

UNIVERSITY OF KWAZULU-NATAL

Balancing Work and Family: A Challenge for Career Women

By

Indrani Reddy

210515644

**A dissertation submitted in partial fulfilment of the requirements for the degree
of Master of Business Administration**

**College of Law and Management Studies
Graduate School of Business and Leadership**

Supervisor: Gill Manion

2015

DECLARATION

I Indrani Reddy declare that:

- The research reported in this thesis, except where otherwise indicated, and is my original work.
- This thesis has not been submitted for any degree or examination at any other university.
- This thesis does not contain other persons' data, pictures, graphs or other information, unless specifically acknowledged as being sourced from other persons.
- This thesis does not contain other persons' writing, unless specifically acknowledged as being sourced from other researchers. Where other written sources have been quoted, then:
 - a) their words have been re-written but the general information attributed to them has been referenced;
 - b) where their exact words have been used, their writing has been placed inside quotation marks, and referenced.
 - c) Where I have reproduced a publication of which I am author, co-author or editor, I have indicated in detail which part of the publication was actually written by myself alone and have fully referenced such publications.
 - d) This thesis does not contain text, graphics or tables copied and pasted from the Internet, unless specifically acknowledged, and the source being detailed in the thesis and in the References sections.

Signed:



Acknowledgements

I would like to express my sincere gratitude and appreciation to the following people for their assistance and support with this study,

- The Almighty God for granting me the wisdom, understanding and patience to undertake and complete this study.
- The respondents for taking time out during a peak session to complete the questionnaire
- Ms Gill Manion for her expert guidance through this study.
- My parents, Mr and Mrs Savari, for providing me with a great foundation to achieve my dreams and for constantly being my pillar of support.
- My husband, Mr K Reddy, daughter, Miss L Reddy and son Mr K Reddy for their support and understanding.
- My sisters, Mrs V Naidoo and Mrs S Savari and families for their assistance during my study.
- My friend, Mr V Munien, for his support and assistance.

Abstract

International Organisations have seen and reaped the benefits of having family friendly organisations. More and more organisations across the world are encouraging family friendly environments to deal with the changing dynamics of the work force of today. Whilst this holds true for international organisations, South Africa lags behind the rest, especially with regards to work life balance for women. Over the year, many South African organisations have taken some steps to change their organisations to accommodate the growing work force of women, however has these changes been effective? The aim of this study is to identify what are the mechanisms that aid women in coping with work and home and is the assistance from the organisation and support structure ample to create a balance between work and family. Non-probability convenience sampling was used and the participants were female staff members of University of KwaZulu Natal and belonged to the University of KwaZulu Natal staff union (UKSU). The sample had a mix of academic and non- academic staff. The data was collected using a web based questionnaire created by the researcher. The study revealed that women tend to depend on their social support structure namely, their spouses, friends, colleagues and paid help. It has been acknowledged that the organisation has introduced benefits to aid in work life balancing, however these are not utilised as much and changes made are not ample enough to promote work life balance. Employees can benefit from family centred organisations in that they have a greater sense of ownership, relations with management is improved, there are less issues from work flowing into home and vis versa and they are better able to focus on life outside work as well as have greater control over their working lives. The organisations can benefit from encouraging family centred environments. Formalising work life policies and making them effective is not sufficient. Supervisors and management need to encourage and apply policies for work life balancing. In turn this will improve productivity, reduce absenteeism, increase staff morale, retain valuable and talented staff, attract a wider range of candidates, becomes recognised as an employer of choice and improves the general health and well-being of women employees.

Table of Contents

Description	Page
Title Page	i
Declaration	ii
Acknowledgement	iii
Abstract	iv
Table of Contents	v
List of Figures	xi
List of Tables	xiii

CHAPTER ONE

Introduction to the Research

1.1 Introduction	1
1.2 Problem Statement	2
1.3 Motivation to Study	3
1.4 Focus of the Study	4
1.5 Research Questions	4
1.6 Objectives	5
1.7 Proposed Methodology	5
1.8 Structure of Dissertation	6
1.9 Summary	7

CHAPTER TWO

Review of Literature

2.1	Introduction	8
2.2	Work Life Balance Defined	8
2.3	The Concept of Overload and Imbalance	11
2.4	Gender Impediments	12
2.5	Family – Work Conflict	13
2.5.1	Challenges faced by Women from the Home front	13
2.5.2	The Effect on Childcare	15
2.5.3	The Effect of Women Employment on their Husbands	16
2.5.4	Elderly Care	18
2.6	Work Family Conflict	19
2.6.1	The Challenges Faced by Women from Work Demands	19
2.6.2	Organisational Culture to cope with Family	19
2.6.3	Talent management and Women	22
2.6.4	Flexible Working Hours	23
2.6.5	The Gender Wage Gap	25
2.7	Social Support	26
2.8	South African Organisations and Employees	27
3.	Summary	30

CHAPTER THREE

Research Methodology

3.1	Introduction	31
3.2	Aim of the Study	32
3.3	Participants and location of the Study	32
3.4	Research Approach	34
3.5	Sampling	34
3.6	Data Collection	36

3.7	Development of the Questionnaire	36
3.7.1	Demographics	37
3.7.2	Role of the organisation as an Employer	37
3.7.3	The Role of the Family	37
3.7.4	The Role of Friends and Colleagues	38
3.7.5	The Role of Paid Help	38
3.8	Validation and Reliability	38
3.9	Analysis of Data	39
3.10	Summary	40

CHAPTER FOUR

Presentation of Results

4.1	Introduction	41
4.2	Demographics	42
4.2.1	Gender	42
4.2.2	Race	42
4.2.3	Age	43
4.2.4	Marital Status	44
4.2.5	Highest Education Qualification	45
4.2.6	Number of Children Living with	45
4.2.7	Number of Parent and Adult Dependant Living with	46
4.3	The Role of the Organisation	47
4.3.1	Employee Status	47
4.3.2	Position Held in the Organisation	48
4.3.3	Superior Gender	49
4.3.4	Basic Hours of Work	50
4.3.5	Respondents Working Past Basic Hours	50
4.3.6	Flexitime	51
4.3.7	Policies and Programmes to Balance Work and Family	51

4.3.8	Childcare Facilities	52
4.3.9	Health Care Professional	53
4.3.10	Work Family Conflict	53
4.3.11	Empathetic Employer	54
4.3.12	Penalised by Performance Management	56
4.4	The Role of Family in Work Life Balancing	56
4.4.1	The Impact of Work pressure on Family Obligations	56
4.4.2	Attending to Family Demands interfere with Work	56
4.4.3	Family Responsibilities Preventing Challenging Work Assignments/ Projects	57
4.4.4	Spouse/Partner Supportiveness to Work Achievements	58
4.4.5	Spouses and Partners Assist with Family Responsibilities	59
4.4.6	Family activities and Work Commitment	59
4.4.7	Meeting Work Deadlines whilst attending to family	60
4.5	The Role of Friends and Colleagues	60
4.5.1	Dependency of Friends to assist with family	61
4.5.2	Colleagues assist with Work when Family is Demanding	61
4.5.3	Supportiveness of Friends towards Career Achievements	62
4.6	The Role of Paid Help in Work Life Balance	63
4.6.1	Domestic Helper	64
4.6.2	Caregivers	64
4.6.3	Use of Lift Clubs	65
4.6.4	Aftercare Facility	66
4.6.5	Homework Club	65
4.6.6	Assistance from Other parents	67
4.6.7	Additional Fees for transportation to Sporting Activities	67

4.6.8	Age Group versus Qualification	68
4.6.9	Support from Spouse for Career Achievements	69
4.7	Summary	69

CHAPTER FIVE

Discussion

5.1	Introduction	70
5.2	Organisation Assistance for Mothers with Family Responsibilities	70
5.3	The Impact on Family Life for Women in Demanding Jobs	72
5.4	Supportive Spouses	73
5.5	The Impact of a Demanding Family on a Woman's Career	74
5.6	The level of Assistance provided by Friends, Colleagues and Paid help	75
5.7	Summary	77

CHAPTER SIX

Recommendation And Conclusion

6.1	Introduction	78
6.2	Research Objectives	78
6.2.1	To evaluate the extent of employers' assistance for women with family responsibilities	78
6.2.2	To determine the impact on family life for women in demanding jobs.	79
6.2.3	6.2.3 To evaluate whether spouses/partners support their working women in achieve their career objectives.	79

6.2.4	6.2.4 To determine the impact of a demanding family on a female's career.	79
6.2.5	To assess the level of assistance provided by family, friends and paid help in easing family responsibilities for career women.	79
6.3	Implications of the study	80
6.4	Recommendations to Solve the Business Problem	81
6.5	Limitations of this Study and Recommendations to overcome Limitations	82
6.6	Conclusion	83
REFERENCES		84
Appendix 1	Questionnaire	96
Appendix 2	Informed Consent	101
Appendix 3	Gatekeepers letter	102
Appendix 4	Ethical Clearance	103

List of Figures

Figure 2.1	Work life balance comprises five life areas in one's life	10
Figure 2.2	Improved Work-life Balance Measures	22
Figure 4.1	Gender of Working Mothers surveyed	42
Figure 4.2	Race of Working Mothers surveyed	42
Figure 4.3	Age of Working mothers surveyed	43
Figure 4.4	Marital Status of Working Mothers surveyed	44
Figure 4.5	Highest Education Qualification of working mothers surveyed	45
Figure 4.6	Number of children of working mothers surveyed	45
Figure 4.7	Parent and Adult dependent living with the women surveyed	46
Figure 4.8	Employment Status of the women being surveyed	47
Figure 4.9	Position held by the women surveyed within the organisation	48
Figure 4.10	Superior Gender	49
Figure 4.11	Basic hours worked by women surveyed	50
Figure 4.12	Exceeding or working within the basic hours of work	50
Figure 4.13	Utilization of Flexitime by women surveyed	51
Figure 4.14	Policies and Programmes assisting the women surveyed with Work Life Balance	52
Figure 4.15	Childcare facilities available to the women surveyed	52
Figure 4.16	Health Care Professional to assist women surveyed with work life balance	53
Figure 4.17	The ability to focus on work and family simultaneously	53
Figure 4.18	Rates empathy received from Employer	54
Figure 4.19	The Effect of family Responsibilities on Performance Appraisals	55
Figure 4.20	The impact of work pressure on family obligations	56
Figure 4.21	Attending to Family Demands and Interference to Work	56

Figure 4.22	Family Responsibilities impact on Challenging Work Projects and Assignments	57
Figure 4.23	Measure of supportiveness of spouses and partners to work achievements of the respondents	58
Figure 4.24	Response rate to Assistance received from Spouses/ Partners with family responsibilities.	59
Figure 4.25	Work Commitments as a Priority to Family Activities	59
Figure 4.26	Meeting Work Deadlines whilst attending to family	60
Figure 4.27	Dependency on Friends and Colleagues	61
Figure 4.28	Willingness of Colleagues to assist with Work	62
Figure 4.29	Supportiveness of Friends to Career Achievements	63
Figure 4.30	Domestic Help Dependency	64
Figure 4.31	Caregiver Dependency	64
Figure 4.32	Use of lift Clubs by Women surveyed	65
Figure 4.33	Use of Aftercare facilities	66
Figure 4.34	Use of Homework Club Facility	66
Figure 4.35	Assistance from Other Parents for Transportation to Sporting Activities	67
Figure 4.36	Additional transportation incurred by the respondents to transport children	68

List of Tables

Table 4.1	Age Group versus qualification	68
Table 4.2	Supportive Spouses versus Age group	69

Chapter 1: Introduction

1.1 Introduction

Economic pressures have increased the need for families to have two bread winners in a home resulting in both men and women experiencing dual role conflict. However women are still seen to be responsible for child care and home responsibilities, thus making them multiple role players. These challenges have formed barriers to women achieving senior management positions in the corporate world.

Work life balance is one of the most difficult issues facing women today. The purpose of this study is to understand the complexity in achieving work life balance and organisational commitment amongst career orientated women and how these challenges are addressed by the employer.

Traditionally work life balance involved paying equal amounts of time to work and non- work roles, however in reality this has not been the case. Balancing work and family roles has been more difficult for women than men as society still expects men to focus on their careers and women to focus on the family, (Walker, Wang & Redmond, 2008). In aspiring to executive management positions, young women are becoming more career-oriented, with high educational aspirations and greater extrinsic ambitions; however, at the same time they are still maintaining the value traditionally placed on family and nurturing roles, (Frank, Schurink & Fourie 2006). Although it is the thought that in a household with both spouses being employed, responsibilities should be shared, this is not always the case. Nelson and Burke (2002 cited in Frank, Schurink & Fourie 2006) argue that women are prone to role overload, resulting from multiple, conflicting expectations from others.

Whitehead and Kotze (2003) have stated that there is limited research and literature in South Africa about work life balance. They attribute this to the gradual emergence of women in the socio economic environment as compared to other countries like

the United States. Whitehead and Kotze (2003), Frank, Schurink & Fourie (2006), Beckford (2009) and many others have discussed work life balance and women in the work place, however there is a lack of knowledge and understanding of the complexities faced by a career orientated women in balancing their lives within a South African context. This limited study, has lead employers to make minimal progress to enhancing work life balance for women in the work place (Vermeulen, 2006). The direct comparison of men versus women in the upper echelon of the workforce portrays a stark reality. Women are clearly in a minority amongst their male counterparts (Business Women's Association of South Africa 2013).

It is important to explore the topic of the work life balance amongst South African women. Such knowledge should assist, employers, spouses, friends, colleagues, industrial psychologists and other social service providers in assisting women in enhancing their quality of life as well as improving productivity and satisfaction in the workplace.

1.2. Problem Statement

Work life balance is very much a current organisational as well as a personal issue. Women are still predominantly responsible for raising children and attending to household chores, (Walker et al., 2008). South African studies on work life balance amongst women has been limited resulting in organisations not being too flexible with regards to women in permanent employment.

This study looks into the challenges and perceptions of women and the assistance provided by the organisation and social structures to assist women in creating a balance. The intent is to examine work life balance in the South African context identifying areas for improvement to encourage a harmonious balance for women.

1.3. Motivation for the Study

As the world moves towards more family friendly organisations, South Africa lags behind with women juggling family and work daily to create a balance. There is therefore a call to more organisations to move to family friendly environment and assist today's diverse workforce with work life issues (Allen, 2001).

Women tend to master the art of coping by adopting strategies that effectively assist them in managing work and family. Instead of focusing on how women cope with family and work, attention is now moved to how can the organisation adapt its role as the employer to assist women with work life balance (Warren & Johnson, 1995). For women, benefits such as flexi time, leave of absence, child care referrals assist with keeping a balance between work and family. The organisation, however, benefits in that it maintains a competitive edge, encourages and retains talent and dedication as well as raises morale (Allen, 2001).

Although policies are a crucial element of family friendly organisations, it is not as effective if not accompanied by the organisation enforcing these benefits to increase women's control over family responsibilities which in turn will aid women to better manage the conflicting demands of work and family life (Thomas & Ganster, 1995).

Women and their husbands benefit from a stable marriage and household in that it increases their productivity at both work and home and assists balance of work and family. The increased participation of women into the labour market has a positive effect on their marriage and home. The increased income resolves and eases financial burden whilst getting out of the home increases mental stability for the women, thereby, encouraging marital stability and well-being of the family, as a whole (Locksley, 1980).

With most homes having dual income earners, children are left to the responsibility of aftercare facilities and domestics for care. The limited time spent with their mothers has a great impact on the child. Children are our future leaders and their childhood forms the foundation for the rest of their lives. The mother's well-being is dependent on both the husband and employer as such state of health, mind and body, is needed for a healthy environment for the child (Hoffman, 1998).

1.4. Focus of the Study

The study focuses on women with children and employed at the University of KwaZulu Natal and the challenges they are exposed to on a daily basis as they struggle to integrate work and family harmoniously. The role of the various role players, husbands, organisations, industrial psychologists and support structure is examined to identify how they can contribute to a balanced work life for women. The rationale behind this study is as follows,

- Women – They will be productive at both work and home.
- Men – This will aid in healthier relationships promoting productivity.
- Organisation – A healthier work environment, will result in productive employees, which in turn will increase profits.
- Industrial Psychologists – Will be able to assist women in balancing their roles.

1.5 Research Questions

What are the challenges experienced by working mothers in balancing work and family?

What assistance is provided by the organisation to assist women balance work and family?

1.6 Objectives

1. To evaluate the extent of employers' assistance for women with family responsibilities.
2. To determine the impact on family life for women in demanding jobs.
3. To evaluate whether spouses/partners support their working women in achieve their career objectives.
4. To determine the impact of a demanding family on a female's career.
5. To assess the level of assistance provided by family, friends and paid help in easing family responsibilities for career women.

1.7 Proposed Methodology

This study will focus on women who are mothers with the responsibility of looking after children adult dependents and who are employed at the University of KwaZulu Natal, South Africa. Quantitative research will be the methodology used in this study. Quantitative research is especially useful and meaningful to a researcher who needs to draw results from a large body of data that the researcher intends summarising in numerical terms (Abeyasekera, 2000). Non- probability sampling technique, namely that of convenience sampling, will be used in the study. According to Sekaran & Bougie (2009), convenience sampling is where subjects are selected because of their convenient accessibility and proximity to the researcher and is used during the exploratory phase of research as it is the best way of getting some basic information quick and efficiently.

1.8. Structure of the Dissertation

1.8.1 Chapter Two

A Review of Literature

Various literatures (journals, articles, case studies and books) were assessed to compile a theory to explain work life balance. A definition of work life balance was detailed and the different role players instrumental in assisting women balance work and family was examined and supported by theory. The challenges and perceptions experienced by women together with the support from the organisation was analysed and viewed in conjunction with the theory and the South African perception.

1.8.2 Chapter Three

Methodology

In this chapter, the selection of the research methodology used to conduct this study is outlined and explained. The design of the questionnaire is discussed and the procedures for data analysis are detailed.

1.8.3 Chapter Four

Data Analysis and Results

Quantitative methods are used to analyse data. Findings are illustrated graphically, and the results drawn.

1.8.4 Chapter Five

Discussion

The results from the analysis of data for this study is discussed in detail in correlation with the literature reviewed.

1.8.5 Chapter Six

Limitations, Recommendations and Conclusions

Objectives of the study are addressed, and recommendations made, based on findings. The limitations of the study are discussed, and areas for further research in the future are highlighted.

1.9. Summary

This chapter introduces the study and outlines the problem statement, research methodologies and objectives.

The review of literature is discussed in chapter two in order to identify work life challenges faced by women. Coping strategies, support structures, home and work is examined with theory supporting the various views with the intent to understand how women maintain a balance.

Chapter Two: A Review of Literature

2.1. Introduction

The changing demographics and family structures together with economic pressures have increased the need for households to have two breadwinners. This has resulted in both women and men experiencing dual role conflict and has rendered the old breadwinner model as obsolete. Although the role of men in the household context has evolved over the years, women are still seen to be responsible for childcare, elderly care and home responsibilities.

Such challenges have led women to becoming multiple role players trying to achieve success both in the home and at work. Whilst many international companies and families have supported career women in balancing work and family, the employer has provided very little support to South African working mothers to balance work and family. The purpose of this literature review is to surmise a theoretical framework for the in-depth understanding of the relationship between work life balance and organisational commitment in the lives of South African career orientated women.

2.2. Work Life Balance Defined

According to Beckford (2009), work life balance involved allocating equal amounts of time to work and non-work roles, however this has changed over time and the concept has been acknowledged as more complex and having additional components namely, time, involvement and satisfaction. Chauhan (2010), defines work life balance as people having a measure over when, where and how they want to work. Hudson (2005:p3), defines work life balance as, “the satisfactory level of involvement between the multiple roles in a person’s life and although definitions and explanations vary, work life balance generally refers to the equilibrium or maintaining a sense of concord in one’s life”.

Mullins (2007) argues that there is no such thing as work life balance, but different parts of a jigsaw balancing work life while taking on the different roles of mother, wife, daughter, sister, friend and colleague which in turn bare a greater importance at different times in our working life. This alludes to having control which is not always simple and although it involves both men and women, more emphasis is placed on women (Walker, Wang & Redmond, 2008). Women thus have the challenge of playing dual roles in order to excel at both the home and at work (Chahaun,2010). She further explains that, the effect of this dual role leaves women often drained and out of energy as they struggle to fulfill demands. McMurray, Linzer, Konrad, Douglas, Shugerman, & Nelson (2000) and Gunton (2012) both support the view that personal and organisational issues raised from work life imbalance contribute to burn out and not only does the individual suffer decreased self-esteem and a sense of failure but can diminish the ability to work with staff and colleagues.

It is believed that work and home have an inter-dependence rather than being two separate domains as issues of work flow into the home and vice versa (Emslie & Hunt 2009; Marcinkus, Whelan-Berry, & Gordon, 2006). Women are thus seen as jugglers, trying to balance work and family. Hudson (2005) and Chahaun (2010) both support the view that work life balance is achievement with enjoyment and that they both are inter dependent. As much as the organisation has to create a work life balance environment, the individual is responsible for creating the balance at home.

Juggling competing demands is tiring if not stressful and brings lower productivity, sickness, and absenteeism, so work life balance is an issue for all employees and all organisations (Lockford, 2003).

Work life balance is very much an organisational as well as a person issue and balancing work and home roles is traditionally more difficult for women than their male counterpart (Walker, Wang & Redmond, 2008). Beauvais & Lyness (1999), argue the work life balance definition as shared assumptions, beliefs and values in

which organisations integrate their employees work and family life. This definition is consistent with Vermeulen (2006) and Beckford (2009) that work life balance is a family friendly work environment that extends to a variety of issues such as flexible working arrangements, part time work, health initiatives, home offices, job sharing, term time working and employee assistance programmes. With the increasing problems over time relating to employee health, workplace monotony, declining productivity and efficiency at an employee level, work life balance and women has attracted much attention in recent times (Chahaun, 2010). According to Beckford (2009), striking a balance with work life is the integration of five areas of one's life, as shown in Figure 2.1.



Figure 2.1 Work life balance comprises five life areas in one's life

(Adapted from Beckford, 2009:3)

When the five areas, work and non-work life activities are combined into an integrated whole, your simplified life becomes harmonious (Beckford,2009).

In its broadest sense, work life balance can be defined as a satisfactory level of involvement between the multiple roles in a person's life encompassing a balance of work and non-work roles in the areas of: time, the psychological and also

satisfaction (Hudson, 2005). The meaning of work life balance thus differs from one to another. Whilst some see it as the ability to reach equilibrium, others as an integration of various components, work life balance has a greater effect on the lives of women.

2.3. The Concept of Overload and Imbalance

Work and family have changed over the years and men and women struggle to balance family and work resulting in an increasing level of work-family conflict experienced by employed parents (Higgins, Duxbury, & Johnson, 2000). This type of conflict stems from an individual having multiple roles which in turn bring on two types of strain namely, overload and interference. Overload occurs where there is an inability to perform with the adequate required energy and time and interference occurs where both duties need to be performed at the same time period (Higgins et al., 2000). Common to both men and women is overload.

Overload in respect of work negatively impacts on work and similarly overload on family will negatively impact on family resulting in the inability to perform adequately at work and home (Frone et al., 1999). Friedman & Greenhaus (2000), argue that although work life conflict affects career attainment and quality of family life for both men and women, it imposes more limitations to career and quality of family life for women. Motherhood turns out to be a career liability in that mothers often have to make trade-offs between work and family thus resulting in an overload. Overload affects development in women and as development in women is different from that in men, women have more interruptions in their career from family responsibility, primarily child and elderly care providers (Knorr, 2011).

The impact of work on family and family on work is not always negative. Strinivasen and Valk (2011), have an opposing theory that work family interface can be beneficial to both in that the benefits from the one domain enhances the other. Working long hours dedicating more time to one's career could result in additional income from overtime pay or promotion which will be beneficial to the family.

Similarly dedicating more time to family could result in a happier employee and could possibly enhance performance and productivity. However striking the balance between the two is a challenge for career focused women who tend to marry and have no kids or settle down much later in life.

2.4. Gender Impediments

Whitehead and Kotze (2003) are of the view that women have played an increasingly important role over the years and have made a large contribution to the South African economy and although the role of their male counterpart has greatly evolved, women are still left to deal with the bulk of family related issues. Most studies in respect of gender inequalities explain women's disadvantage in the employment arena to be due to their dual role which can be traced back to their dual role and the lack of flexibility that prevents them from working long hours (Doherty, 2004).

Their traditional gender roles of shouldering the main responsibility of the home, has constrained their participation in the employment market (Faisal, 2011). This is mainly due to female work patterns, which are not generally acceptable as most organisations' standard of efficiency, competency and performance, are based on male orientated patterns of work rather than the organisations' objective being achieved (Faisal, 2011).

According to research by Gunton (2012), the biggest difference between men and women is the career life cycles, which is often socially and culturally constructed and peaks a decade later for women than men. Gunton (2012) explains this in terms of the M shaped career curve in which women start their careers strong and experience a dip around their thirties due to child birth, their career picks up again after forty and dips again close to retirement with women experiencing stressors in the home and social arena that are discriminatory in nature.

Even where women have opted to follow the path of entrepreneurship to cope with family demands, they are unable to succeed to the extent of their male counterparts (Walker, Wang & Redmond, 2008). Women tend to switch to their family role whilst still in their business owner role and often tend to make sacrifices to enhance their spouse's career rather than their own (Jennings, 2007). Knorr (2011), asserts that although entrepreneurship offers flexibility, independence, satisfaction, personal growth, income and prestige, many women choose this options as they find it difficult to break the "glass ceiling" to higher paid managerial positions.

April, Dreyer and Blass (2007) found in their research that executive men tend to not use work life programmes and initiatives which in turn caused movement up the ranks and similarly women who also did not use these programmes, also climbed up the ranks but unlike their male counterparts were dependent on a home support structure. It can therefore be surmised that although women empowerment has grown over the years, women are still expected to perform in a space designed for men whereby little consideration is given to the vast gender differences that exist.

2.5. Family – Work Conflict

2.5.1 Challenges faced by women from the home front

There has been a radical shift in the lives of working women over the past decades as more women are occupying positions of leadership, management and entrepreneurship (Knorr, 2011). Although women are seen to play a greater role in the work force, they still take care of the primary responsibilities of the family (Bailyn, Drago & Kochan, 2001). Fathers have been getting more involved with children and the home but are reluctant to adjust their work schedules to achieve a balance (Beauvais & Lyness, 1999). Higgins, Duxbury & Lee (1994) explain the impact of family on men as mutually supportive and that on women as mutually exclusive. Mutually supportive meaning that men have always been seen as a good provider without having to meet any additional demands around the home, whilst women do

not have the same control over their distribution of time as men and this lack of control leads to interference from family into work for women (Higgins et al., 1994).

Higgins et al. (1994) argue that these higher levels of work - family conflict arise from unpredictable demands namely, arrangement for childcare, day care drop off and pick up and care for a sick child which lasts until the child reaches 13 years of age after which these demands become almost the same for men and women. As kids grow older, women are seen to have to take care of the elderly as well which has become a new dependent due to the current economic climate preventing easy accessible and affordable adult care. Studies carried out by Chauhan (2010); Emslie and Hunt (2009), indicate that women find their family commitment very high such that it makes balancing work-life very difficult. Milkie and Peltola (1999) indicate that many employed women have been successful in balancing work and home, however it is done at the expense of relaxation, leisure, and sleep or self- fulfilment.

Bailyn et al (2001), refers to the concept of imbalance as, "time squeeze", were women battle to comfortably deal with issues of children, adult care, family and work. Whilst time is a major concern, according to, Walker, Wang and Redmond (2008), concerns about children, elderly care and home have been growing over the years and have incorporated further concerns such as safety, finance, and emotional stress resulting in families choosing to have one spouse work from home.

Many women as a result resorted to entrepreneurship to balance their lifestyle, however Walker, Wang and Redmond (2008), reasoned that although this maybe a workable solution for some, it does not necessarily relieve financial stressors or allow women to achieve full satisfaction in their careers. Knorr (2011), agrees that women who consider entrepreneurship as a career opportunity are limited in terms of meeting their economic needs, however goes on to explain that the factors that make a women successful in the corporate world are no different than those needed to be a successful entrepreneur. Some women, though, find the personal and professional fulfilment when family demands preclude full time employment, from part time work (Higgins et al., 2000). Smartphones and other technology advances have created the opportunity for working from home and irrespective of the working arrangements employees and employers have, women are constantly seeking

alternative arrangements that create a better balance for work and family, (Shriner, 2007). In order to understand the strains and stresses experienced by women in a society designed for a man, one would have to examine each role as opposed to examining them collectively (Milkie & Peltola, 1999).

Part time work is also an option but is not readily received by women. Higgins, Duxbury and Johson (2000), argue that in order for part time work to be more desirable to women, it needs to make a difference to the quality of life of women and organisations need to pay attention to the different individuals in terms of career and earner employees and the role that work plays in their lives. Although women are consistently looking at alternative arrangements to balance work and family, they have been redefining their identity and not many women believe that they will be better mothers if they had stayed at home (Patel, Govender, Paruk & Ramgoon, 2006). Consistent with this view, Giele (2008) found that many women who left lucrative employment for home and family had regrets and unhappiness.

2.5.2. The Effect on Childcare

More women are in the workforce today resulting in more children being taken care of by childcare facilities which in turn allows mothers the opportunity to work longer hours. This reduction of quality time between mother and child has impacted on the child's cognitive and behavioural skills in the early stages of their life and as the child grows, his performance at school is not poor but the child is less likely to perform above average (DeJong, 2010). Falci (1997), deduces that a mother's psychological wellbeing is responsible for the foundation of the child's wellbeing as a child and through his life. If a child feels his mother's unhappiness, then the child is unhappy.

According to Hoffman (1998), maternal employment alone does not effect a child's growth, however it is aspects of the family that affects the mother and in turn impacts on the child. His research explains that the aspects of the family are the father's role, the mother's well-being and the parent's parenting style. In other words a healthy environment for a child would entail a greater participation from the father

and greater support to the mother from both spouse and employer together with a good parenting technique.

Studies undertaken by Nomaguchi & Milkie (2006) indicate that maternal employment prevents mothers from engaging in sound parenting practising and the absence of the homemaker may also lead to fathers being less effective in parenting, resulting in lower levels of discipline in the child. They also add that having both parents being employed brings in more resources to the family beneficial to all and can impact on better parenting. Nomaguchi, Milkie & Denny (2012) deduce that a mother's impact on a child's life is positive in a myriad of ways with the critical issue lying in the mother being in charge of the child's well-being regardless of the time spent.

2.5.3 The Effect of Women Employment on their Husbands

Women's entry into the labour market is increasing with both men and women having the freedom to choose employment to satisfy their lifestyle and happiness (Orden & Bradburn, 1969). They further explain that if the choice for women to participate in the labour market is based on a need rather than a want, this would impact negatively on the happiness in the marriage.

Hattery (2001), explains that it doesn't matter when women marry as they still have to deal with work life balance and that marriage affects the career of both men and women differently in that it is a bonus for men but a penalty for women. Hattery (2001), further describes that women that are most successful in their careers:

- Are psychologically involved in their careers;
- Put in long hours at work;
- Have a great deal of authority in their job;
- Receive developmental jobs that build their skills;
- Network extensively with others, both inside and outside their employer organisation.

Men have been traditionally known as the breadwinners and sacrifices made to provide for the family validated them as men thus the participation of women in the labour market takes a source of this identity away and is psychologically threatening (Pleck, 1977). He also emphasises that when women participate in the labour market their participation at home decreases however their employment places them in a more powerful decision making position in the household.

According to Kessler & McRae (1980), the impact of working women on the marriage is closely related to their husband's attitude to them being employed. Thus if the husband is involved in childcare and is supportive of his wife's employment, the impact on the marriage is positive. However, Giele (2008) argues that location also plays an important part in gender role crossover and sharing. If one partner had to travel a great distance for work, it would generate a home based pattern on the other.

Employed women express a greater dissatisfaction and frustration in their relationship than their husbands do. They complain of experiencing infrequent marital interaction whether conversational or physical with a greater tendency of being misunderstood and not heard Locksley (1980). Although there exists this dissatisfaction, Locksley (1980), further explains that women's increased participation in the labour market is for marital stability and wellbeing of the family as a whole.

Marriages take more of a strain from men's participation in the labour market than that of women. This is mainly due to the effect of women's employment on marital interaction is mediated by their attitude towards work and the extent of their personal commitment (Locksley, 1980). Thus implying that, women have to manage their time well for a positive effect on their marriage. Lillard & Waite (2000) found that women

who work to enhance their career and finances, tend to destabilise their marriages in comparison to their male counterpart.

Whilst working women positively impact on the family as most families are dependent on dual earners, there also exists the negative impact on the marriage, however this subject has not fully been explored.

2.5.4 Elderly Care

Elderly care or care giving is a growing concern that is heavily gendered with women having the sole responsibility of elderly care (Smith, 2004). This care extends to care of their spouses and when they decease, this care is extended to the adult female child. Elderly care is one of the most demanding of responsibilities that has a great impact on work life balance (Soroptimist International of the Americas, 2012).

According to Kossek, Noe & DeMarr (1999), where the caregiver has the added advantage of other relatives to assist other than a spouse, there is a better balance in work life as there is greater trust and comfort in dealing with work. Elderly care is more a woman responsibility that is very complicated and creates financial and emotional tolls on an individual providing the care (Smith, 2004).

Socioeconomic status and values play an important role in the decision that women make when elderly care and work compete, with women in a lower income and job status opting to leave work (Brody et al., 1987). There is therefore a need for interaction in assisting with eldercare support to help the employee cope better (Neal & Wagner, 2000).

2.6. Work Family Conflict

2.6.1 The Challenges faced by Women from work demands

Hall and Richter (1988), state that organisations do little for employees to balance work and life mainly because some are not sure as to what appropriate action will be effective and others are simply not willing to work on these issues in the belief that it is a women's issue and they do not see any relevance. Employers cannot overnight resolve the problem of work life balance but jointly with the employee they can address a dual agenda of restructuring work and careers to meet the demands of both the organisation and the employee (Bailyn, Drago & Kochan, 2001). Therefore the employer's attitude directly impacts on the employee's perception of whether the organisation cares or not and can adversely affect retention and performance (Sturges & Guest, 2004).

There is the view that whilst policies and family friendly programmes have benefitted some women, women who want executive careers will have to sacrifice family (April, Dreyer & Blass, 2007). According to Whitehead & Kotze (2003), a woman's ability to balance multiple roles has a direct bearing on her physical and mental health as well as career performance and success. Whitehead & Kotze (2003) further indicate that organisational commitment and support structure are crucial to enable women to experience life balance.

2.6.2 Organisational Culture to Cope with Family

A family supportive work environment can be broken into two components namely family supportive policies and family supportive supervisors and both elements represent the organisation's effort to support families with responsibilities (Thomas & Ganster, 1995). Warren and Johnson (1995), describe organisational culture as the beliefs and characteristic of the business organisation in which family friendly implies that the organisation is sensitive and supportive to its employee's family needs.

Despite organisational policies and programmes designed to assist employees work life balance, they do not necessarily reduce the individual work life conflict (Kossek & Ozeki, 1998). In a study focusing on female members of the Institute of Chartered Accountants in Scotland (ICAS), Gallhofer, Paisey, Roberts & Tarbert (2010) found that employers need to embark on retention design to prevent female talent from opting for alternative work to balance work and family. It has been identified that some managers are known to apply work family policies and programmes unevenly and interpret the amount of time spent at work as an indication of the employee's contribution and career dedication (Beauvais & Lyness, 1999).

With the increased diversity of family structures represented in the organisation today, it is pertinent that human resource professionals within the organisation understand the link between work and family relationships and the resulting impact on the organisation (Lockwood, 2003).

Balancing work and family is of immense importance to both the employer and the employee and problem may manifest itself as stress, absenteeism, turnover, lower job commitment, and, ultimately, lower productivity causing organisations to loose talented women who cannot deal with the pressures of work family demands (Higgins et al., 2000).

Organisational culture pertaining to work family balance influences the employee's attitude and behaviour and decision to utilise the benefit or not (Beauvais & Lyness, 1999). In fact family related leave and absenteeism has been proved to impact women negatively in terms of performance rating and promotions. Beauvais & Lyness (1999) assert that more women tend to use family supportive benefits than men. Large organisations are influenced by women, especially those organisations that employ many women, to increase their involvement in work family issues (Goodstein, 1994).

Maintaining a policy framework to support work life balance is not enough as it is more important to have an organisational culture that is supportive of work life balance in women (Hudson, 2005). Hudson (2005) argues that there are three broad types of work life strategies that have been created to assist women with work and on work issues namely, flexible working options, specialised leave policies and dependent care benefits.

Hudson (2005) views, that an environment that supports work life balance improves organisational commitment. This is consistent with Allen (2001), who argued that, organisational benefits are dependent on attitude and experience of both the organisation and the employee. Meaning that the support from the organisation and supervisors can positively impact on the employee if the employee is led to feel that the organisation cares, similarly, if the employee perceives the organisation to be less family supportive then the employee will experience more work life conflict, low job satisfaction and reduced organisational commitment. Supervisors as well as co-workers play a crucial part in assisting women with balancing work and home and with minimising the interference from work to home (Kossek, Noe & Demarr, 1999).

According to Chauhan (2009), the work environment will be more conducive to women if organisational culture incorporates support for women's work life balance and will thus be able to retain them in the talent pool in spite of their natural limitations. Employee Assistance Programmes (EAPs) are forms of employee wellness programmes that provide a myriad of services developed to help employees cope with stress (Lockwood, 2003). Work life initiatives create positive employer branding thus making them an employer of choice (Lockwood, 2003). However, although benefits may be available, individuals will only take advantage of these benefits if they are in line with their work or family situation (Warren & Johnson, 1995).



Figure 2.2 Improved Work-life Balance Measures

(Adapted from Hudson 2005, p13.)

2.6.3. Talent Management and Women

McKinsey and Company (2012), report there is a growing need for companies to access their largest talent pool, namely women and the various leadership styles they bring into the organisation. They believe that companies alone are not responsible for the lack of talent management, however, they argue cultural, socio economic factors and women influence this. Therefore companies need to start a strategy to retain talent, train and equip women as well as assist them with their family responsibilities.

Hoobler, Lemmon & Wayne (2011), refer to family work life conflict bias which means that by just being women, managers assume that family will interfere with work irrespective if women are married or single and have children or not. Thus family work life conflict bias means that there is an unfair and inefficient allocation of talent in companies. Whilst this practice is prevalent in many organisations, organisations are encouraged to make talent management part of its key strategy.

Subramaniam (2013), agrees with this view and refers to talent management as the encompassing of staffing and employing, motivating and retaining whilst simultaneously focusing on those that guarantee the succession and competitiveness of the organisation. Subramaniam (2013), argues that women are left out of the talent pool as there is the fear that they may leave work for family.

2.6.4. Flexible Working Hours

Flexible working hours refers to the ability to rearrange ones working hours guided by organisation policy (Hill, Hawkins, Ferris & Weitzman, 2001). Flexibility in the work place has been well received by women and has been linked to high job satisfaction levels in women (Bailyn, Drago & Kochan, 2001). According to Bailyn, Drago & Kochan (2001), unions and professional associations, community groups and employee or family advocacy groups are becoming more focused on work family issues and balance. According to the International Journal of Manpower, work life balance policies fall into five categories:

- flexitime work schedules;
- flexiplace or telecommuting;
- job-sharing;
- part-time flexiplace;
- sabbaticals or career breaks.

However there is greater focus on introducing and implementing workplace flexibility (flexitime) compared to other work life balance initiatives (Downes & Koekemoer, 2011).

In supporting flexible working arrangements, employers are indirectly supporting better mental health, reduction in stress, burnout, turnover and absenteeism and increases in retention, job satisfaction, creativity and productivity (Blake-Beard, O'Neill, Ingols & Sapiro, 2010). Fleetwood (2006) argue that flexible working arrangements retain skilled staff, reduce recruitment costs, raise staff morale and explain that flexible working hours has reduced absenteeism.

Perceptions of flexible work hours in the workplace may increase employee loyalty and satisfaction due to positive feelings associated with working for an organisation that visibly cares about the wellbeing of its employees (Scandura & Lankau, 1997).

The introduction of flexible working hours may increase the work load of the remaining employees and it is not necessarily a solution for some like the police, 24 hour factories and hospitals. It makes performance measurement difficult (Malan, 2008). Job flexibility increases work life balance, however, it is not encouraged by most organisations. Managers need to move from a 'face time' business culture to a 'result orientated' business culture (Hills, Hawkins, Ferris & Weitsman, 2001). According to Ordendaal & Roodt (2002), although flexible working hours increase job satisfaction and moral, it may impact on the quality of customer services.

Scandura & Lankau (1997) argue that despite the disadvantages that may be, flexible working hours are more accepted by women than men as it allows women to balance conflicting demands of work and family thus increasing their feelings of organisational commitment and morale. Haddock, Zimmerman, Lyness & Ziemba (2006) argue that whereas the demand and benefits for family friendly policies is increasing, there remains the barrier that limits organisations from implementing such policies namely the gender barrier were it is believed that family policies are for women only.

2.6.5. The Gender Wage Gap

It is prevalent in many countries that women on average earn far less than their male counterparts despite the advances made in industry to combat this and that it is predominantly in a decline (Bhorat & Goga, 2012). Research carried out by the Australian Workplace Gender Equality Agency, defines gender pay gap as, “The difference between women’s and men’s average weekly full-time equivalent earnings, expressed as a percentage of men’s earnings” (2013:p2).

According to research by the Consad Research Corporation (2009) pertaining to the gender wage gap, they defined six factors that influence the gender wage gap namely:

- Occupation;
- Human capital development;
- Work experience;
- Motherhood;
- Career interruptions;
- Industry sector.

Some researchers believe that the existing wage gap hails from the long existing differences between men and women whilst others argue that it is due to the decisions women take in career choices and regarding work family balance (Cool, 2010).

According to Quisumbing, Hallman & Ruel (2003), women in the labour force has been increasing over the years creating a greater demand on childcare facilities. Thus the choice of childcare facility is dependent on the earning potential of the mother.

Limited research has been undertaken on gender wage gap in South Africa, however the increase in the women work force post-apartheid has resulted in an increased importance being placed on gender earning differentials (Bhorat & Goga, 2012).

Ernest and Young (2011, p3), explains talent management in terms of the 'stupid curve' and the 'smart curve'. "The stupid curve refers to the stupid wastage occurring when women do not excel to senior levels in an organisation, whilst the smart curve has been devised to assist organisations move away from current practices to assisting in moving more women into senior levels". They further comment that flexibility is a tool in assisting women move forward in their career paths and should be considered by management as they move their organisations along the smart curve.

2.7. Social Support

Marcinkus, Whelan-Berry Gordon (2006) refer to 'social support', which they state is support that is received both instrumental and expressive from the organisation, supervisors, co-workers, spouses, family and friends. Social support is seen as an antecedent, mediator, moderator and direct effect which is critical to enable adequate functioning of both the family and work domains. Social support as defined by Shumaker and Brownell (1984:13) cited in Gunton (2012:32), "Is an exchange of resources between at least two individuals perceived by the provider or the recipient to be intended to enhance the well- being of the recipient".

Beauvais and Lyness (1999) also refer to 'social support' and assert it is a key mechanism in coping with various life stresses. This view is supported by Gunton (2012), who explains that social support is a key function that assists with work life conflict by reducing the pressure caused by time demands and enhances one's wellbeing. Social support is not limited to family, friends and social networks but includes the organisation in which supportive supervisors and with employees

participating in work family policies and programmes (Gunton, 2012). In studies undertaken by Gallhofer, Paisey, Roberts, and Tarbert (2010), it is identified that the support women receive from their spouses/partners impacts on their work life balance and includes emotional support and willingness to assist with household chores, other than financial support.

A home support structure inclusive of, au pairs, full time domestic help, husbands/partners who play a major role at home, involvement from extended family and friends have assisted executive women to focus on their careers (April, Dreyer & Blaas, 2007). The needs of children do become more frequent during working hours which encourages women to depend on informal help such as friends and neighbours (Kossek, Noe & Demarr, 1999).

Statistics show that previously working mothers depended on grandparents to assist with taking care of children, but today with grandparents still in employment or needing care themselves, women seek the assistance of paid help for their children Hochschild (2000). According to Hochschild (2000), apart from their being a growing dependence of women on domestic help for care of both child and the elderly, there is a growing dependence of women on other women for support and assistance in resolving both professional and personal problems.

2.8 South African Organisations and Employees

Whilst survival in the career world for women means sacrifice of family, for those who choose family, little has been done on the part of the employer to cater for women with dual responsibilities (Doherty, 2004). Studies have shown that despite living in a world of equality for both men and women, family is more a women responsibility and in South Africa this is not limited to childcare but includes the care of the elderly (Vermeulen, 2006). This inability of women to balance work and family has resulted in today's women demanding family friendly work strategies despite legislation being so far off in South Africa.

Patel, Govender, Paruk & Ramgoon (2006) argue that in South Africa, women are drawn to the labour market due to economic need rather than the need for more women in the workplace. Whilst developed countries are in the process of legislating work life issues offering better flexibility and benefits to employees, South Africa has been grappling with national concerns like poverty alleviation and Broad-Based Black Economic Empowerment (BBBEE) with limited concern to humanising the work place (Vermeulen, 2006).

Ordenaar and Roodt (2002), believe that South Africa has acknowledged the increased women work force and equity and by means of laws and acts has ended discrimination in employment practices regarding women on the basis of gender, race, colour, age, religion and ethnicity. However, employers now need to incorporate the use of flexibility in organisations to assist women with work life issues.

Grobler and Bruyn (2010) support the view of flexible working practices. They believe that the introduction of flexible working hours is a strategy that will prevent the loss of skilled staff in sectors such as telecommunications, finance and technology as well as leading to higher productivity, increased morale, lower absenteeism and lower turnover which in turn is vital for the future development of South Africa. Grobler & Bruyn (2010) further highlight that South Africa lags behind in labour market flexibility, hiring and firing practices and labour-employer relations which as the competition for talent among countries and rival companies increases, our advantage in the industries mentioned earlier is under threat.

According to Downes (2011), there exists very limited research with respect to flexitime, the aspects that influence flexitime as well as the associated benefits, consequences for both the employee and employer. As a result organisations are left to apply their own internal policies to design, implement and manage flexitime with little guidance in ensuring that there is a benefit for both the organisation and the employee.

There is a genuine call for South Africa to change its work culture to make it more attractive to women and until it does so, women will choose other options such as entrepreneurship, part time work or work with less responsibilities (April, Dreyer & Blaas, 2007).

South African policy guarantees equal treatment for all before the law, however women fight a battle at two levels namely organisational in which women are prejudiced by traditional and deeply embedded patriarchal values and practices that devalue transformation processes and at a social level where women are hindered by the lack of support from their families (Moorosi, 2007).

In a study by Whitehead and Kotze (2003), it shows that South African working mothers rely on support structures that is social support and support from spouses/partners as a coping strategy for work life stressors. Research by Gunton (2012), explains that although South Africans have become more integrated post-apartheid, many are constrained in their residential options due to poverty. This has resulted in an increase in the women workforce who due to poverty are dependent on support structures in coping with work life stressors. Gunton (2012), further explains that this help is not limited to social support and spouses but includes childcare facilities and domestic help especially with live in maids.

Seagal (2003), argues that although South Africa has evolved over the years with great efforts being brought into the workplace for women including an improved environment, culture of equity and a greater awareness of gender issues, the current policies fail to address the complexities caused by the legacy that historical practices have left behind.

3. Summary

Whilst family centred organisations seem to be the ideal, not all organisations in South Africa have adapted these values to the extent of easing the burden on female employees. Women are still seen to have to strike a balance between work and family such that both aspects thrive.

This chapter defines work life balance and links the organisation and family. It examines the challenges faced by women and coping alternatives made available by organisations. It examines the issues faced by women and the copying mechanisms they employ to create a balance. The Chapter considers the objectives of this study whilst reviewing the South African situation and how organisations address work life balance issues.

CHAPTER 3: METHODOLOGY

3.1. Introduction

The previous chapter looked at the challenges faced by working women in creating a balance between work and family. This chapter takes a look at the rationale behind the research methodology employed. The review of literature in Chapter two, forms the basis of support for the methodology used in this study.

Research has its special significance in solving various operational and planning problems of business and industry. Operations research and market research, along with motivational research, are considered crucial and their results assist, in more than one way, in taking business decisions (Mbambo, 2009).

In these modern times, research plays a vital role in business and has become the basis of major decision making. According to Prasad (2010), the role of research whether business or economy related has grown such that it provides the foundation of most of government policies.

Malan (2008), explains that in understanding women and work life balance, one will need to look at work and family in its entirety and not as if they are separate to each other. The focus of this study is on women, work and family, their perceptions, challenges, coping and support structures with the intent of understanding each role and can there be more done by the various role players namely the organisation and family.

3.2. Aim of the Study

The aim of this study is to learn of structures in place by organisations to assist women in coping within the growing work force which has increasing challenges for women to balance work and family.

Manetje & Martins (2009) are of the view that the changing South African organisational culture has an influence on organisational commitment thus making research on organisational commitment crucial. Vermeulan (2006), suggests that organisations in South Africa need to move to becoming more family friendly organisations in order to retain talent.

The objective of this study is to identify these perceptions and challenges experienced by working women and investigate how family, support structures and the organisations can help combat the resultant stresses.

3.3. Participants and Location of the Study

The participants consisted of females employed at the University of Kwazulu Natal and simultaneously who belonged to the University of KwaZulu-Natal Staff Union (UKSU). The reasoning for this selection was its easy accessibility to the member database and it contained a fair mix of academic and non- academic staff across the University and its five campuses. Participants were located in the Durban and surrounding areas as well as Pietermaritzburg.

An on-line questionnaires was sent out which took approximately five minutes to complete.

The rationale behind this decision was that;

- The target population was easily accessible. Authorisation to use the University of KwaZulu-Natal Staff Union (UKZU) membership mailing list was granted.
- Participants retained a degree of anonymity as opposed to being interviewed which assumes that they were free to be honest and truthful to sensitive questions.
- Convenience for respondents. They could answer questions on their schedule, at their pace, and could even start the survey at one time, stop, and complete it later.
- Automation and real-time access. Respondents input their own data, and it was automatically stored electronically. Analysis was, thus, easier and more streamlined, and was available immediately (Weber & Bradley, n.d.).
- No interviewer. Respondents may be more willing to share personal information because they're not disclosing it directly to another person. Interviewers can also influence responses in some cases (Weber & Bradley, n.d.).

3.4. Research Approach

A quantitative research approach was used for the purposes of this study and an online questionnaire was designed to collect data. The literature supports the view that women have challenges in balancing work and home. This study aims at identifying if the support structures, especially family and work do assist women in achieving a balance and are these support structures doing enough.

Such study would entail gathering numerical data from a group of women. According to Sibanda (2009), quantitative research focuses on gathering numerical data across groups of people and generalises and predicts findings based on the use of a formal instrument such as a questionnaire.

The goal in research is to provide convincing results that are able to answer the research question and quantitative research has the ability to satisfy the criteria of objectivity, reliability and validity of its instrument (Amelink, Borrego & Douglas 2009).

Naidu (2009) explains that, survey research techniques, saves time and money without having to sacrifice accuracy, efficiency and adequacy. This is an important consideration for the proposed study in that there were financial and time constraints. Also great advantage was gained in the speed at which data was gathered within a relative short time span.

3.5 Sampling

Convenience sampling was used using subjects that were accessible and in proximity to the researcher by surveying friends and colleagues. According to Latham (2007), convenience sampling refers to a non- probability sampling method in which the participants are readily available and willing to participate in a study.

The url, where the questionnaires could be found was sent out electronically to women employed at University of Kwazulu Natal.

Although convenience sampling is time saving and cost effective, it does carry with it limitations some of which are listed below.

- It is seen as biased sampling as there is no guarantee that the study group will hold a mix of views and opinions.
- There may not be an even mix of different ages and sexes to bring more diversity to the group.
- A lack of interest from respondents. Many participants ignored the emailed questionnaire. Of a sample of 1050, only 107 viewed the questionnaire.
- An inability to complete the questionnaire properly due to time constraints. Due to it being year end, it was a busy period in which staff were in finalising work before the system closes off for the festivities and may have neglected to respond. For the academics this was a busy time with respect to examinations and results and many may not have had the time to attempt the questionnaire. This was evident in that 107 people viewed the questionnaire of which 52 started it but only 42 had successfully completed the questionnaire.
- Many experienced distractions due to the year-end festivities and office parties and many had already booked off -on annual leave.

According to Fricker & Schonlau (2002), web based surveys tend to deliver a response rate equivalent to the convention mode and often do worse. Weber and Bradley(2006) supports this view that although web based surveys have main advantages including, validity, accuracy and reliability, it does however have a

limitation of non-response whereby participants choose not to be part of the survey and delete the emails.

3.6. Data Collection

Data was collected using a web based survey. Questionnaires were sent out electronically to 1 050 University employees whom belonged to the UKSU Union in December 2014. The participants represented both the academic and support sector. An introductory letter of invitation accompanied the questionnaire that was sent out to the study participants.

This invitation letter explained the purpose and significance of the study, emphasised voluntary participation and anonymity, and provided a hyperlink that took the participants to the survey web site. The participants were asked to visit the survey web site to fill out the questionnaire. The questionnaire took approximately five minutes to answer. Reminder emails were sent to encourage responses.

According to Fricker & Schonlau (2002), web based surveys are cheaper, faster, convenient and have become an increasing mode of collecting data in modern times.

3.7 Development of the Questionnaire

An on line questionnaire was utilised which made use of a 5 point Likert Scale as this measured the degree of agreement or disagreement with a variety of statements(Malan, 2008). All independent and dependent variables require five-point Likert style responses ranging from “strongly disagree” to “strongly agree”. The questionnaire consisted of the following five areas:

3.7.1 Demographics

The demographic profile of the selected population (questions 1 – 7, Annexure 1) included aspects such as gender, race, age, marital status, educational qualification, number of child dependants and the number of adult dependants.

3.7.2 The Role of the Organisation as the Employer

This part of the questionnaire (questions 8 – 19) included, type of employment, position held in the company, gender of the supervisor, hours worked, policies and facilities in place by the organisation such as flexitime, childcare and health care. Questions 17 – 19 are on a Likert scale and focused on the organisations demands, empathy and performance management.

Downes & Koekemoere (2011) argue that it is important for organisations to implement work life balance policies, flexitime is an example of a work life balance policy where the benefits vary from work life balance to organisational commitment and loyalty. These questions focused on the work life practices available to women and organisational policies in place to assist with work life balance.

3.7.3 The Role of The Family

This part of the questionnaire is covered by questions 20 – 26 and looked at family responsibilities, interferences, hindrances to challenging projects, family obligations, supportive spouses, the effect of work on family activities and the effect of family on work deadlines. According to Allen & Lapiere (2006), instrumental assistance is much more effective than emotional sustenance in ensuring minimal family interferences with work.

3.7.4. The Role of Friend and Colleagues

Questions 27 – 29 looked at support from friends and colleagues with family obligation, coping stresses and career aspirations. Research by Marcinkus, Whelan-Berry, & Gordon (2006), suggests that social support from co-workers and friends can positively impact on work life conflict. The questions here identify dependence on social support, existence of social support and the impact of social support.

3.7.5 The Role Of Paid Help

This is the final part of the questionnaire (questions 30 – 36) and covered aspects regarding, domestic help, transportation of kids to school and activities, aftercare facilities, homework club and assistance from other parents. According to Dejong (2010), children who stayed at out of home care received less support and experienced poor school performance. The focus here is the relationship between worklife balance and the effectiveness of paid help. Beauregard & Henry (2009) argue that, employees who benefit from childcare centres, referral services and other family-supportive practices report higher levels of commitment to the organization.

3.8 Validation and Reliability

The purpose, objectives and research question in Chapter one together with the literature in Chapter two set the foundation for the process to select the respondents. Prior to the survey a test run was conducted. Five individuals inclusive of family and friends were emailed the questionnaire to complete. This ensured that the questions were easily understood, and also established an estimated time of completion in order to remove any problems and ambiguity that may exist in the questionnaire. The individuals also provided feedback on the questionnaire which confirmed that the questionnaire was adequate to cover the expected goal of the study.

3.9 Analysis of the Data

Eysenck (2004), explains that quantitative analysis refers to numerical data from which measurements of the central tendency and dispersion are drawn. According to Abawi (2008), quantification allows for more precision in analysis and ease in summarising data and making inferences.

Quantitative research can also be utilised to measure attitudes, satisfaction, commitment and a range of other useful market data and market metrics that can be tracked over time and used to generate insights as part of a wider business planning and business strategy process (Dobney 2013).

Data analysis was done using the following statistical methods:

- Descriptive Statistics which entails the use of bar charts to be read in conjunction with frequency tables. This is used in order to gain a good understanding of the frequency in which the participant agreed with a particular attitude.
- Summary Statistics. These provide the mean, median, standard deviation and variance for each question. The mean is takes all the scores into account which makes it a sensitive measure of central tendency. The distribution results in most scores to cluster fairly close to the mean. The median is simply the middle score. It focuses on scores in the middle of the distribution and is less sensitive than the mean. The standard deviation of each question was calculated which provides a quantitative index of the distributions spread or variation from the mean.

3.10 Summary

This chapter describes the research methodology utilised in this study and further explains the selection supported by theory.

Non-probability method of convenience sampling was selected and although limitations were experienced in terms of responses, this method met the objectives of this study. The data collected is useful in understanding the challenges and perceptions of women with careers and children.

The next chapter presents the results obtained from the analysis of the data collected.

CHAPTER 4: PRESENTATION OF DATA

4.1. Introduction

The previous chapter described the research methodology employed and its significance and relevance to the study. This chapter contains the results obtained from the analysis of the data collected from this study. The data retrieved is presented visually in the form of graphs for each of the measuring instruments. This provides more information and a better understanding of the results from which conclusions can be drawn to working mothers work life balance challenges, perceptions and coping strategies.

4.2. Demographics

The next seven questions look specifically at the demographics of the sample namely,

- Gender
- Race
- Age
- Marital Status
- Highest Education Qualification
- Number of Children living with
- Number of parents/ adult dependant living with

4.2.1 Gender

Figure 4.1 presents the gender of the respondents graphically

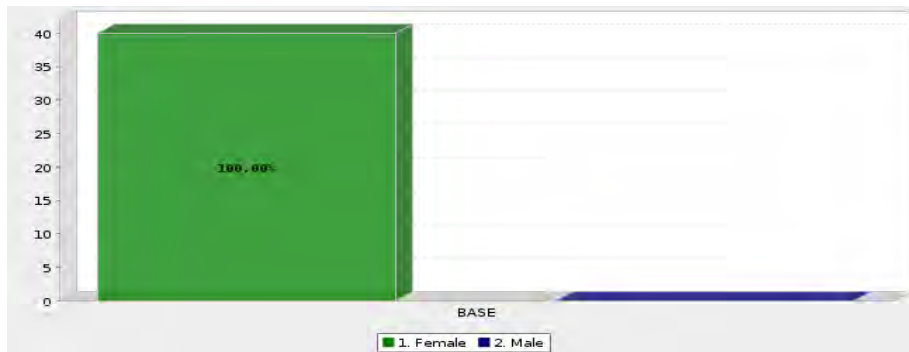


Figure 4.1 Gender of Working Mothers surveyed

The survey was specifically designed for working mothers. It was not possible to differentiate male and female gender prior to sending out the questionnaire. Therefore the questionnaire was sent to the entire 1050 UKZU members with a bold caption specifying that the questionnaire is meant to be answered by women only. This question was added in to ensure that the study contains a population of women only. Two males did respond and were extracted from this sample.

4.2.2 Race

The Race of the respondents is shown in Figure 4.2

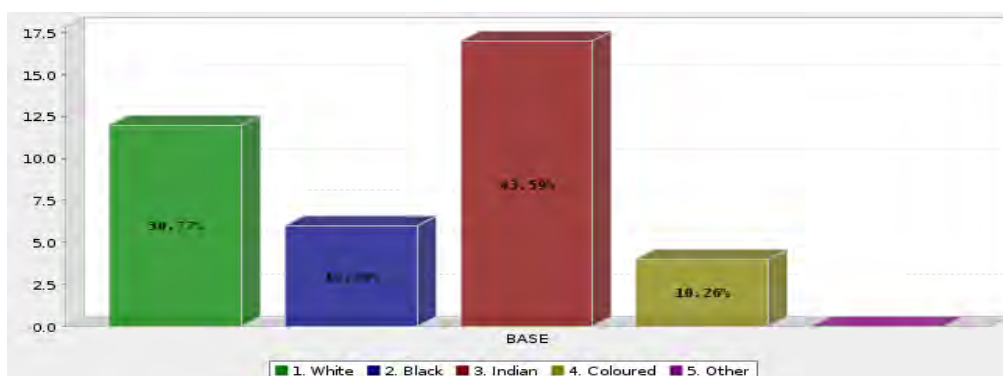


Figure 4.2 Race of Working Mothers surveyed

Majority of the women surveyed are Indian which makes up 43.59% of the population. White women formed 30.77% of the population with black and coloured women following at 15.38% and 10.26% respectively.

4.2.3 Age

Figure 4.3 presents the age of the respondents

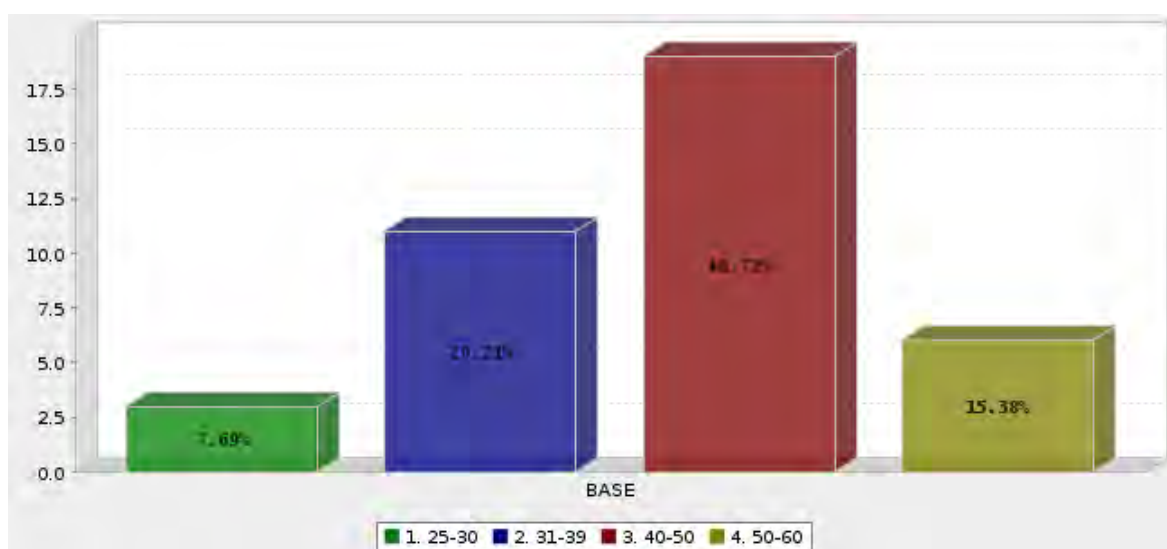


Figure 4.3 Age of Working mothers surveyed

The minority of the sample, falls in the age category 25 to 30 years (7.69%). The majority of women fall in the 40 to 50 years (48.72%) and this is followed by the age group 31 to 39 years with 28.21%. According to Gunton (2012), the M shaped theory explains that women over 40 years are at their peak in their career and experience most of their stresses. This provides a large enough sample to investigate the perceptions in this study.

4.2.4 Marital Status

The marital status of the respondents is indicated in Figure 4.4

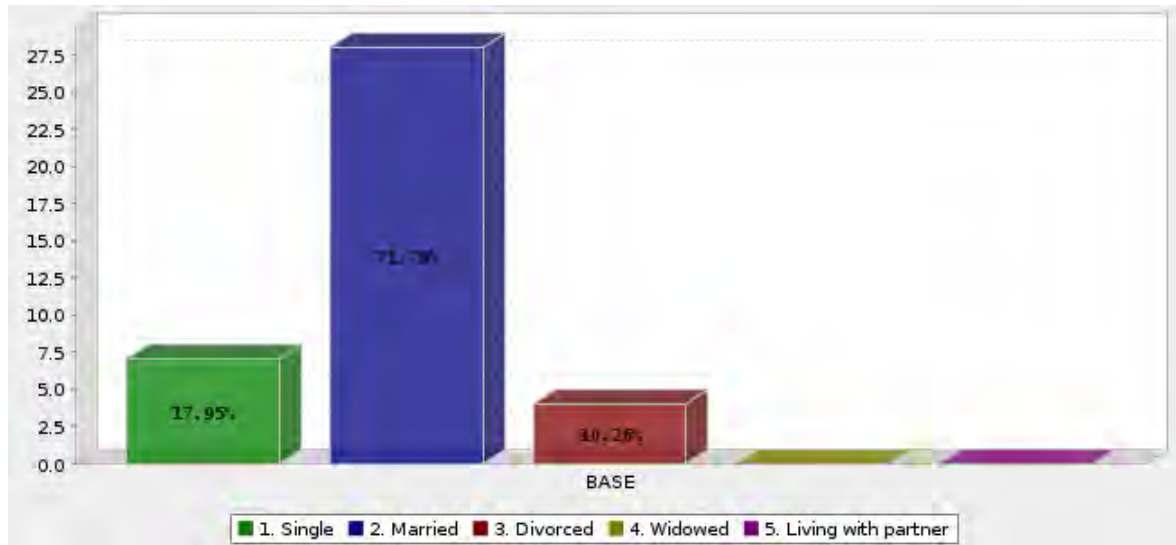


Figure 4.4 Marital Status of Working Mothers surveyed

The majority of the respondents, 71.79% are married. This together with the majority age group category of the population, makes this sample suitable for the study. Single women made up 17.95% and divorced women were a minority of 10.26%. There were no widowed or living with a partner in this sample.

4.2.5 Highest Education Qualification

Highest Education Qualification of the respondents is shown in Figure 4.5

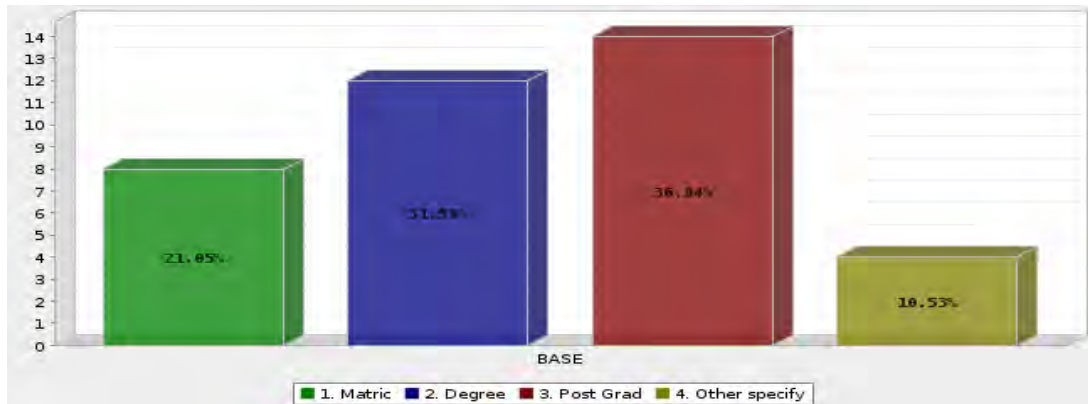


Figure 4.5 Highest Education Qualification of working mothers surveyed

The majority of the respondents have a post matric qualification with 31.58% in possession of a degree and 36.84% in possession of a post graduate qualification. Respondents with matric form 21.05% and 10.53% of respondents lie within the other category.

4.2.6 Number of Children living with

The number of children living with the respondents is shown in Fig 4.6

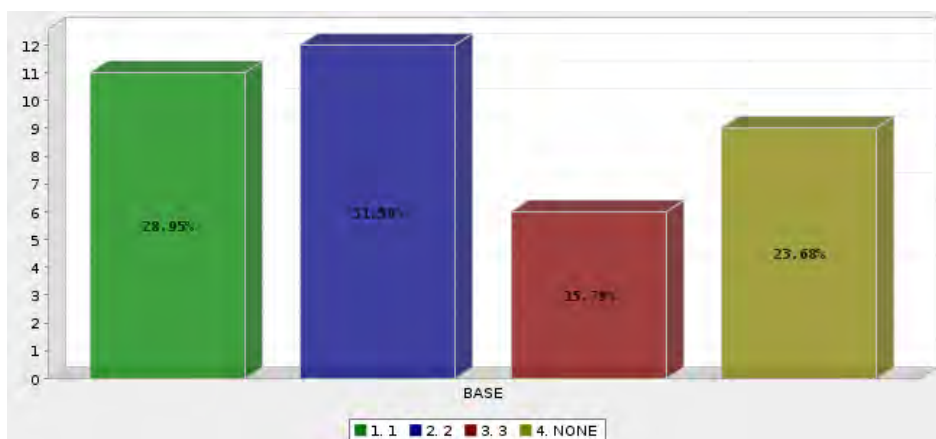


Figure 4.6 Number of children of working mothers surveyed

The majority of the respondents have children with most (31.58%) having two children followed closely by women (28.95%), having only one child and 15.79% having three children. 23.68% reported having no children. This correlates with the age category 50 to 60 years, were most women have grown kids who no longer live with them.

4.2.7 Number of Parent and Adult dependant living with

Figure 4.7 presents the number of respondents who have parents and adult dependants living with them.

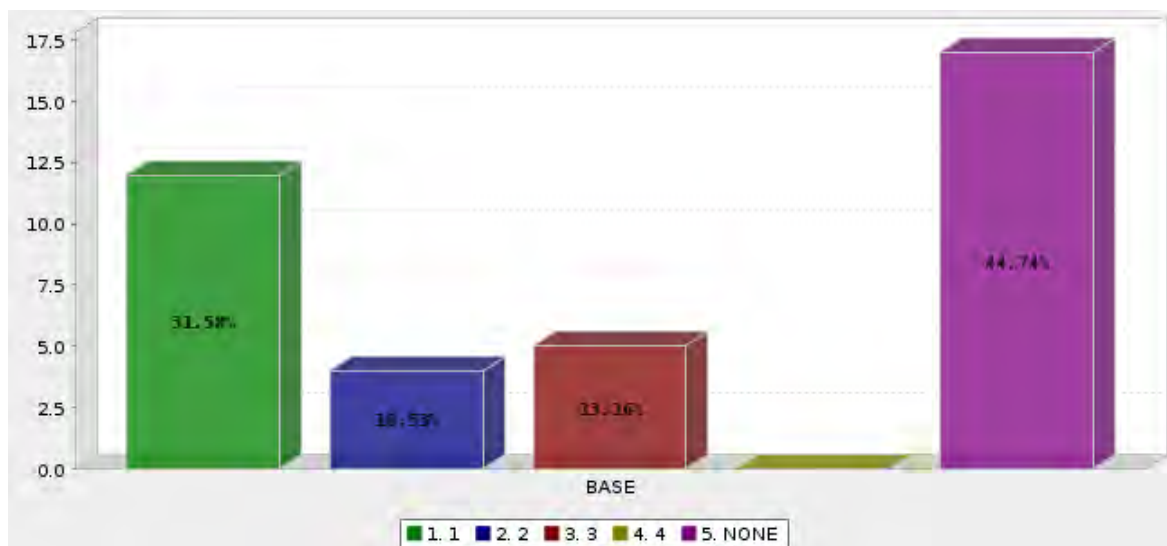


Figure 4.7 Parent and Adult dependent living with the women surveyed

The large majority of the women, 44.74%, have no parent or adult dependant. However there is a significant 31.58% of the population who have at most one adult dependant with 10.53% having two dependants or parents living with them and 13.16% having three adult dependent or parents. In totality more than 50% of the population, 55.27% have at least one adult dependant or parent living with them.

4.3 The Role of the Organisation

Respondents were asked about their employment in the organisation and perks received that aided in work life balance.

4.3.1 Employment Status

The employment status of the population is shown in Figure 4.8

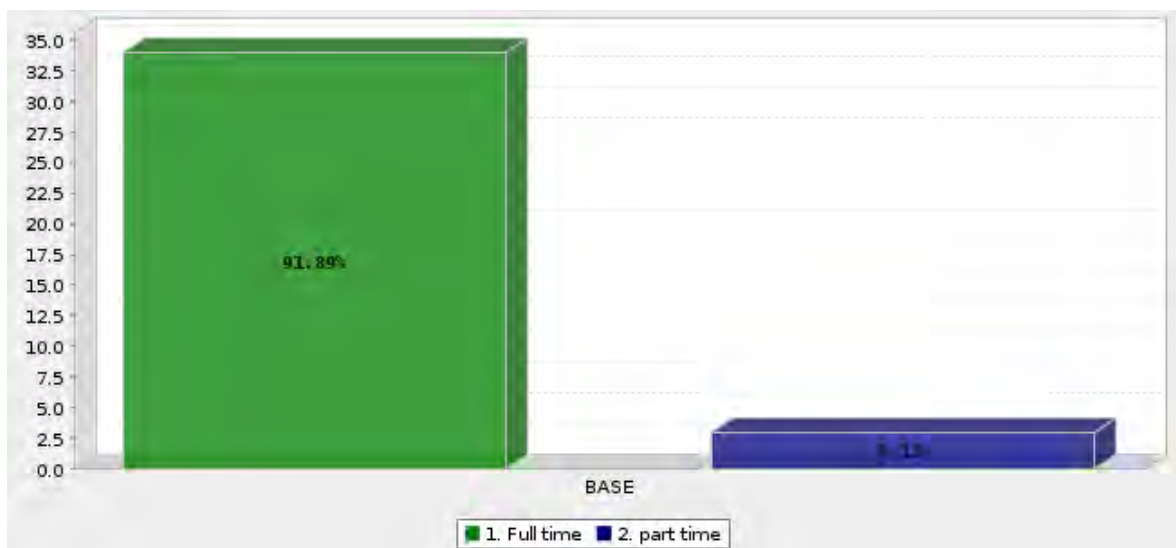


Figure 4.8 Employment Status of the women being surveyed

The majority of the respondents 91.89% are in full time employment. This is a crucial factor in identifying the challenges and perceptions of women balancing work and family.

4.3.2 Position Held in Organisation

Figure 4.9 presents the positions held within the organisation by the respondents

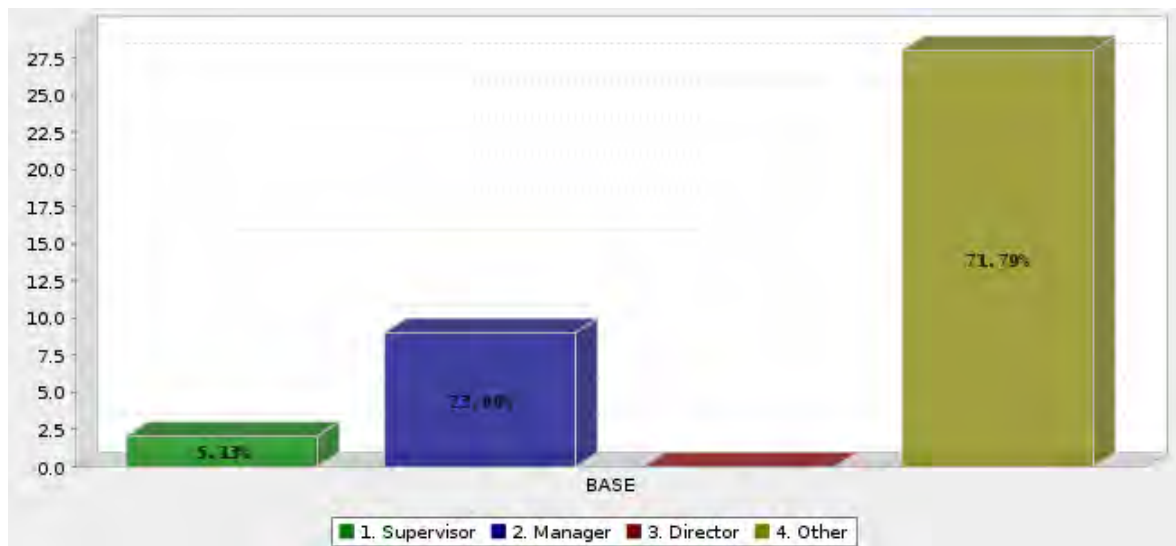


Figure 4.9 Position held by the women surveyed within the organisation

The large majority of the respondents, 71.79% are not in any management position. A substantial number of women, 23.08%, fall within the management sector. As the objectives of the study looks at women with careers and not restricted to management, the majority of the sample not being in management position will not deter the results as these results go together with the highest -education qualification question, 4.2.5.

4.3.3 Superior Gender

Figure 4.10 presents the Superior Gender that the respondents report to



Figure 4.10 Gender of Superior of Respondents

Whilst the workforce has changed with more women moving into management positions, for these respondents, males still seem to be dominant as line managers 56.41% with female management lagging not very far behind at 43.59%.

4.3.4 Basic Hours of Work

The Basic Hours worked by the respondents is presented in Figure 4.11



Figure 4.11 Basic hours worked by women surveyed

The majority of respondents, 82.05% work eight hours a day. Only one woman works in a half day job. The other category, 15.38% includes one individual that works 12 or more hours whilst the rest in this category work 7.5 hours, which is the daily work hours of UKZN. Overall the basic hours for majority woman is eight hours.

4.3.5 Respondents working past the Basic Hours

Figure 4.12 presents the respondents response to working past the basic hours

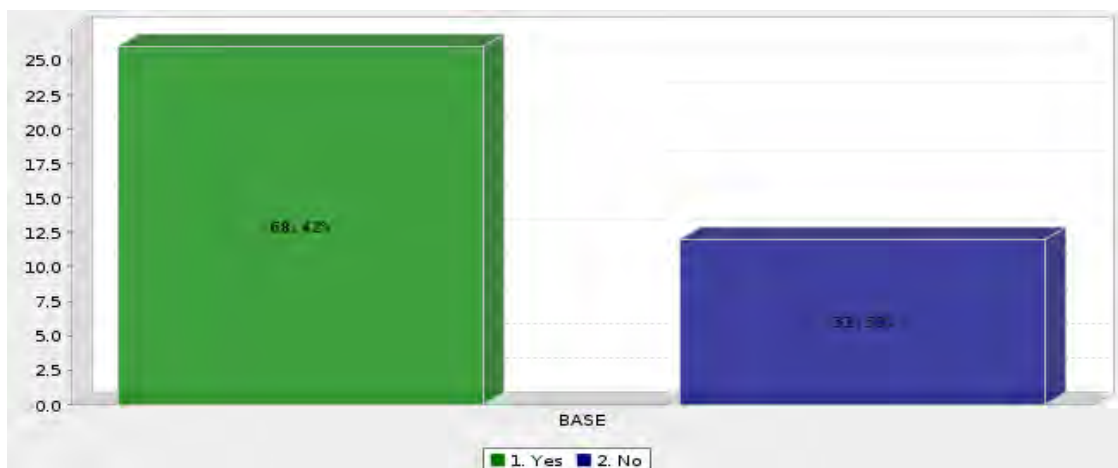


Figure 4.12 Exceeding or working within the basic hours of work

Whilst majority of the respondents work an eight hour shift, the results above depict that their job is not complete in that time period. 68.42% of the women work over and above the normal eight hour shift.

4.3.6 Flexitime

Figure 4.13 Depicts the respondents that utilise flexitime

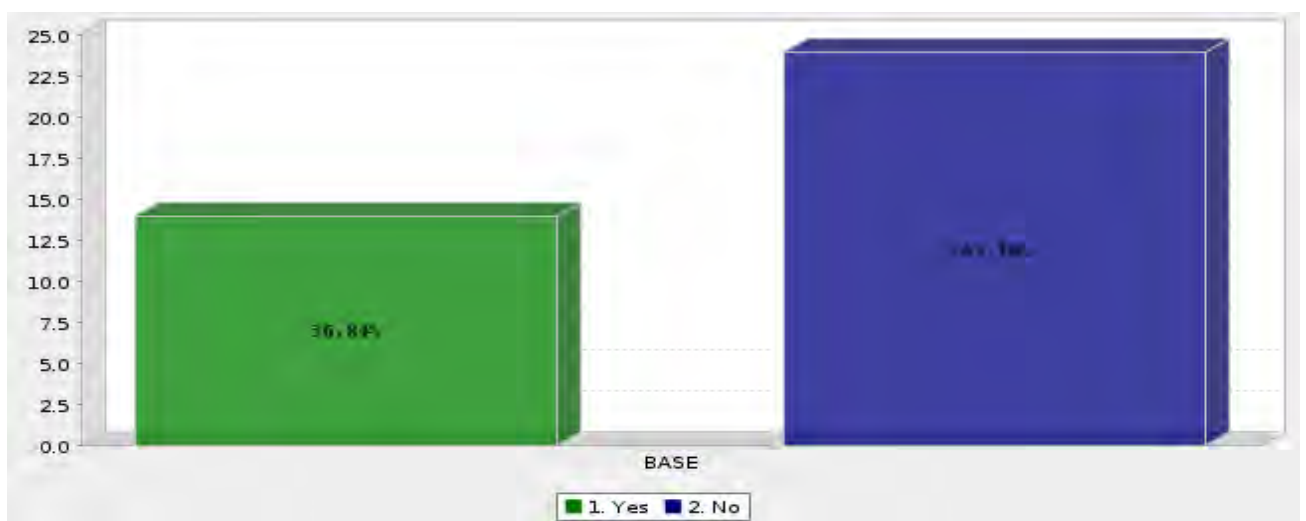


Figure 4.13 Utilization of Flexitime by women surveyed

The larger majority, 63.16% of respondents do not use flexitime whilst 36.84% utilise this perk. Flexitime is allowed in the University.

4.3.7 Policies and programmes to balance Work and Family

Figure 4.14 Depicts the existence of policies and programmes in the workplace to assist with work life balance.

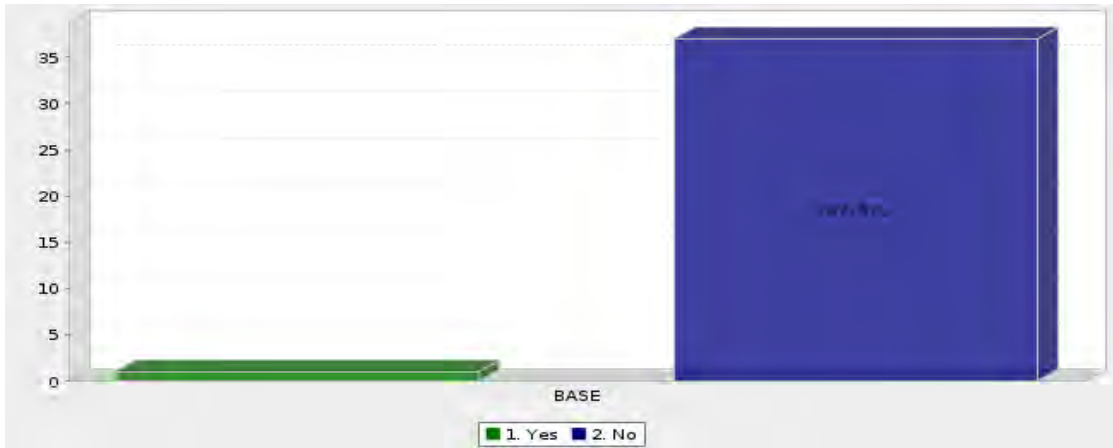


Figure 4.14 Policies and Programmes assisting the women surveyed with Work Life Balance

The large majority of 97.37% claim that the organisation has no policies or programme that would assist working mothers in balancing work and family.

4.3.8 Childcare Facilities

The Availability of Child Care Facilities to the respondents is shown in Figure 4.15

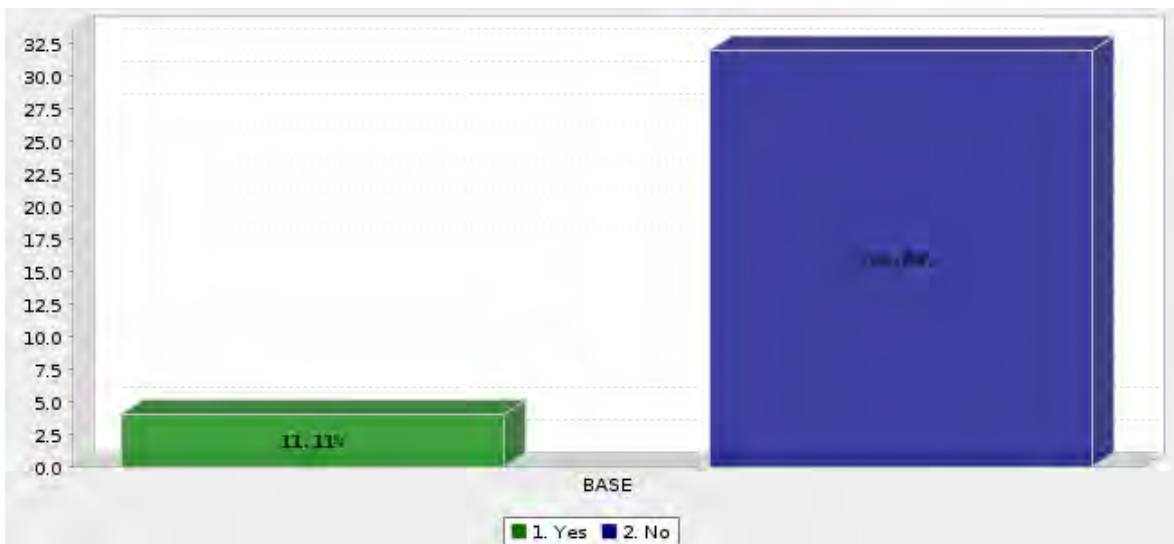


Figure 4.15 Childcare facilities available to the women surveyed

The large response of 88.89% confirms that the organisation does not have any childcare facilities to assist women.

4.3.9 Health Care Professional

Figure 4.16 presents the availability of a Health Care Professionals at the workplace

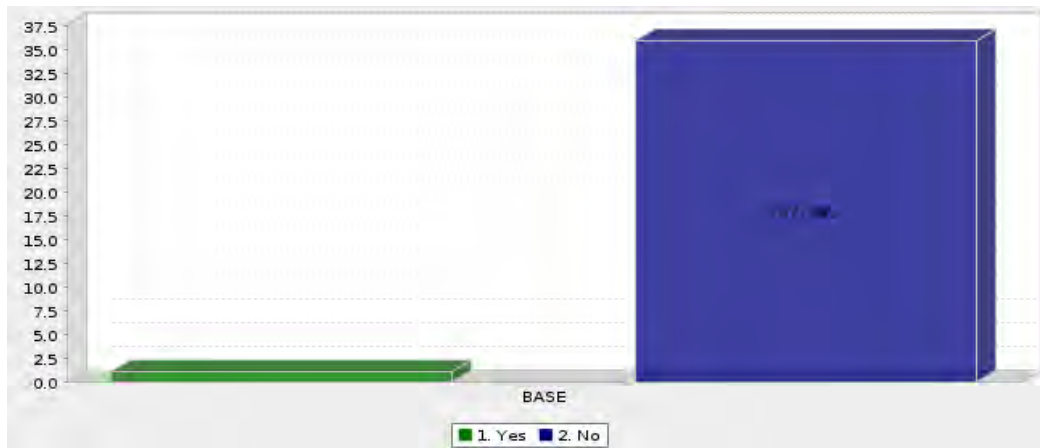


Figure 4.16 Health Care Professional to assist women surveyed with work life balance

By far the majority, 97.30%, claim that the organisation does not provide a health care professional to assist women with work life balance issues.

4.3.10 Work Family Conflict

Figure 4.17 Presents the ability of the respondents to focus on work whilst having demanding family responsibilities.

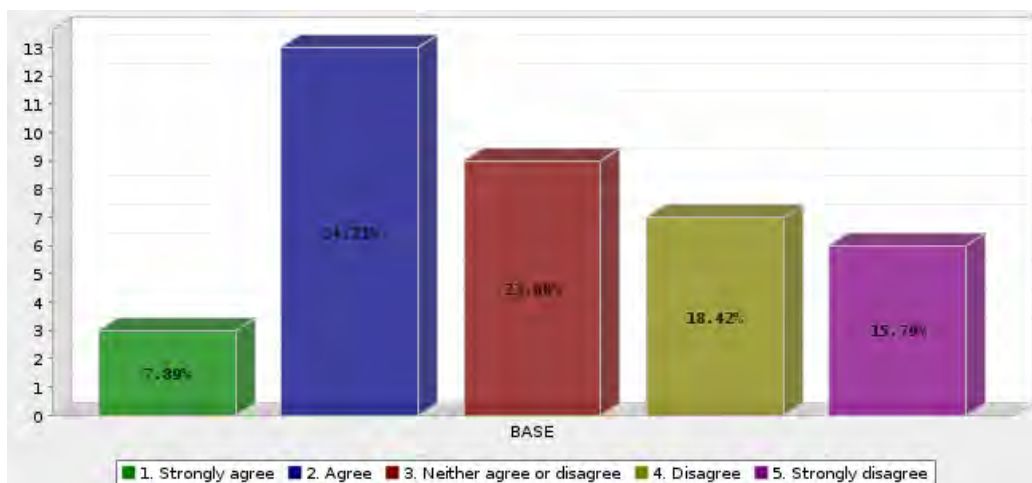


Figure 4.17 The ability to focus on work and family simultaneously

The distribution of results is closely spread with 42.1% (34.21% agreeing and 7.89% strongly agreeing) in agreement that they are able to focus on work whilst having to deal with demanding family responsibilities. However, 34.21% (18.42% disagree and 15.79% strongly disagree) are unable to focus on work whilst dealing with pressing family responsibilities. There were also 25% of the women that neither agree or disagree with this.

4.3.11 Empathetic Employer

Figure 4.18 presents the respondents view on employer empathy

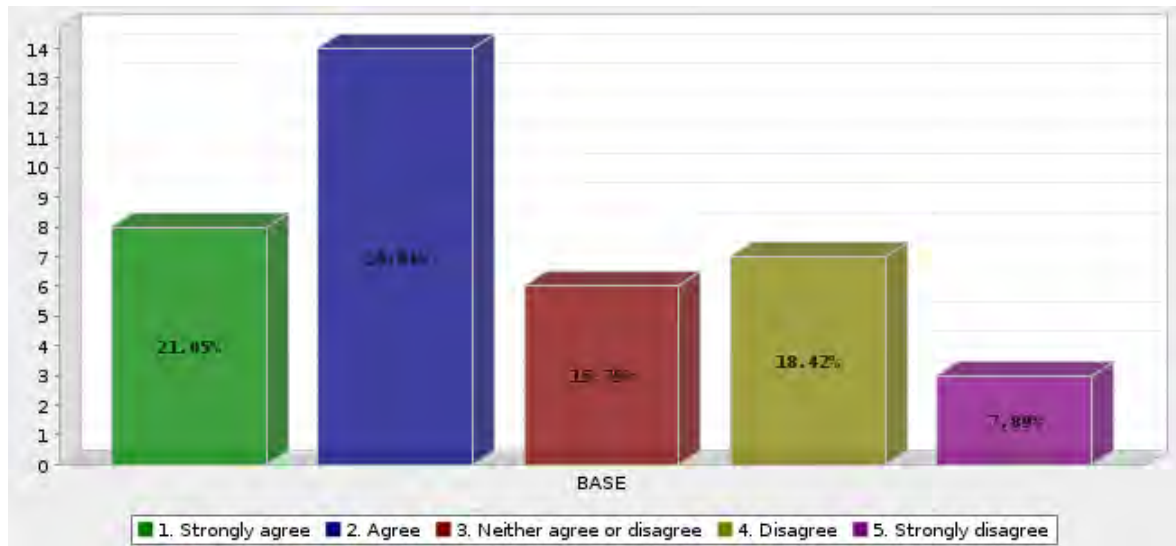


Figure 4.18 Rates empathy received from Employer

Women whose employer is empathetic towards their family issues made up 57.89% of the respondents with 21.05% strongly agreeing and 36.84% agreeing. However, 26.31% (18.42% disagree and 7.89% strongly disagree) that their employer is empathetic to their family issues whilst 15.79% neither agreed nor disagreed.

4.3.12 Penalised by Performance Management

Figure 4.19 Depicts respondents penalised at performance appraisals due to family responsibilities

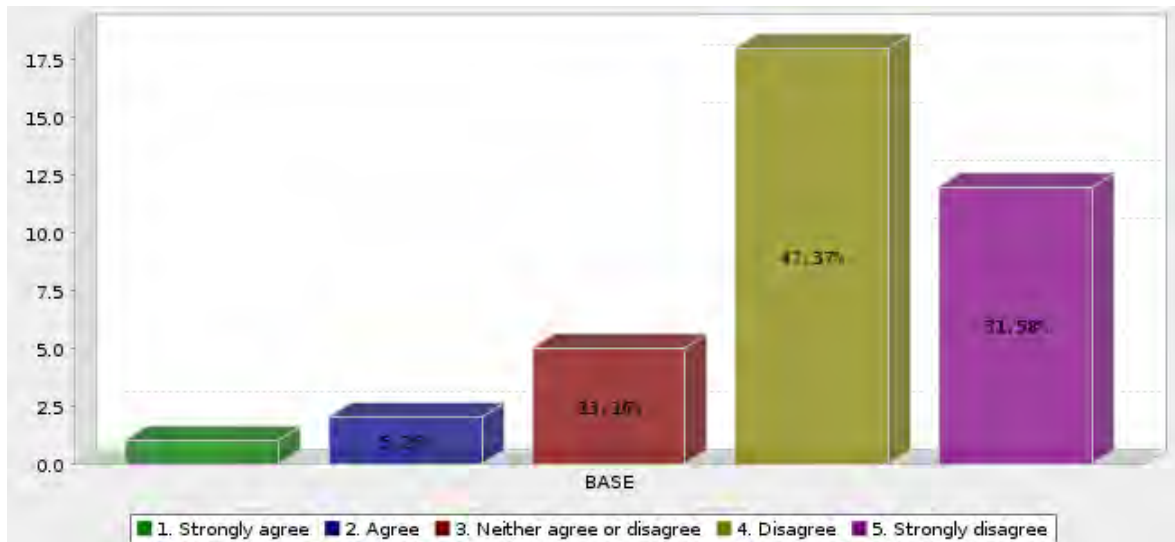


Figure 4.19 The Effect of family Responsibilities on Performance Appraisals

The larger 78.95% of the respondents (47.37% disagree and 31.58% strongly disagree) were in disagreement that their performance appraisals were effected by their family responsibilities. However 5.26% did agree that their family responsibilities affected their performance appraisal.

4.4 The Role of Family in Work Life Balancing

This sector of the questionnaire analyses the interference from family on work and its impact. It also looks at family as a support structure for work life balance and career advancement and its effectiveness thereon.

4.4.1 The Impact of Work Pressure on Family Obligations

Figure 4.20 presents the respondent's success rate in completing family obligations despite the pressure from work.

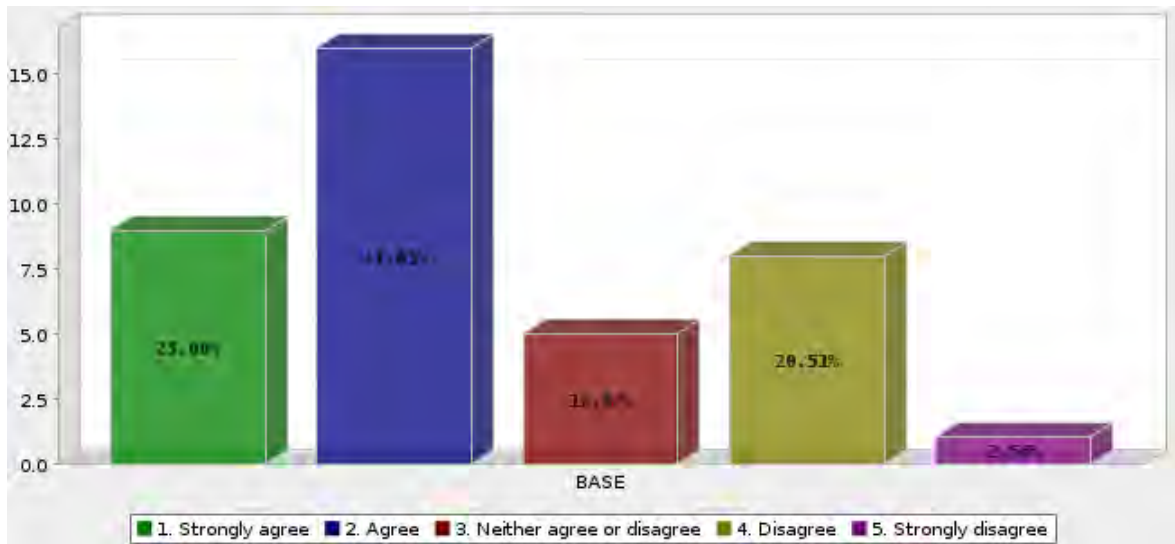


Figure 4.20 The impact of work pressure on family obligations

Most of the respondents, represented by 64.11% (23.08% strongly agree and 41.03% agree) are in agreement that they are able to full-fill their family obligations despite the pressure at work. However 23.07% are in disagreement (20.51% disagree and 2.56% strongly disagree) whilst 12.82% neither agree nor disagree.

4.4.2 Attending to family demands interferes with work

Figure 4.21 presents the effect of family demands as an interference to work

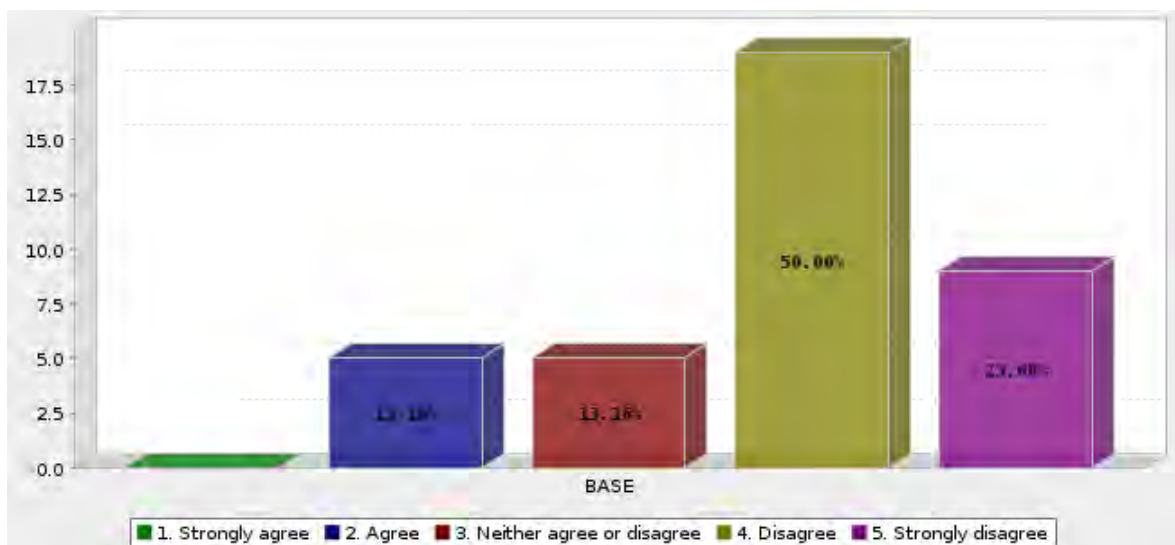
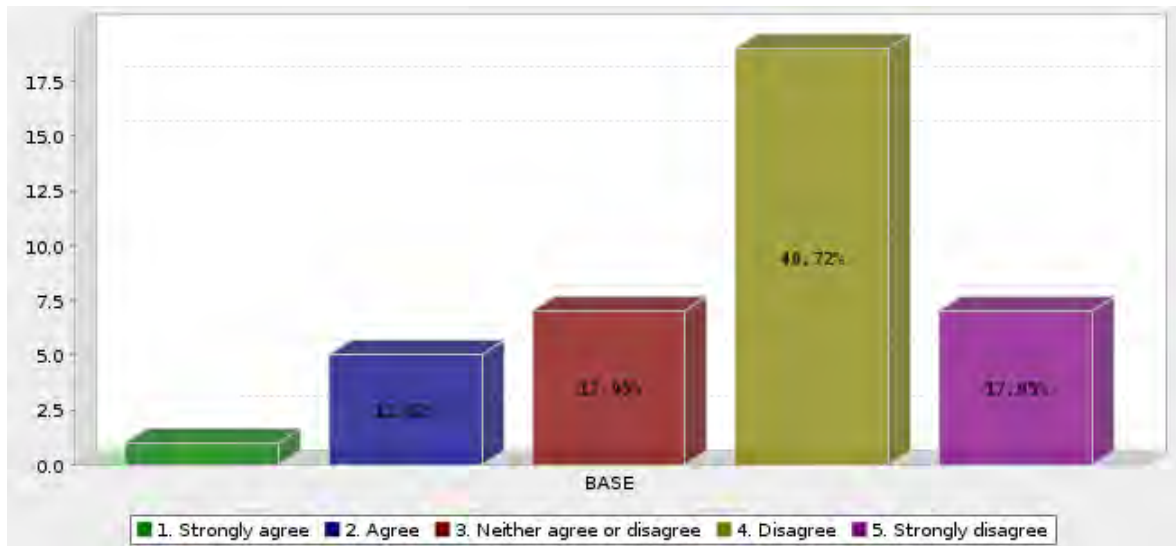


Figure 4.21 Attending to Family Demands and Interference to Work

Most of the respondents 73.68% (23.68% strongly disagree and 50% disagree) are confident that they can attend to family without family interfering with their work performance. However 13.16% do experience interference with work when having to attend to family.

4.4.3 Family Responsibilities Preventing Challenging Work Assignments/ Projects

Figure 4.22 Depicts the impact of family responsibilities with regards to the respondents receiving challenging work projects or assignments



4.22 Family Responsibilities impact on Challenging Work Projects and Assignments

A minor 12.82% of respondents agreed that family responsibilities does prevent them from receiving challenging work projects and assignments whilst 17.95% remain neutral. The majority though, 66.67% (48.72% disagree and 17.95% strongly disagree) are in disagreement that family responsibilities prevent them from receiving challenging work projects and assignments.

4.4.4 Spouse/Partner Supportiveness to Work Achievements

Figure 4.23 presents the supportiveness to the respondents career and work achievements by their spouses/partners.

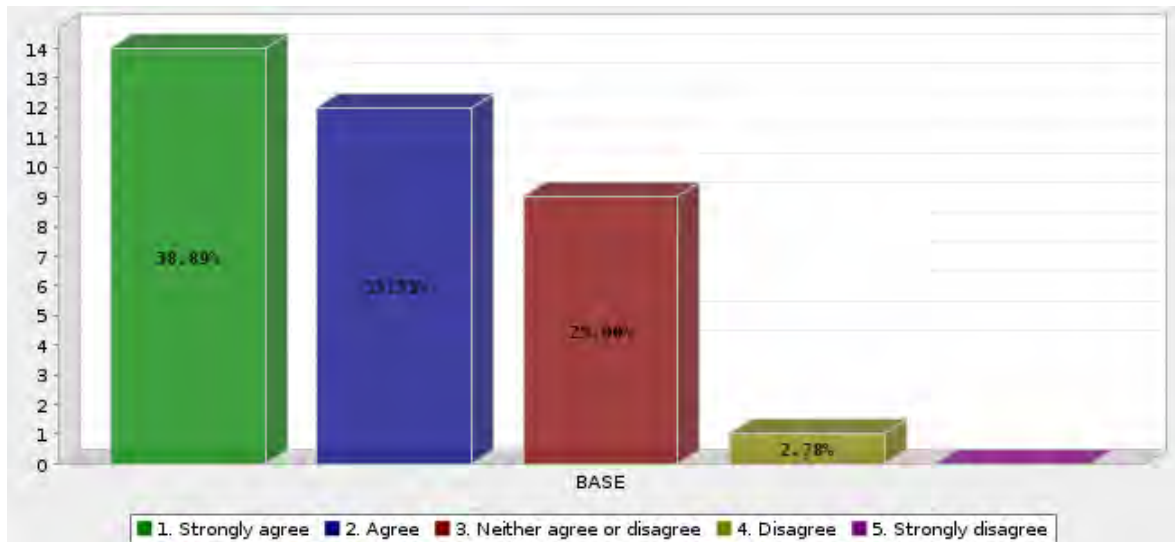


Figure 4.23 Measure of supportiveness of spouses and partners to work achievements of the respondents

The majority of the women surveyed 72.77% (38.89% strongly agree and 33.33% agree) agreed that their spouses/ partners supported their work achievements. A minor 2.78% disagreed whilst 25% remained neutral.

4.4.5 Spouses and Partners Assist with Family Responsibilities

The responsiveness to spouses/ partners assisting respondents with family responsibilities which includes, the house, childcare and adult care.

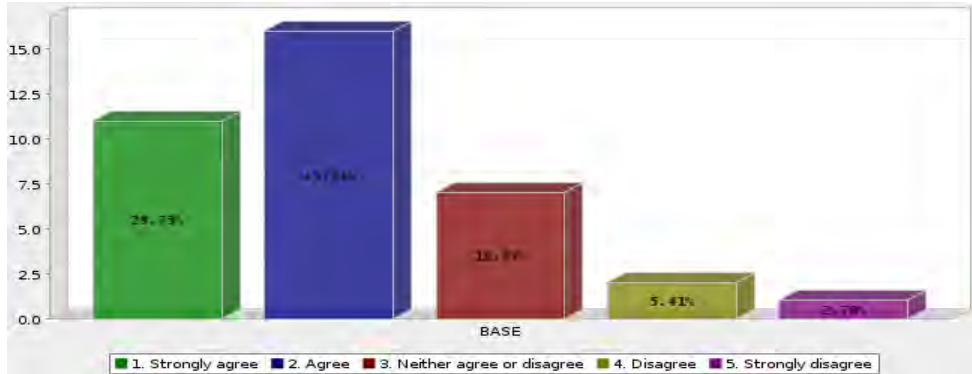


Figure 4.24 Response rate to Assistance received from Spouses/ Partners with family responsibilities.

The results show an overwhelming 72.97% (29.73% strongly agree and 43.24% agree) who agree that their spouses/ partners assist with family responsibility. However, 8.11% disagreed with this and 18.92% remained neutral.

4.4.6 Family activities and Work Commitment

Figure 4.25 Reflects the respondents response to putting off family activities for Work Commitments.

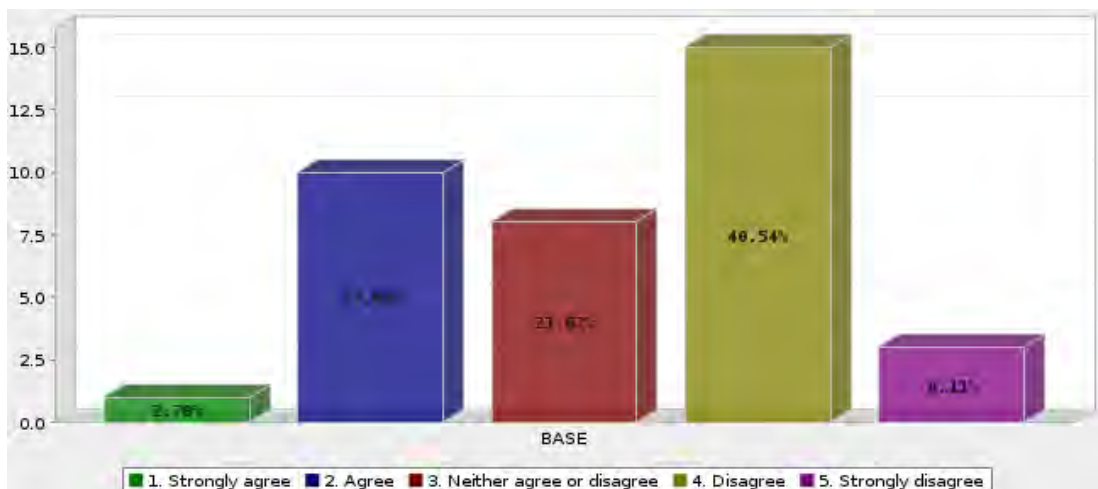


Figure 4.25 Work Commitments as a Priority to Family Activities

Close on to half the respondents, 48.65% (40.54% disagree and 8.11% strongly disagree) agreed that work commitments did not give precedence to family activities. However, a substantial 29.73% (27.03% agree and 2.7% strongly agree) differ in that they respond that they do put off family activities for work commitments.

4.4.7 Meeting Work Deadlines whilst attending to family

Figure 4.26 Reflects the Ability of respondents to meeting deadlines whilst attending to family

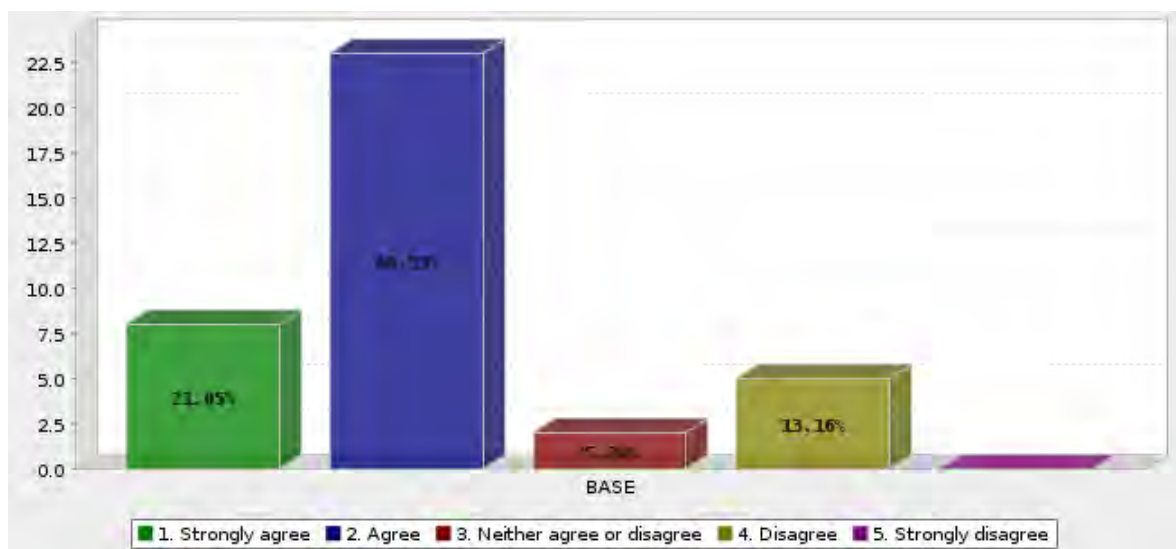


Figure 4.26 Meeting Work Deadlines whilst attending to family

The majority of the respondents, 81.58%, (60.53% agree and 21.05 strongly agree) tend to agree that they are able to attend to work deadlines whilst attending to family, whereas 13.16% disagree with this statement.

4.5 The Role of Friends and Colleagues

Friend and Colleagues form a support structure for work and family balancing. Here the dependency on friends and colleagues is analysed, the willingness of friends to

assist with coping with work and the supportiveness of friends and colleagues towards career and work achievements.

4.5.1 Dependency of Friends to assist with family

Figure 4.27 presents the rates of dependency on friends by the respondents

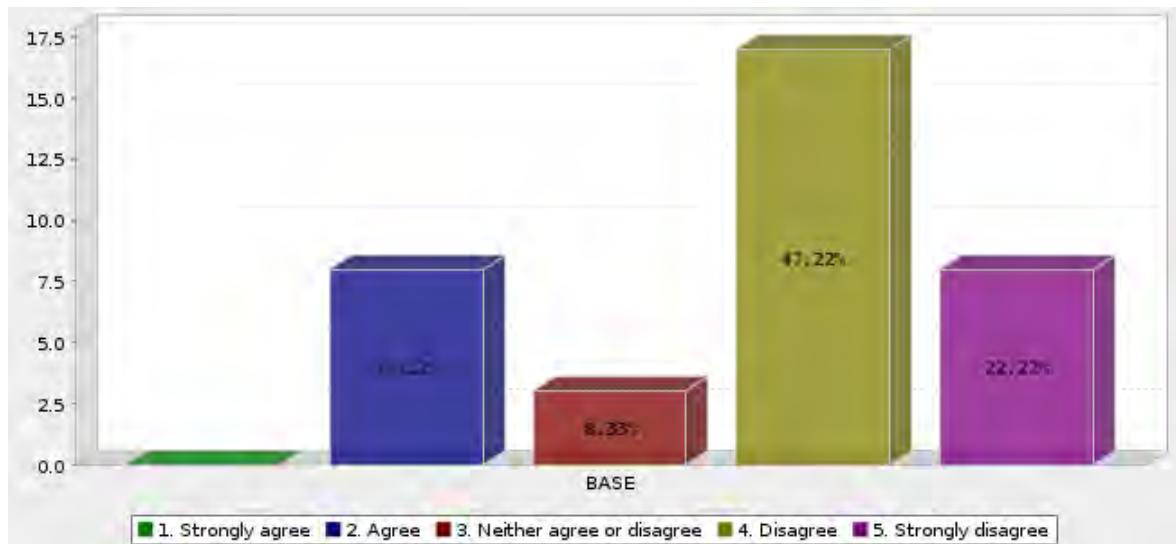


Figure 4.27 Dependency on Friends and Colleagues

Most of those surveyed did not depend on friends to assist with their families while they cope with work. This is evident from the results in that 47.22% disagree and 22.22% strongly disagree that they depend on their friends for assistance with family. These results correlate well with that of spouses that assist women with family. However 22.22% agree that they do depend on assistance from friends with family while they attend to work.

4.5.2 Colleagues assist with Work when Family is Demanding

Figure 4.28 Depicts presents the willingness of colleagues to assist with coping with work when family duties become demanding on the respondents.

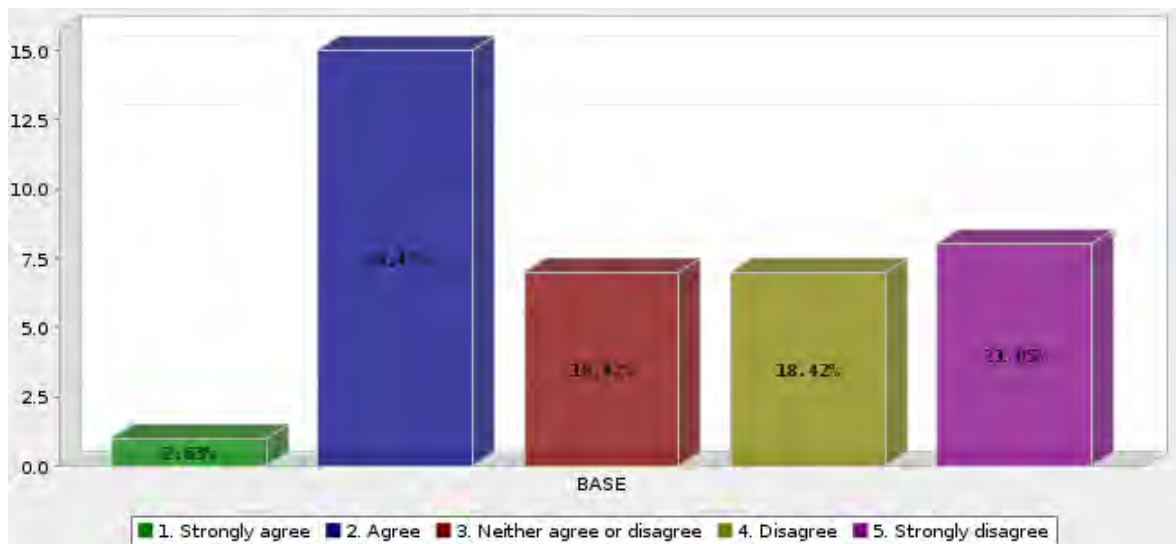


Figure 4.28 Willingness of Colleagues to assist with Work

There is a 42.1% positive response, (39.47% agree and 2.63% strongly agree) that colleagues do assist with work when family becomes demanding, however there is an almost equal response of 39.47% (18.42 disagree and 21.05% strongly disagree) of women who claim that their colleagues do not assist with work when family becomes demanding.

4.5.3 Supportiveness of Friends towards Career Achievements

Figure 4.29 Reflects the responsiveness to friends being supportive to career achievements of the respondents.

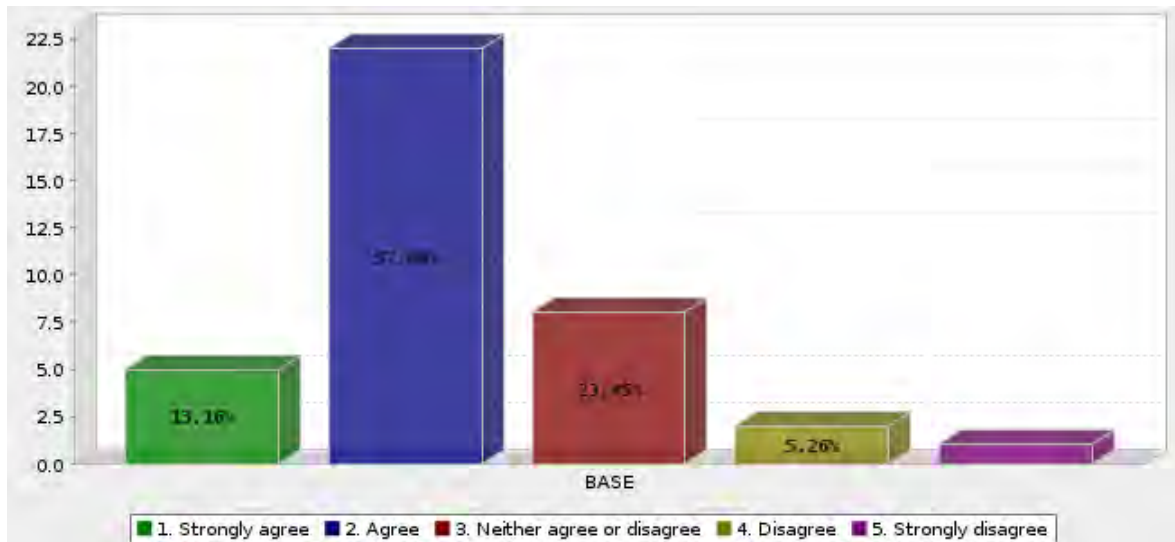


Figure 4.29 Supportiveness of Friends to Career Achievements

Most respondents are in agreement, 71.05% (57.89% agree and 13.16% strongly agree) that their friend are supportive to their career aspirations and achievements. Whilst 21.05% remain neutral to this subject, 5.26% of women were in disagreement.

4.6 The Role of Paid Help in Work Life Balance

The role of paid help was assessed and the following categories were covered,

- Domestic
- Caregivers
- Liftclub
- Aftercare facility
- Homework club
- Assistance from other parents
- Transportation for Sporting activities

4.6.1 Domestic Helper

The dependency on Domestic help is presented in Figure 4.30

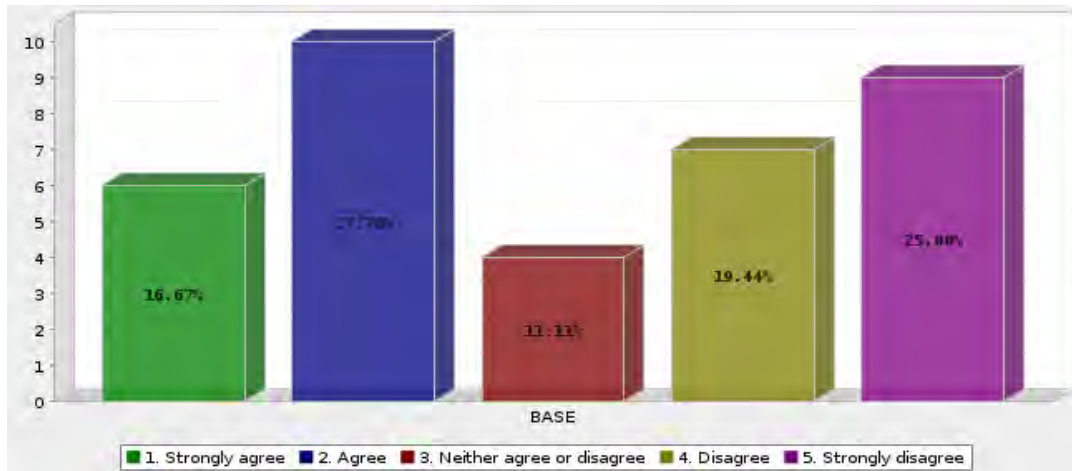


Figure 4.30 Domestic Help Dependency

The results are very closely related, 44.45% (27.78% agree and 16.67% disagree) that they are dependent on domestic help whilst 44.44% (19.44% disagree and 25% strongly disagree) equally disagree that they depend on domestic help.

4.6.2 Caregivers

The dependency on caregivers is presented in Figure 4.31

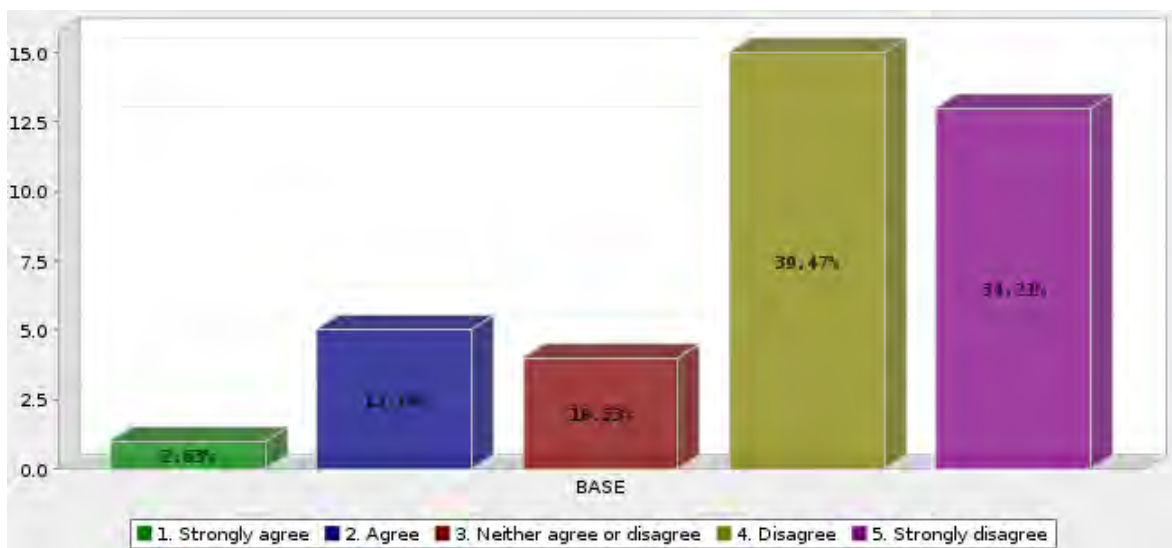


Figure 4.31 Caregiver Dependency

There is a positive disagreement that the respondents depend on a caregiver, 39.47% disagree and 34.21% strongly disagree. This is in line with the question on adult depends were close to half the respondents, 44.74%, have no adult dependent living with them. However, 15.79% (13.16% agree and 2.63% strongly agree) do in fact depend on a caregiver.

4.6.3 Use of Lift Clubs

The use of lift clubs by the respondents is presented in Figure 4.32

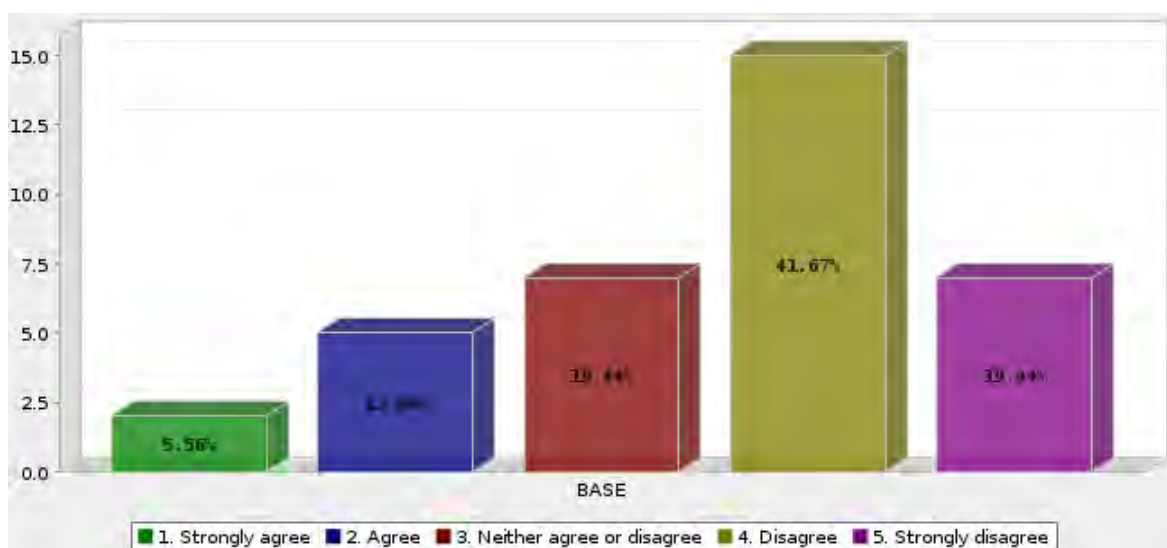


Figure 4.32 Use of lift Clubs by Women surveyed

The large majority 61.11% (41.67% disagree and 19.44% strongly disagree) that they rely on lift clubs to transport their kids to school. However 19.45% (13.89% agree and 5.56% strongly agree) that they do rely on lift clubs for transporting their kids to school.

4.6.4 Aftercare Facility

The use of aftercare facilities by the respondents is shown in Figure 4.33

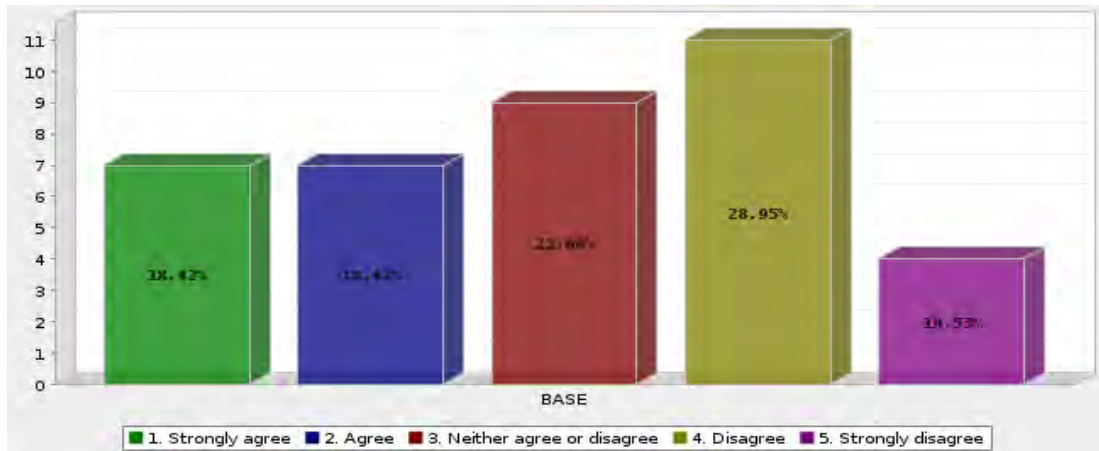


Figure 4.33 Use of Aftercare facilities

There is an almost equal response to those women using aftercare facilities and those who don't of the respondents, 36.84% of the Women (18.42% agree and 18.42% strongly agree) to the use of aftercare facilities whilst 39.48% (28.95% disagree and 10.53 strongly disagree) to using aftercare facilities. There is a 23.68% of respondents who remain neutral.

4.6.5 Homework Club

Figure 4.34 presents the use of Homework Club by the Respondents

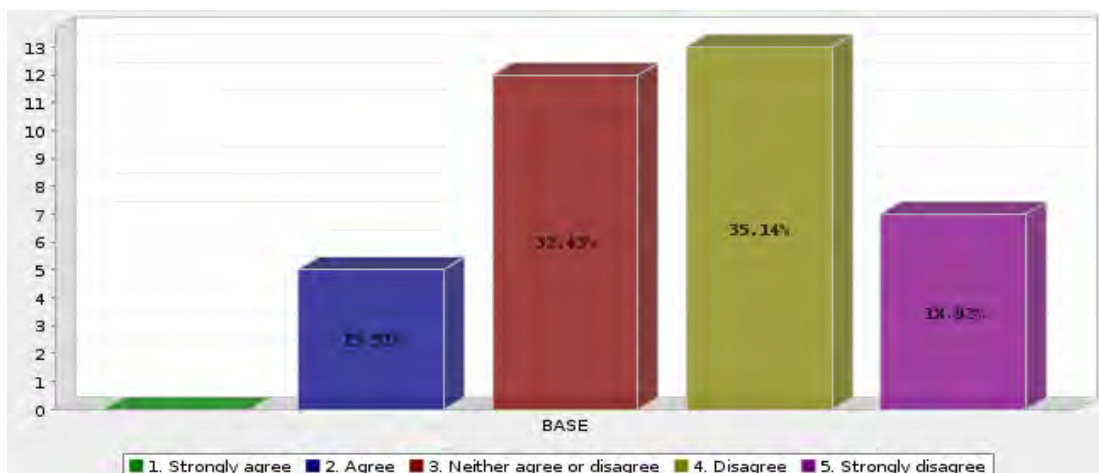


Figure 4.34 Use of Homework Club Facility

There is a large majority of 54.06% (35.14% disagree and 18.92% disagree) that do not make use of a homework club. There is also a significant 32.43% that remain neutral on this subject indicating many mothers choose to support their kids with homework.

4.6.6 Assistance from Other parents

Figure 4.35 presents the support from other parents in transporting children to sporting events.

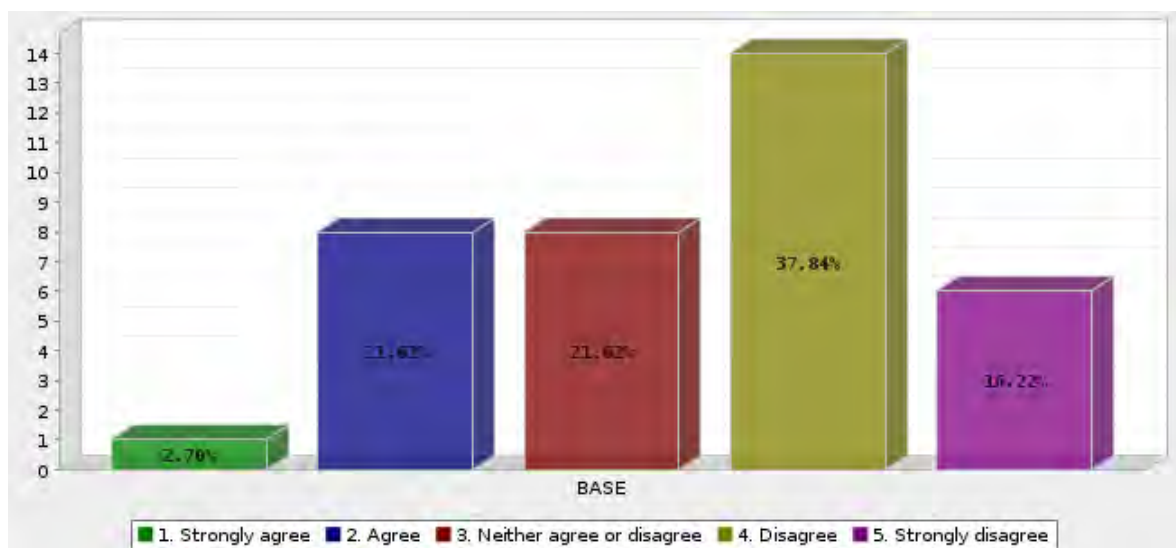


Figure 4.35 Assistance from Other Parents for Transportation to Sporting Activities

Most parents do not use the assistance of other parents to transport their children to sporting activities. 37.84 % disagree and 16.22% strongly disagree that they are assisted by other parents.

4.6.7 Additional Fees for transportation to Sporting Activities

Figure 4.36 presents the use of hiring transportation to transport children to sporting activities and events

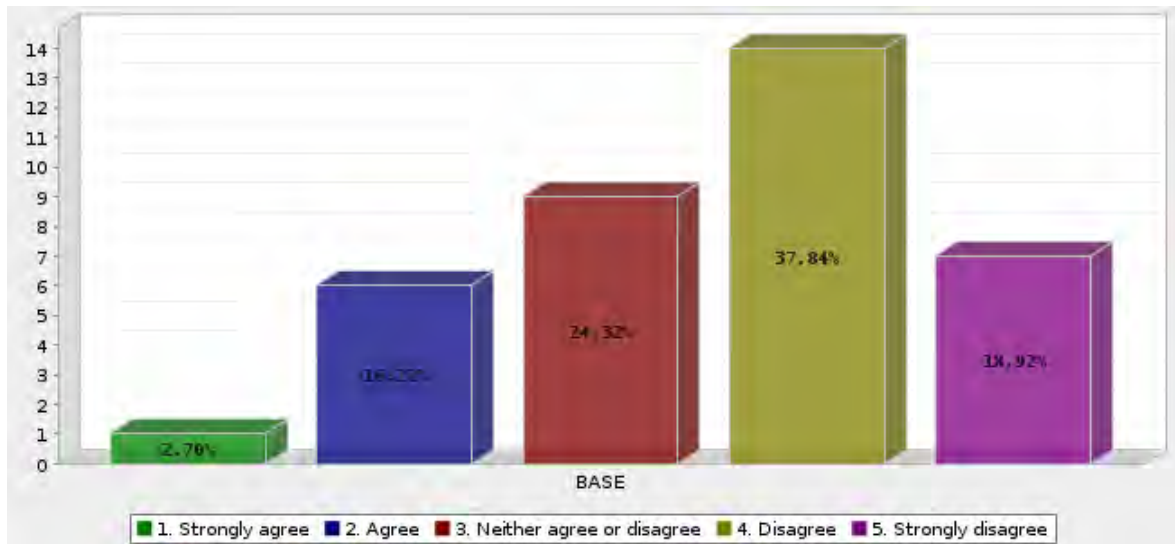


Figure 4.36 Additional transportation incurred by the respondents to transport children

The larger portion of respondents 56.76% (37.84% disagree and 18.92% strongly disagree) do not pay additional fees to hire transportation to transport their children to sporting events and activities. Of the respondents 18.92% (16.22% agree and 2.70% strongly agree) do utilise transport for which additional fees are paid.

4.6.8 Age Group versus Qualification

Table 4.1 presents the various age categories and the qualification they possess.

Age Group	Qualification				Grand Total
	Degree	Matric	Other	Post Grad	
25-30	3				3
31-39	4	2	1	4	11
40-50	4	5	1	8	18
50-60	1	1	2	2	6
Grand Total	12	8	4	14	38

Table 4.1 Age Group versus qualification

The above table indicates that the women in the age category 40-50 years, are in possession of more qualifications additional to matric in comparison to the women younger than 40 years. This indicates that this is the peak period of their career

4.6.9 Support from Spouse for Career Achievements

The supportiveness of spouses towards their wives career achievements is shown in table 4.2 below.

Age Group	Spouse Support					Grand Total
	agree	disagree	neither	strongly agree	strongly disagree	
25-30	2			1		3
31-39	4		1	4		9
40-50	4	2	4	8	1	19
50-60	1		2	3		6
Grand Total	11	2	7	16	1	37

Table 4.2 Supportive Spouses versus Age group

According to the table 4.2 above, women in the age category 40-50 years have spouses that are very supportive to their careers in comparison to the women in the younger age category.

4.7 Summary

The results of each question of the questionnaire has been discussed in this chapter in order to provide a better understanding of each of the measuring instruments of the questionnaire. The results indicated that there is evidence of a support structure, however working mothers have long working hours and little has been done on the part of the organisation in terms providing for improvements to the working environment to enable an improvement to work life balance.

The next chapter provides a more detailed discussion of the results.

CHAPTER 5: DISCUSSION

5.1. Introduction

In the previous chapter the results obtained from the analysis of the data collected from the survey are presented. In this chapter, the findings of the survey are more fully discussed.

5.2. Organisation Assistance for Mothers with Family Responsibilities

The results indicate that although most women are employed on an eight hour shift, many tend to work longer than eight hours (Figures 4.11 and 4.12). However 42.1% claim to be able to cope with work and family responsibilities whilst 34.2% do not agree with this (Figure 4.17). This is in line with studies by Strinivasen & Valk (2011), where it is discussed that working long hours can be positive in that it results in greater perks such as more income flowing to the family thus satisfying certain needs of the family.

The majority of the respondents do not utilise flexi time to aid in work life balancing. In chapter two, flexitime was discussed in detail together with its benefits to the organisation and the employee. Malan (2008) explains that although flexible working hours is a benefit to most, it does not work for all as it may result in additional work loads. According to the hours the respondents indicated they work, this is additional to their contracted times, thus flexible working hours may not be suitable for their needs.

Another reason could also be that the organisation does not have any formal policies and programmes pertaining to work life balance as a result even though it may be an option, it is not part of the employee Conditions of Services and therefore not

utilised. According to Beauvais & Lyness (1999), an employee's attitude and choice to utilise a benefit is dependent on the organisational culture present. Even if this employer had policies to assist with work life balance, the organisational culture was not explored in this study.

The results presented in Figure 4.9, indicates that the majority of the respondents are not in a supervisory or management position. This is supported by Figure 4.10 in that management is dominated by men. However, the respondents are working to change this trend and it is evident in Figure 4.5, which indicates that the respondents are very qualified with the majority holding a post graduate qualification. The results in Figure 4.3 indicate that the majority of respondents belonged to the 40 to 50 year age category. In accordance with (Gunton, 2012) M shaped theory, this a period were women' career is at its peak. This is evident in Table 4.1. This is therefore an indication that the women are career driven and utilising flexible hours may deter their career plan in gaining that competitive edge over their male counterpart. However according to Ernest and Young (2010), reference is made to the stupid curve and smart curve were in it is deduced that flexibility will assist women in moving forward in their careers.

Even though the majority claim to be coping, there are no family centred policies present to assist with work life balance. In the literature reviewed for this study, the importance of family friendly organisations were highlighted and the benefits to women from such.

The results also reflect that the managers are somewhat empathetic to family issues as the respondents indicated they were not reprimanded in their performance appraisals due to family responsibilities. According to Hudson (2005) an organisation that supports a family friendly environment will result in increased organisational commitment. According to Kossek, Noe & Demarr (1999), supervisors play a crucial role in assisting women balance work and home and reducing the interference from work to home.

5.3. The Impact on Family Life for Women in Demanding Jobs

The respondents reported to have fulfilled their family obligations despite the pressure from work (Figure 4.20). The results also reveal that family does not interfere with work and family does not prevent them from being assigned challenging projects and assignments (Figure 4.20 and 4.21). This balance is directly attributable to the support structure that these women find themselves surrounded by. Apart from their spouses and partner, they do receive assistance from friends, colleagues and paid help. This therefore gives them ample time to deal with work and family on two different levels without having to experience overload in either domain.

With reference to Figure 4.7, the results show that the majority of the respondents have at least a parent living with them, however Figure 4.30 indicates that there is no great dependency on caregivers to take care of adult dependants. According to Figure 4.32, a substantial amount of respondents do not utilise aftercare facilities. Therefore it can be concluded from Figures 4.7, 4.30 and 4.32 that grandparents assist with the home and childcare thus assisting with the work life balance issues of the respondents. This conclusion is a fairly new concept and little research has been carried out on it, however it could be part of the support structure that women use in these modern times.

Although the women in the survey claim that they have a good handle on work and family, Figure 4.24 reflects a 29.73% of the women indicate that they do not put off family activities due to work commitments. These results were based on the job of the individual. A lecturer will have more demands on her job as opposed to an administrator resulting in the job of the lecturer imposing on family more.

The same concept applied to meeting work deadlines whilst attending to family responsibilities. Depending on the nature of the job, the outcome would differ. A lecturer may not be able to halt script marking to attend to family whereas an

administrator could halt transaction processing to attend to family. The damaged caused by the latter would have less of an impact to cause a spiral effect of issues.

5.4. Supportive Spouses

According to Figures 4.22 and 4.23 the respondents receive help from their spouses with regards family responsibility which in turn plays a crucial role in them balancing work and family. They also indicated that their spouses are very supportive towards their career achievements. This is in keeping with Gallhofer et al (2010) in that support from spouses is of vital importance in balancing family and work.

From the results it can be deduced, that women work longer than their contracted times and do not have any conflicting issues with family and work. This could be possible as a result of their supportive spouses. This is also evident in Table 4.2, which indicates women whom are in their peak career (age group 40-50 years), are strongly supported and assisted by their spouses with family responsibilities. Whitehead and Kotze (2003) support the view that a good support structure which includes the support of a spouse or partner will assist in balancing work and family.

The majority of women fall in the 40 to 50 year age category. During this time, women are more career driven. Their children are grown and family becomes less demanding. Around this time both men and women experience a very similar work life balancing issues. They are therefore able to deal with work and family better and are able to adjust in order maintain a balance. This is supported by Higgins et al., (1994).

5.5. The Impact of a Demanding Family on a Woman's Career

According to Buddhapriya (2009), women tend to stay rooted in one place as they find this an easier way to balance family and work. She argues that especially Indian women impose restrictions on their career aspirations by keeping a low profile in their careers to enable them to be in the worlds of both work and family.

The results depicted in Figures 4.2, 4.3 and 4.5, support this claim. The majority of the respondents are Indian, married, age category 40-50 yrs and have a post grad qualification. The merger of the University of Durban Westville and the University of Natal in 2004 resulted in the University having a high ratio of Indian women which is evident in the staff race ratios (<https://ii.ukzn.ac.za/Reports/StaffHeadCounts>). It can be deduced, therefore, that these women even though they have a qualification, they have not taken their careers to greater heights. Figures 4.9 and 4.10, reflect the respondents that have a qualification and are not in a management position and the line management of the respondents is still dominated by men.

These results are also supported by Beauregard (2007), who has the view that married women, especially those with children, have the tendency to take on lower paying jobs to be able to successfully combine work and family, however they tend to enjoy a greater career advancement as a result of their husbands providing resources for their wives when they are able to spare time and energy from their own careers.

The women surveyed indicated that the organisation did not support a family friendly environment, however they did not experience interference from family with work. It can therefore be deduced from the results that the women have strong support structures that enable them to deal with issues arising from a demanding family. These are depicted in the questions related to,

- Spouses
- Colleagues

- Friends
- Assistance from other parents
- Domestic Help
- Aftercare Facilities

5.6 The level of Assistance provided by Friends, Colleagues and Paid help

The results revealed that the organisation has little to offer in terms of work life balancing but women have formed strong support structures which has enabled them to successfully balance work and family with minimal interference from one onto the other. This view is supported by Marcinkus, Whelan-Berry & Gordon (2006).

The outcome of this study is that friends positively influence work life balancing. There is a 22.22% of the women whom are dependent on their friends for assistance with their family. Whilst this may not be a dependency for all, the majority of women felt that their friends had a positive effect on their careers.

Another factor contributing to the balance of work and family is that colleagues assist each other with work when family becomes demanding on a colleague. Hochschild (2002), explains that there is a growing trend of women leaning onto other women for both professional and personal support.

With both parents working, it is most necessary to employ domestic help with the home and the kids. The results of this study reveal that an equal number of mothers were dependant on domestic assistance as were not dependant on a domestic helper. This also relates to the number of children a women has, if there is a grandparent living with or if the children are kept in an after care facility. There is also the view that the majority of women in this survey have grown children so there isn't a need for domestic help as much as that of a women with little children.

From the results a caregiver assistant is not in great demand. Almost half the respondents did not have any eldercare. Of those respondents who reported having grandparents living with them, a small minority had taken caregiver care as well. As discussed early in this chapter there seems to be the trend of grandparents assisting with the care of home and children.

Other contributing factors to the support structure for women that assists in work life balancing is,

- Aftercare
- Lift clubs
- Assistance from other parents
- Transportation for sporting Activities
- Homework Club

After care facilities are utilised by some respondents (Figure 4.29 and 4.32), but is restricted in accordance to the age of the children and whether domestic helper is employed. Lift clubs (Figure 4.31) are based on demographics. Parents who live close to the school or work close to the school tend to drop and fetch their own children. Lift clubs in accordance with the result is used but is not popular. Transportation to sporting activities, assistance from other parents and homework club are not in great demand (Figures 4.33, 4.34 and 4.35).

There are parents that depend on assistance provided by friends, colleagues and paid help, however most work around work and home to resolve these issue or spouses rotate. The concept of homework club is fairly new and not all schools have this facility. Also this facility is most appropriate for younger children. The results may not indicate a strong dependency on friends, colleagues and paid help, however women do utilise this and depending on their needs and support from spouses with regards to the home front, these options are utilised when and if needed.

Support structures are therefore crucial in the lives of women as it is a huge aid in their juggling of work and home.

5.7 Summary

This chapter provides an in depth discussion and analysis of the findings from the data collected. The next chapter deals with the recommendations and limitations of the study.

CHAPTER 6: RECOMMENDATIONS AND CONCLUSIONS

6.1. Introduction

In chapter 5, the findings of this research are discussed. This chapter summarises the relevance of the findings in relation to the objectives of this research and provides recommendations for future studies.

6.2. Research Objectives

6.2.1 To evaluate the extent of employers' assistance for women with family responsibilities.

The women in this study balanced work and family with a dependence on social support. A family friendly environment needs to be explored by the organisation. Women tend to work long hours with no assistance from the employer however they do receive ample support from family especially from the spouses.

Currently the organisation does not have any policies and programmes in place to assist women to balance work and family. There is a definite need for a family centred environment as women are working hours that exceed their contractual times.

Indications are that the management space is still dominated by male folk, despite women who possess qualifications. Talent management and retention policies need to be explored to move more women into management levels.

6.2.2 To determine the impact on family life for women in demanding jobs.

The results indicate that women obtain most of their support from family especially their spouses. They are able to meet deadlines and still take on family responsibilities. There were a proportion of women that reported interference from work into family responsibilities; however, the majority was able to cope due to strong support structures in place. Colleagues also play a crucial role in assisting one another to cope with workloads when family becomes demanding.

6.2.3 To evaluate whether spouses/partners support their working women in achieve their career objectives.

The objectives here were met. For the respondents, family had come through as a very strong pillar in holding together work and family for optimal functionality. Spouses have provided extensive support in terms of family responsibilities as well as support towards career aspirations and achievements.

6.2.4 To determine the impact of a demanding family on a female's career.

Family is very supportive in terms of the women's career. Women seem to be in a comfort zone were they have reached a balance at the expense of sacrificing their career. Although they hold qualifications, the majority still lie at the bottom of the hierarchy with little movement into management levels.

6.2.5 To assess the level of assistance provided by family, friends and paid help in easing family responsibilities for career women.

The objective was met. As mentioned above, the women in this study are able to cope due to the strong support received from the various individuals forming their social support structure namely,

- Spouses
- Colleagues
- Friends

- Domestic Help
- Assistance from other parents
- Aftercare facilities
- Lift clubs
- Homework clubs

These various forms of assistance come together in synergy and assist women in balancing family and work.

6.3 Implications of the study

Over the years, women have grown in the South African workforce and today make a considerable contribution to this force. South Africa has made advancements into encouraging more women into the workforce and into management positions. Organisations, however, still function under a man's perspective and South Africa lags behind the world in terms of family centered organisations. This study was conducted with the intention of raising the awareness that South African organisations need to revise policies to accommodate a women's perspective as well.

From the literature and the study data, it appears South African mothers currently find means and ways to successfully excel at work and home without much assistance from the organisation. Career aspirations and advancements are long tedious paths specifically designed for men. Talent management and retention policies are new and do not take into account the women's perspective being different from that of their male counterparts. Flexitime is viewed negatively and women are afraid to use this option should it halt or slowdown their growth. Family centered organisations are a growing phenomenon in other countries and research shows that it has proved to have a positive impact on the organisation and especially on the performance and productivity of women.

South African mothers form a substantial part of the labour force. Investments into family centred organisations, policies and programmes will enforce a more harmonious intergration of work and family for South African mothers.

6.4. Recommendations to Solve the Business Problem

The results in chapter 5 reveal that women experience a balance as a result of a good support structure and sacrifices made on their part in respect of career aspirations and advancements. No advancements have been undertaken on the part of the organisation in assisting women in seamlessly finding a balance between work and family.

The recommendations will specifically focus on the literature in Chapter 2 and the results obtained in Chapter 5 that indicates that women in South Africa do experience conflict between work and family.

Organisations need to revise policies to include family centred policies. Flexi time is part of Conditions of Services at the University but only to a very limited extent. This should be provided more extensively and line managers should be encouraged to embrace it within a controlled environment. The option of mobile offices should be investigated. Most jobs require a laptop and a telephone to be operational.

Employees should not only be required to work within the contractual times. Job profiles need to be revised to identify the cause of the long working hours. Job procedures should be revisited such that the organisation is operating efficiently and effectively.

The establishment of a Health and Wellness Centre that focuses on the employees mindset and health and well-being, should be introduced. An employee with a healthy mind and body will be more productive. Women need assistance in dealing with stress and living a better healthier life. With working long hours followed by the second shift, family, there is little time for the self.

6.5 Limitations of this Study and Recommendations to overcome Limitations

The present study provided an understanding of the relationship between work and family and creating a balance. The research however, did have several limitations that should be addressed in future research.

Although the significant strength of this research was based on a quantitative assessment, it would have been useful to have measured balance by means of both quantitative and qualitative assessment in the same study. This would have provided a deeper understanding of the process by which women view their lives as balanced. For example, women spent a lot of time on working long hours. What time difference spent on either family or work would be necessary for women to believe that their lives are in balance? A qualitative assessment would have enabled exploration of the more subtle aspects of subjective view of balance whereas this study was more of an objective view.

Convenience sampling was used for this study due to the financial constraints but despite the disadvantages to this type of sampling, the results provided outcomes in line with the literature. The disadvantage is that it was limited to women at the University of KwaZulu Natal and being non-probability, the results could not be generalised. The assessments did not measure time devoted to the different roles. In this study time with family only incorporated home chores and child care. For future research time should be incorporated to indicate actual time spent at work and with spouse, children and socialising.

The present study also did not assess health and wellbeing. Further research should look at women's health in particular, stress, weight, diabetes and cardiac diseases. The current study had its majority participants in the 40 to 50 year category which is also an age category prone to the above illnesses.

Finally the study did not investigate package structures of the women and the role of monetary gain in terms of work life balance. Would monetary gain encourage career advancement or will family always take precedence? Further research should

focus on the different income earning brackets and its impact on balance in work and life. Also men may now feel the impacts from women working and a study on men and these impacts could provide interesting results.

Despite the limitations of the present study, the aims and objectives of this study were met. The findings reveal the importance of a social support structure and the need for organisations to create a family centred environment.

6.6 Conclusion

The purpose of this study was to identify if South African organisations support work life balance in women and encourage a family friendly environment. This was fully answered through the survey and literature review, in that South Africa has made very little advancement and more can be done on the part of the organisation in assisting women balance work and family.

The survey demonstrated that women rely on spouses and social support to balance work and family. They obtain a balance from adopting what works best for them with seeking and utilizing very little assistance from the employer. The objectives of the study outlined in Chapter One were met. Chapter Two provided a broad overview of the literature which explained and supported the issues experience by women. The research methodology used and the reasoning behind its selection was described in Chapter Three. Data collected and presented in Chapter Four was analyzed and then discussed further in Chapter Five.

The recommendations and limitations of this study have been detailed. The objectives have been with the data collected and analysis drawn supported this. The literature founded the basis of the theory which was supported by the analysis of the study data. Recommendations were, thereafter, derived.

References

- Abawi, K. (2008). Qualitative and Quantitative Research. World Health Organization/Geneva Foundation for Medical Education and Research Geneva, Switzerland. Available from: www.gfmer.ch/.../pdf/. (Accessed 5 January 2015)
- Abeyasekera, S. (2000). QUANTITATIVE Analysis Approaches to Qualitative Data: when, Why and How. Available at www.reading.ac.uk/ssc. (Accessed 5 January 2015)
- Allen, T.D. (2001). Family-Supportive Work Environments: The Role of Organizational Perceptions. *Journal of Vocational Behavior*, 58:414–435. Available from <http://www.idealibrary.com>. (Accessed 9 September 2014)
- Allen, T.D. & Lapierre, L.M. (2006). Work-Supportive Family, Family-Supportive Supervision, Use of Organizational Benefits, and Problem-Focused Coping: Implications for Work–Family Conflict and Employee Well-Being. *Journal of Occupational Health Psychology*, 11(2):169-181. Available from www.ncbi.nlm.gov. (Accessed 10 April 2014)
- April, K., Dreyer, S. & Blass, E. (2007). Gender Impediments to the South African Executive boardroom. *South African Journal of Labour Relations*, 31:51-67. Available from <http://www.ashridge.org.uk>. (Accessed 4 April 2014)
- Bailyn, L., Drago, R. & Kochan, T.A. (2001). Integrating Work and Family Life A Holistic Approach. Report of the Sloan Work-Family Policy Network MIT:Sloan School of Management. Available from www.ohiovald.org. (Accessed 10 April 2014)

Beckford, A. (2009). Worklife Balance Turning Myth to Reality. Available from <http://www.ambeck.com>. (Accessed 10 April 2014).

Bielby, W.T. & Bielby, D.D. (1989). Family Ties: Balancing Commitments to Work and Family in Dual Earner Households. *American Sociological Review*, 54:776-789. Available from <http://www.jstor.org>. (Accessed 9 April 2014)

Blake-Beard, S., O'Neil, R., Ingols, C. & Sapiro, M. (2010). Social sustainability, flexible work arrangements, and diverse women. *An International Journal*, 25:408-425. Available from www.emeraldinsight.com(Accessed 10 April 2014).

Beauregard, T. Alexandra and Henry, Lesley C. (2009). Making the link between work-life balance practices and organizational performance. *Human Resource Management Review*, 19:9-22.

Available from <http://eprints.lse.ac.uk>. (Accessed 9 September 2014)

Beckford, A. (2009). Work Life Balance Changing Myth to Reality. Available from <http://www.ambeck.com>. (Accessed 9 April 2014)

Bhorat, H. & Goga, S. (2012). *The Gender Wage Gap in the Post Apartheid South African Market*. Unpublished thesis, University of Cape Town. Available from www.dpru.uct.ac.za. (Accessed 4 April 2014)

Borrego, M., Douglas, E.P. & Amelink, C.T. (2009). Quantitative, Qualitative, and Mixed Research Methods in Engineering Education. *Journal of Engineering Education*, 98:53-66. Available from www.wilsonweb.com. (Accessed 5 January 2015).

Brody, E.M., Kleban, M.H., Johnsen, P.T., Hoffman, C. & Schoonover C.B. (1987). Work Status and Parent Care: A Comparison of Four Groups of Women. *The*

Cerontological Society of America, 27:201-208. Available from:
<https://www.gerontologist.oxfordjournals.org>. (Accessed 10 April 2014)

Business Women's Association of South Africa. (2013). BWA South African women in leadership census 2011. Available from:
<http://www.genderlinks.org.za/article/bwa-south-african-women-in-leadership-census>. (Accessed 9 April 2014)

CONSAD Research Corporation. (2009). An Analysis of the Reasons for the Disparity in Wages Between Men and Women. Available from: www.consad.com. (Accessed 9 April 2014)

Chauhan, A. (2010). Indian Corporate Women and Worklife Balance. *The International Journal of Interdisciplinary Social Sciences*, 5:181-195 Accessed from <http://www.SocialSciences-Journal.com>, (Accessed 4 April 2014)

Dobney 2013, Quantitative Research. Available from:
http://www.dobney.com/Research/quantitative_research.htm. (Accessed 5 December 2014).

Doherty, L. (2004). Work-life balance initiatives: implications for women. *Employee Relations*, 26:433-452. Available from www.emeraldinsight.com (Accessed 10 April 2014)

Downes, C.F. (2011). *Work-life balance policies: The use of flexitime within a South African organisation*. Unpublished dissertation. North-West University. Available from www.nwu.ac.za. (Accessed 10 April 2014)

Downes, C., & Koekemoer, E. (2011). Work-life balance policies: Challenges and benefits associated with implementing flexitime. *SA Journal of Human Resource Management/SA Tydskrif vir Menslikehulpbronbestuur*, 9:382-395. Available from www.sajhrm.com. (Accessed 10 April 2014)

Duxbury, L. E., & Higgins, C. A. (1991). Gender differences in work-family conflict. *Journal of Applied Psychology*, 76:60-74.

Emslie, C. & Hunt, K. (2009). Live to Work' or 'Work to Live'? A Qualitative Study of Gender and Work-life Balance among Men and Women in Mid-life. *Gender, Work and Organization*, 16:151-172. Available from <http://onlinelibrary.wiley.com> (Accessed 10 April 2014).

Ernst & Young. (2011). Women in Leadership. Ernst and Young Australia. Available from www.ey.com. (Accessed 10 April 2014).

Faisal, F. (2011). Impediments to Women's Equitable Employment: Global Scenario. *Australian Journal of Business and Management Research*, 1(3):89-98 Available from www.ajbmr.com. (Accessed 10 April 2014).

Fleetwood, S. (2006). *Why work-life balance now?* Unpublished thesis. Lanchester University Management School. Available from www.eprints.lancs.ac.uk. (Accessed 10 April 2014).

Franks, K. , Schurink,W. , & Fourie,L. (2006). Exploring the Social Construction of life Roles of Career Orientated Women, *South African Journal of Industrial Psychology*, 32:17-24, University of Johannesburg.

Fricker, R.D. & Schonlau, M. (2002). Advantages and Disadvantages of Internet Research Surveys. *Field Methods*, 14:347-367.

Frone, M.R. & Yardley, J.K. (1997). Developing and Testing an Integrative Model of the Work-Family Interface. *Journal of Vocational Behaviour*, 50:145-167. Available from www.sciencedirect.com (Accessed 4 April 2014).

Gallhofer, S., Paisey, C., Roberts, C. & Tarbert, H. (2011). Preferences, constraints and work-lifestyle choices The case of female Scottish chartered accountants. *Accounting, Auditing & Accountability Journal*, 24:440-470. Available from www.emeraldinsight.com. (Accessed 10 April 2014)

Giele, J.Z. (2008). Homemaker or Career Woman: Life Course Factors and Racial Influences among Middle Class Americans. *Journal of Comparative Family Studies*, 393-411

Goodstein, J.D. (1994). Institutional Pressures and Strategic Responsiveness: Employer Involvement in Work-Family Issues. *The Academy of Management Journal*, 37:350-382. Available from <http://www.jstor.org>. (Accessed 15 September 2014)

Greenhaus, J.H & Beutell, N.J. (1985). Sources of Conflict between Work and Family Roles. *The Academy of Management Review*, 10:76-88. Available from <http://www.jstor.org>. (Accessed 14 September 2014).

Greenhouse, J.H. & Friedman, S.D. (2000). *Work and Family Allies or Enemies*. Oxford University Press 2000.

Grobler, P.A. & De Bruyn, A.J. (2010). An effective instrument in the retention of talent: A survey of selected JSE-listed companies. *South African Journal of Business Management*, 42(4):63-78. Available from

Gunton, A. (2012). *Professional Women Balancing Work and Motherhood: A Study of the Coping Strategies used in Balancing this Dual- role*. Unpublished dissertation. Rhodes University.

Hall, T.G. & Richter, J. (1988). Balancing Work Life and Home Life: What Can Organizations Do to Help? *The Academy of Management Executive*, 11:213-223. Available from <http://www.jstor.org> (Accessed 4 April 2014)

Hattery, A. (2001). *Women Work and Family Balancing and Weaving*. Wake Forest University: Sage publication

Higgins, C., Duxbury, L. & Lee, C. (1994). Impact of Life-Cycle Stage and Gender on the Ability to Balance Work and Family. *Family Relations*, 43:144-150. Available from <http://www.jstor.org/stable/585316>. (Accessed 10 April 2014)

Higgins, C., Duxbury, I. & Johnson, K.L. (2000) Part Time Work for Women: Does it really Help Balance Work and Family. *Human Resource Management*, 39:17–32. Available from <https://www.jstor.org/stable/585316>. (Accessed 10 April 2014).

Hill, E.J., Hawkins, A.J., Ferris, M. & Weitzman, M. (2001). Finding an Extra Day a Week: The Positive Influence of Perceived Job Flexibility on Work and Family Life Balance. *Family Relations*, 50:49-58. Available from <https://www.jstor.org>. (Accessed: 9 September 2014).

Hochschild, A.R. (2000). The Nanny Chain. *The American Prospect*, 11:1-4 Available from web.stanford.edu. (Accessed 9 September 2014)

Hoobler, J.M., Lemmon, g. & Wayne, S.J. (2011). Women's underrepresentation in upper management: New insights on a persistent problem. *Organizational Dynamics*, 40:151—156. Available from www.sciencedirect.com. (Accessed 10 April 2014).

Hudson. (2005). The Case of Work Life Balance. 20:20 Series. Available from www.au.hudson.com. (Accessed 9 April 2014)

Jennings, J.E. & McDougald, M.S. (2007). Work family Interface Experiences and Coping Strategies: Implications for Entrepreneurship Research and practice. *Academy of Management Review*, 32:747-760.

Kessler, R.C. & McRae, J.A. (1982). The Effect of Wives' Employment on the Mental Health of Married Men and Women. *Source: American Sociological*

Review, 47(2):216-227. Available from <http://www.jstor.org>. (Accessed 9 September 2014).

Kossek, E.E. & Ozeki, C. (1998). Work-Family Conflict, Policies, and the Job-Life Satisfaction Relationship: A Review and Directions for Organizational Behavior-Human Resources. *Research Journal of Applied Psychology*, 2:139-149. Available from <http://polisci.msu.edu/kossek/12.pdf>. (Accessed 4 April 2014)

Kossek, E.E., Noe, R. & DeMarr, B.J. (1999). Work-family role synthesis: Individual and organizational determinants. *International Journal of Conflict Management*, 10(2):102-129.

Lillard, L. & Waite, L. (2000). Marriage, Divorce, and the Work and Earning Careers of Spouses. Available from: <http://www.mrrcisrumich.edu>. (Accessed 9 September 2014).

Locksley, A. (1980). On the Effects of Wives' Employment on Marital Adjustment and Companionship. *Journal of Marriage and Family*, 42:337-346. Available from : <http://www.jstor.org>.(Accessed: 12 September 2014).

Lockwood, N.R. (2003). Work/Life Balance Challenges and Solutions. Society for Human Resource Management. Research Quarterly. Available from: www.ispi.org. (Accessed 10 April 2014)

Malan, S. (2008). *Women Professionals in South Africa: The Interaction Between Work life Balance and Organisational Commitment*. Unpublished dissertation. University of Pretoria

Marcinkus, W.C., Whelan-Berry, K.S. & Gordon, J.R. (2007). The relationship of social support to the work-family balance and work outcomes of midlife women. *Women in Management Review*, 22:86-111. Available from www.emeraldinsight.com. (Accessed 10 April 2014)

Marie, T.R., De La Briere, B., Hallman, K., Quisumbing. & Coj, N. (2002). Does Subsidised Childcare Help Poor Working Women In Urban Areas. International Food Policy Research Institute.

McKinsey and Company. (2012). Making the Breakthrough. Available from: www.mckinsey.com/client_service/organization/latest.../women_matter. (Accessed 10 April 2014).

Manetjie, O. & Martins, N. (2009). The relationship between organisational culture and organisational commitment. *Southern African Business Review*, 13:87-111. Available from http://www.unisa.ac.za/contents/faculties/service_dept/docs/relationship. (Accessed 5 January 2015).

Mbambo, D.E. (2009). Chapter 3 Research Methodology. Available from: uir.unisa.ac.za/bitstream/handle/10500/2127/04chapter3.pdf. (Accessed 5 January 2015).

McMurray, J.E., Linzer, M., Konrad, T.R., Douglas, J., Shugerman, R. & Nelson, K. (2000). The Work Lives of Women Physicians. *JGIM*, 15:372-380.

Milkie, M. A., & Peltola, P. (1999). Playing all the roles: gender and the work- family balancing act. *Journal of Marriage and the Family*, 61(2):476-490

Mokomane, Z. 2009. Work Family Conflict and Gender Equality in South Africa, Child Youth Family and Social Development Programme, Human Sciences Research Council. Available from: <http://iussp2009.princeton.edu/papers/92530>. (Accessed 10 April 2014)

Montoro-Sa´nchez, A., & Soriano, D.R. (2011). Human resource management and corporate entrepreneurship. *International Journal of Manpower*, 32:6-13. Available from: www.emeraldinsight.com/0143-7720.htm. (Accessed 10 April 2014).

Mullins, L.G. 2007. *Management and organisational behaviour*. 8th Edition. England: Pearson Education.

Naidu, Y. (2009). *User Perceptions of Service Quality and the Level of Satisfaction at the Mangosuthu University of Technology Library, Umlazi, Durban*. Unpublished dissertation. University of KwaZulu Natal.

Neal, M.B. & Wagner, D.L. (2000). Working Caregivers: Issues, Challenges, And Opportunities For The Aging Network. *NFCSP Issue Brief*. Available from: <http://www.caregiverslibrary.org/Portals>. (Accessed 10 April 2014)

Nomaguchi, K. & Milkie, M.A. (2006). Maternal Employment in Childhood and Adults Retrospective Reports of Parenting Practices. *Journal of Marriage and Family*, 68:573–594

Odendaal, A. & Roodt, G. (2002). South African Perspectives on the Implementation of Flexible Work Practices (FWP). *SA Journal of Industrial Psychology*, 28(3):75-82. Available from: www.sajip.co.za/index.php/sajip/article/download/57/55. (Accessed 10 April 2014).

Orden, S.R. & Bradburn, N.M. (1969). Working Wives and Marriage Happiness. *American Journal of Sociology*, 74(4):392-407. Available from www.jstor.org. (Accessed 12 September 2014).

Patel, C.J., Govender, V., Paruk, Z., & Ramgoon, S. (2006). Working mothers: Workfamily conflict, job performance and family/work variables. *SA Journal of Industrial Psychology*, 32(2):39–45.

Pleck, J.H. (1977). The Work-Family Role System. *Social Problems*, 24(4):417-427. Available from <http://www.jstor.org>. (Accessed 12 September 2014).

Prasad, P.G. (2010). Research Methodology .Available from <http://www.authorstream.com/Presentation/PGPFINANCE-325059-research->

[methodology-introduction-mba-students-pgp-rm1-business-finance-ppt-powerpoint](#). (Accessed 8 January 2015)

Quisumbing, A.R., Hallman, K. & Ruel, M.T. (2003). Womens Work and Child Care. Available from: www.ifpri.org/sites/default/files/publications/fcndp153.pdf. (Accessed 15 September 2014).

Reynolds, T., Callender, C. & Edwards, R. (2003). Caring and counting The impact of mothers' employment on family relationships. South Bank University, The Policy Press.

Scandura, T.A. & Lankau, M.J. (1997). Relationships of Gender, Family Responsibility and Flexible Working Hours to Organisational Commitment and Job Satisfaction. *A Journal of Organisational Behaviour*, 18:377-391

Seagal, J. (2013). *A South African Perspective on Work-Life Balance: A Look at Women in Academia*. Unpublished dissertation. University of Witwatersrand.

Sekaren, U and Bougie, R. 2009. Research Methods for Business. 5th ed. John Wiley and Sons Ltd.

Shriner, J.M. (2007). New Options for Women Balancing Work and Family. The Ohio State University.

Sibanda, N. (2009). Quantitative Research. Available from: <http://www.victoria.ac.nz/postgradlife/downloads/quantitative%20seminar18Aug09.pdf>. (Accessed 15 September 2014).

Smith, T.W. (1985). Working Wives and Women's Rights: The Connection between the Employment Status of Wives and the Feminist Attitudes of Husbands. *National Opinion Research*, 12:501-508.

Srinivasan, V & Valk, R. (2011). Work-family balance of Indian women software

professionals: A qualitative study. *IIMB Management Review*, 23:39-50. Available from www.sciencedirect.com (Accessed 4 April 2014).

Soroptimist International of the Americas 2012. [online]. Available from www.soroptimist.org. (Accessed 10 April 2014)

Stephen, P.R. 2005. *Essentials of Organisational Behaviour*. 8th ed. Boston: Pearsons Education Limited.

Sturges, J. & Guest, D. (2004). Working to live or living to work? Work/life balance early in the career. *Human Resource Management Journal*, 14: 5-20.

Subramaniam, D.I. & Arumugam, T. (1991). Barriers To Women Managers' Career Progressions In Malaysian Government Link Companies. *Australian Journal of Basic and Applied Sciences*, 7(2): 248-256. Available from: <http://www.researchgate.net/publication/250306647>. (Accessed 15 September 2014)

Thompson, A.C., Beauvais, L.L. & Lyness, K.S. (1999). When Work–Family Benefits Are Not Enough: The Influence of Work–Family Culture on Benefit Utilization, Organizational Attachment, and Work–Family Conflict. *Journal of Vocational Behaviour*, 54:392-415. Available from www.sciencedirect.com (Accessed 4 April 2014).

Thomas, L. T., & Ganster, D. C. (1995). Impact of family-supportive work variables on workfamily conflict and strain: A control perspective. *Journal of Applied Psychology*, 80:6–15.

Vermeulen, S. 2006. *Business Case Work Life Balance*, Alusani Skills and Training Network. Available from: http://www.eqsa.co.za/EQ_Site_pages/Articles/pdf/Business_Case_WorkLife_Balance.pdf. (Accessed 15 September 2015).

Walker, E., Wang, C. & Redmond, J. (2008). Women and work-life balance: is home-based business ownership the solution? *Equal Opportunities International*, 27:258-275. Available from www.emeraldinsight.com. (Accessed 10 April 2014).

Warren, J.A & Johnson, P.J. (1995). The Impact of Workplace Support on Work-Family Role Strain. *Family Relations*, 44:163-169. Available from <http://www.jstor.org>. (Accessed 15 September 2014)

Weber, J.A & Bradely, K.D n.d., Strengths and Weaknesses of Conducting Web-based Surveys: A Review of the Literature. Available from: <http://www.uky.edu/~kdbrad2/Web-basedSurveys.pdf>. (Accessed 15 September 2014)

Welman, J.C & Kruger, S.J (2001). *Research Methodology*. South Africa, Cape Town: Oxford University Press.

Whitehead, T. & Kotze, M.E. (2003). Career and Life-Balance Of Professional Women. *SA Journal of Human Resource Management*, 3:77-84.

Challenges to Women achieving Worklife Balance and Organisational Commitment

Questionnaire

A Demographic Profile

1. Gender
 - Female
 - Male

2. Race
 - Black
 - White
 - Coloured
 - Indian
 - Other specify

3. Age
 - 25 – 30
 - 31 – 39
 - 40 - 50
 - 50 - 60

4. Marital Status
 - Single
 - Married
 - Widowed
 - Divorced
 - Living with partner

5. Highest Education Qualification

Matric
Degree
Post Grad
Other specify

6. Number of Children living with

7. Number of Parents/ Adult dependant living with you

B. The Role of the Organisation as an employer

8. Are you employed full or part time
Full Time
Part Time

9. What position do you hold in the Company
Supervisor
Manager
Director
Other

10. Is your superior male or female
Female
Male

11. What are your basic hours of work.

12. Do you work past these hours
Yes
No

13. Does your organization allow for flexi time?
Yes No

14. Does your organization have many programs and policies designed to help women balance work and family life?
Yes No

15. Does your organization have a child care facility
Yes
No

If your answer to the above question is yes, do you make utilize this facility?

Yes No

16. Does your employer have a health care professional to assist women to cope with worklife balance issues ?

Yes No .

17. I am able to focus on work issues when I have pressing family responsibilities

Strongly agree		Agree		Neither agree or disagree		Disagree		Strongly disagree	
----------------	--	-------	--	---------------------------	--	----------	--	-------------------	--

18. My employer is empathetic to my family issues.

Strongly agree		Agree		Neither agree or disagree		Disagree		Strongly disagree	
----------------	--	-------	--	---------------------------	--	----------	--	-------------------	--

19. I have been penalized in performance appraisals due to my family responsibilities

Strongly agree		Agree		Neither agree or disagree		Disagree		Strongly disagree	
----------------	--	-------	--	---------------------------	--	----------	--	-------------------	--

C. The Role of your Family

20. I feel I fulfill my family obligations successfully, despite pressure at work

Strongly agree		Agree		Neither agree or disagree		Disagree		Strongly disagree	
----------------	--	-------	--	---------------------------	--	----------	--	-------------------	--

21. Attending to family demands interferes with my work performance .

Strongly agree		Agree		Neither agree or disagree		Disagree		Strongly disagree	
----------------	--	-------	--	---------------------------	--	----------	--	-------------------	--

22. My family responsibilities prevent me from being assigned challenging work projects.

Strongly agree		Agree		Neither agree or disagree		Disagree		Strongly disagree	
----------------	--	-------	--	---------------------------	--	----------	--	-------------------	--

23. My spouse/ partner is supportive to my work achievements

Strongly agree		Agree		Neither agree or disagree		Disagree		Strongly disagree	
----------------	--	-------	--	---------------------------	--	----------	--	-------------------	--

24. My partner/ spouse assists with family responsibilities

Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree	
----------------	-------	---------------------------	----------	-------------------	--

25. I put off family activities due to work commitments

Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree	
----------------	-------	---------------------------	----------	-------------------	--

26. I am able to meet work deadlines whilst taking care of my family

Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree	
----------------	-------	---------------------------	----------	-------------------	--

D The Role of Friends Colleagues

27. I am dependant on friends to assist with family in order to meet work obligations

Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree	
----------------	-------	---------------------------	----------	-------------------	--

28. My colleagues are willing to assist me cope with my work when my family duties become demanding on me.

Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree	
----------------	-------	---------------------------	----------	-------------------	--

29. My friends are supportive of my career aspirations

Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree	
----------------	-------	---------------------------	----------	-------------------	--

E The Role of Paid Help

30. I am dependant on a domestic helper to assist with family responsibilities

Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree	
----------------	-------	---------------------------	----------	-------------------	--

31. I am dependant on a care giver to assist with family responsibilities

Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree	
----------------	-------	---------------------------	----------	-------------------	--

32. My children travel to and from school via a lift club.

Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree	
----------------	-------	---------------------------	----------	-------------------	--

33. My children are kept in an aftercare facility after school

Strongly agree		Agree		Neither agree or disagree		Disagree		Strongly disagree	
----------------	--	-------	--	------------------------------	--	----------	--	----------------------	--

34. My children's homework is done at homework club

Strongly agree		Agree		Neither agree or disagree		Disagree		Strongly disagree	
----------------	--	-------	--	------------------------------	--	----------	--	----------------------	--

35. I approach other parents to assist in transporting my children to extra mural or sporting activities.

Strongly agree		Agree		Neither agree or disagree		Disagree		Strongly disagree	
----------------	--	-------	--	------------------------------	--	----------	--	----------------------	--

36. I pay additional fees for my children to be transported to sport tournaments and training

Strongly agree		Agree		Neither agree or disagree		Disagree		Strongly disagree	
----------------	--	-------	--	------------------------------	--	----------	--	----------------------	--

Information Required for Participants

MBA Research Project: Balancing Work and Family A Challenge for Career Women

Dear Participant

I, Indrani Reddy, am a MBA student, at the Graduate School of Business, at the University of Kwazulu Natal. You are invited to participate in a research project entitled: Balancing Work and Family A Challenge for Career Women. The aim of the study is to determine the challenges faced by women with careers, employed at the University of Kwazulu Natal, in balancing work and family.

Through your participation, I hope to understand your perceptions and challenges as well as the assistance provided by both family and the employer to ease the resultant stresses experienced when trying to find a balance between work and family.

The study is expected to be carried out amongst female career women employed at the University of Kwazulu Natal. It involves completing a questionnaire which would take approximately 10 minutes to finish. There are no foreseeable risks associated with this project. However if you are uncomfortable in answering any of the questions, you can withdraw from the survey at any point. It is very important for us to learn your opinions.

Your survey responses will be strictly confidential and data from this research will be reported only in the aggregate. Confidentiality and anonymity of records identifying you as a participant will be maintained by the Graduate School of Business, UKZN. There will be no monetary gain from participating in this survey.

RESEARCHER

Full Name: Indrani Reddy

Contact: 0765000888

Email: reddy1@ukzn.ac.za

SUPERVISOR

Full Name: Gill Manion

Contact: 0828010357

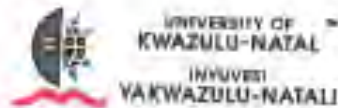
Email: MANION@ukzn.ac.za

HSSREC RESEARCH OFFICE

Full Name: Prem Mohun

HSS Research Office

Contact: 0312604557



14 November 2014

Mrs Inirani Reddy
Graduate School of Business & Leadership
College of Law and Management Studies
Westville Campus
UKZN
Email: ReddyI@ukzn.ac.za

Dear Mrs Reddy

RE: PERMISSION TO CONDUCT RESEARCH

Gatekeeper's permission is hereby granted for you to conduct research at the University of KwaZulu-Natal (UKZN) towards your postgraduate studies, provided Ethical clearance has been obtained. We note the title of your research project is:

"Balancing Work and Family A Challenge for Career Women"

It is noted that you will be constituting your sample with a request for responses on the website. The questionnaire must be placed on the notice system <http://notices.ukzn.ac.za>. A copy of this letter (Gatekeeper's approval) together with the ethical clearance must be simultaneously sent to govenderlog@ukzn.ac.za or ramkissanoth@ukzn.ac.za. You are not authorized to distribute the questionnaire in staff and students using Microsoft Outlook address book.

Please note that the data collected must be treated with due confidentiality and anonymity.

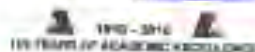
Yours sincerely

A handwritten signature in black ink, appearing to read "Mr MC Baloyi", is written over a horizontal line.

**MR MC BALOYI
REGISTRAR**

Office of the Registrar

Postal Address: Private Bag 354001, Durban, South Africa
Telephone: +27 (0) 31 260 8031/8209 Facsimile: +27 (0) 31 260 7826/2204 Email: registrar@ukzn.ac.za
Website: www.ukzn.ac.za



Education Health Care Medical School Postgraduate Women



18 November 2024

Mrs Indrani Reddy 230515644
Graduate School of Business and Leadership
Westville Campus

Dear Mrs Reddy

Protocol reference number: HSS/1421/014M
Project title: Balancing work and family A challenge for career women

Full Approval – Expedited Application

In response to your application received on 23 October 2024, the Humanities & Social Sciences Research Ethics Committee has considered the abovementioned application and the protocol have been granted **FULL APPROVAL**.


Any alteration/s to the approved research protocol i.e. Questionnaire/Interview Schedule, informed Consent Form, Title of the Project, Location of the Study, Research Approach and Methods must be reviewed and approved through the amendment/modification prior to its implementation. In case you have further queries, please quote the above reference number.

PLEASE NOTE: Research data should be securely stored in the discipline/department for a period of 5 years.

The ethical clearance certificate is only valid for a period of 3 years from the date of issue. Thereafter Recertification must be applied for on an annual basis.

I take this opportunity of wishing you everything of the best with your study.

Yours faithfully


.....
Dr Shreelika Singh (Chair)
Humanities & Social Sciences Research Ethics Committee

/pm

- Cc: Supervisor: Gill Manton
- Cc: Academic Leader Research: Dr E Mkhonto
- Cc: School Administrator: Ms Zanina Rulifani

Humanities & Social Sciences Research Ethics Committee

Dr Shreelika Singh (Chair)

Westville Campus, Govan Mbeki Building

Postal Address: Private Bag 854021, Durban 4000

Tel: +27 (0) 31 260 2807/2602/2603 Fax: +27 (0) 31 260 4000 Email: gsbs@ukzn.ac.za / gsbs@ukzn.ac.za / gsbs@ukzn.ac.za

www.ukzn.ac.za



69 YEARS OF ADVANCED EDUCATION

 Faculty of Education  Egmont  Howard College  Medical School  Pietermaritzburg  Westville