibitors of work life balance of Lady Conductors. So it can be concluded that favorable working condition and leave benefits are positively contributing towards work life balance hence these are the facilitators. And inhibitors like erratic work shifts, health problem, and work stress, frequent travelling away from home and societal restriction on work uniform is create negative influence on work life balance of lady Bus Conductors.

Recommendation

Work life balance is major aspect in the life of all lady conductors. MSRTC organization should have provision of work life balance policy to their employees for betterment. This Research focused on facilitators and inhibitors of work life balance of lady bus conductors. Hence, Organization should emphasis on following facilitating factors and try to overcome on hindering factors.

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