

Authenticating The Instrument for Work Life Balance of Women Entrepreneurs

Prof. Madhurima Lall

MA, M.Com, MBA,

Ph.D. (Business Administration),

D.Litt. (Applied Economics), D.Litt. (Business Administration)

Professor In Applied Economics

Faculty Of Commerce

University Of Lucknow, Lucknow

UP, India

Issues related to work-life balance and work-life conflicts have received a great deal of attention from researchers and contemporary employers. Efforts have been undertaken to design tools to assess the work-life balance of employees but still there is a lack of reported scales for assessing the construct of work life balance of entrepreneurs. Although they share greater duties and responsibilities compared to the employees of any organization but there are no constructs to assess the work-life balance of entrepreneurs. This study constructs and validates an eleven-item instruments for assessing the satisfaction with work-life balance amongst women entrepreneurs. Factor analysis reports a four-factor result.

Introduction

The issue of work-life balance has permeated the business community for decades (Carruthers, 2005; Spinks 2004; Parsons 2002). It has special relevance for women entrepreneurs as they have multiple and at times conflicting roles to play. On one side business seeks tremendous demands from the owner (which have been further advanced by rising competition and ever-growing demands of the stakeholders). On the other side personal life demands of women are endless (they have to take care of household activities, child care, family networking, socializing and many more countless number of responsibilities). A woman who opts to become an entrepreneur has to really struggle and juggle to meet the demands of all these responsibilities. Even with so many struggles it is found that the number of women entrepreneurs across the country is continuously rising (the rate of growth of women entrepreneurs is 10% across the nation).¹

The growth of women entrepreneurs per se all the challenges and struggles has made the

researchers inquisitive as to whether women entrepreneurs are satisfied with their work-life balance. Previous review of research has thrown some light on time study method and questionnaire method for measuring work-life balance. The problem with the time study method is that it involves cumbersome commitment from the correspondents for data collection and hence its consistency and correctness is itself questionable. The existing questionnaire constructs (like Fisher-McAuley, Stanton, Jolton and Gavin (2003), Hülya Hooker, Fiona Neathey, Jo Casebourne, Miranda Munro) have been developed to assess the work-life balance of employees working in organization. But no review of literature is available to assess the satisfaction level of women entrepreneurs with regards to their work-life balance. And hence the present research was undertaken to develop and validate a construct to assess the satisfaction level of women entrepreneurs. This will add to the ever-growing literature on work-life balance. This paper presents the demographic profile; construct validity, authenticity and reliability of the instrument. Though Factor analysis, correlation is found to be very supportive for the instrument yet it further needs to be tested on a larger sample of population.

¹ Women's Entrepreneurship Around the Globe, An analysis from the Global Entrepreneurship Monitor, 2019, National Women's business council

Conceptual Framework

Work-life balance is a combination of interactions among different areas of one’s life (Schoenfield Gregg, 2005). The conflicting demands of work-personal life can lead to stress and dissatisfaction.

There are five main descriptive models attempting to conceptualize work-life balance (Zedeck and Mosier, 1990; O’ Driscoll, 1996; Guest, 2001).

1. Segmentation Model: It assumes that work and personal life are mutually exclusive and one sphere does not effect the another sphere
2. The Spillover Model: It assumes that work and personal life are interdependent and hence influence each other’s satisfaction. The other three models have been derived from the spillover model.
3. The Compensation Model: It assumes that one sphere compensates for something lacking in the other sphere i.e.; if satisfaction is not derived in work-life it is being compensated through deriving satisfaction from personal life and vice-a-versa.
4. The Instrumental Models: It assumes that one sphere accentuates the other sphere i.e. one sphere derives attention to the other sphere.
5. The Conflict Model states that both sphere have multiple demands and desire great amount of time and energy and thus can lead to conflicts.

The segmentation model considers mutual exclusivity of work and personal, which is not in line with the assumption in the present research (i.e., the work and personal life have been considered to be are dependent on each other in the present research). The present research has taken the spillover model as the base to develop the construct the reasons for the same have been discussed below.

Work Life Balance is an issue that is increasingly recognized by organizations and researchers (Helen De Cieri; Barbara Holmes; Jacqui Abbott; Trisha Pettit(2005), Fisher-McAuley, Stanton, Jolton and Gavin (2003), Hülya Hooker, Fiona Neathey, Jo Casebourne, Miranda Munro(2007)).

Though much has not been discussed from women entrepreneurs’ perspective yet it is of special importance for them, especially in Indian context,

because women entrepreneurs have to satisfy multiple demands:

1. Pattern of social setup in Indian society expects women to solely (in most of the cases) undertake responsibilities of household activities as well as child rearing activities.
2. Demands of business (requires an entrepreneur to be a good planner, efficient resource handler, exhaustive networker, efficient spokesperson to the government, exporters, distributors and customers and many more roles) in the present competitive global world are ever increasing.
3. Demands of society and personal needs like meeting and socializing with family and friends, going to clubs, indulging in hobbies etc.

All these demands require high amount of time and energy and hence can create conflicts and dissatisfaction amongst women entrepreneurs. It is for this reason that this research was undertaken to estimate the work-life satisfaction of women entrepreneurs.

Research Methodology

Descriptive research design was used to obtain answers to questions of who, what, where, when and how. This research is also desirable when we wish to project studies findings to a larger population based on representative sample. Since the work-life balance of representative sample of women entrepreneurs would also give an insight about all the women entrepreneurs, descriptive research design was undertaken. Primary data was collected through a pre-tested questionnaire.

Snowball sampling is a special non-probability method used when the desired sample characteristic is rare. It may be extremely difficult or cost prohibitive to locate respondents in these situations. Snowball sampling relies on referrals from initial subjects to generate additional subjects. While this technique can dramatically lower search costs, it comes at the expense of introducing bias because the technique itself reduces the likelihood that the sample will represent a good cross section from the population. Snowball-based methods frequently have been used when working with hidden populations whose members are difficult to identify and locate. By the very nature of the processes of these methods, such samples usually are not random or representative, thereby, resulting in selection bias.

Development of the Research Instrument

The construct developed in this research paper examines the satisfaction with work-life balance of women entrepreneurs. The construct was developed after a thorough review of literature. It was also assessed by experts (2 professors from Faculty of Commerce, Lucknow University, 1 professor from Institute of Productivity & Management Lucknow and 1 professor from Amity Business School, Lucknow.) Changes were suggested to overcome the ambiguity of some of the questions. The final construct developed had eleven elements in all. The final instrument was administered amongst 200 women entrepreneurs in the city of Lucknow, India.

The response was collected on the experiences based on five point Likert Scale, ranging from 1 (Not at all) to 5 (Most of the time). Seven negative questions were framed which were reversed for final analysis of the raw data. A higher score was indicative of higher work-life balance and vice-versa.

Analysis

An exploratory factor analysis was undertaken with SPSS version 14 to examine the construct validities of the 11 work-life balance scale items. The exploratory factor analysis procedure employed Principle Components Method for extraction, with the varimax option, which converged in six rotations, and factors with eigenvalues greater than one were retained (Hair, Anderson, Tatham & Black 1998). Once the dimensionalities of the instrument were verified, the internal consistencies of the scales were checked with reliability analysis.

The Explanation

Factor Analysis is used to uncover the latent structure (dimensions) of a set of Variables. This technique reduces attribute space from a larger number of variables to a smaller number of factors and as such is a 'non-dependant' procedure that is, it does not assume a dependant variable is specified). Factor analysis can be used for any of the following purposes:

1. To reduce a large number of variables to a smaller number of factors.
2. To select a subset of variables from a larger set, based on which original variables have

the highest correlations with the principal component factors.

3. To establish that multiple tests measure the same factor, thereby giving justification for administering fewer tests.
4. To identify clusters of cases and/ or outliers.
5. Factor Analysis to identify the group of clusters in the instrument for work-life-balance:

Women entrepreneurs were asked to comment on how many times do they experience the various work-life balance related issues. To be able to make meaningful comparison between the subgroups of this survey, it was decided that these 11 statements were factor analysed to find out if they could be reduced to a smaller number of variables.

Factor analysis was conducted to determine if there were any underlying dimensions within the data on the work-life balance statements. The Principal Component Analysis was selected because PCA is generally used when the research purpose is data reduction (to reduce the information in many measured variables into a smaller set of components). PCA seeks a linear combination of variables such that a maximum variance is extracted from the variables. It then removes this variance and seeks a linear combination which explains the maximum proportion of the remaining variance, and so on. This is called the principal axis method and results in orthogonal (uncorrelated) factors.

For the rotation of factor analysis, varimax rotation was used. A Varimax solution yields results, which make it as easy as possible to identify each variable with a single factor. This is the most common rotation option. For the rotation, one could either specify the number of factors extracted or alternatively could leave the rotation to determine the factor solution, ie; the number of factors that would come out of the analysis. The results of the factor analysis with varimax rotation showed that the 11 work-life balance statements could be reduced to four clear factors (components) with relatively high eigenvalues. The four factors and the items that were loaded on each factor extracted from the data are summarized in Table 1:

The first factor had an eigenvalue of 2.8 (25.6 percent of the variance) and contained three of the statements. As can be seen in Table 2, each of

these had more than 0.5 factor loading. This factor was called negative views of work-life balance

The second factor had an eigenvalue of 2.318 (21.0 percent of the variance) and contained three of the statements. Each of these statements also had more than 0.5 factor loading. This factor was called Satisfaction with personal life

The third factor had an eigenvalue of 1.6 (14 percent of the variance) and contained three statements. Each of these factors had more than 0.5 factor loading. This factor was called as satisfaction with struggle to perform

The fourth had an eigenvalue of 1.2 (11 percent of the variance) and contained two statements. Each of these factors also had a factor loading of 0.5 factor loading. This factor is called as satisfaction with ability to balance work and personal life. The cumulative variance explained by all the four factors is 72.8%. The following four factors were identified

1. The first scale: Satisfaction with business life (3 items)
2. The second scale: Satisfaction with personal life (3 items)
3. The third scale: Satisfaction with struggle to perform (3 items)
4. The fourth scale: Satisfaction with ability to balance work (2 items)

Reliability

Cronbach’s Alpha reliability was 0.89, which is very high and hence the instrument is highly reliable.

Conclusion

Work Life Balance is an issue that is increasingly recognized by organizations and researchers (Helen De Cieri; Barbara Holmes; Jacqui Abbott; Trisha Pettit(2005), Fisher-McAuley, Stanton, Jolton and Gavin (2003), Hülya Hooker, Fiona Neathey, Jo Casebourne, Miranda Munro(2007)).

Though much has not been discussed from women entrepreneurs’ perspective yet it is of special importance for them, especially in Indian context, because women entrepreneurs have to satisfy multiple demands. Factor analyses of the instrument resulted in four factor components: Satisfaction with

business life. Satisfaction with personal life, satisfaction with struggle to perform and overall satisfaction with work-life balance. Though Factor analysis, correlation and Cronbach’s alpha coefficient are found to be very supportive for the instrument yet it further needs to be tested on a larger sample of population.

Although women entrepreneurs share greater duties and responsibilities compared to the employees of any organization but there are no constructs to assess their work-life balance. This study constructs and authenticates an eleven- item instruments for assessing the satisfaction with work-life balance amongst women entrepreneurs. The instrument can be used as a ready reference to identify the work-life issues of women entrepreneurs that can go further in contemplating training interventions to help them in having a balance between work and personal life.

**Table 1
Total Variance Explained**

Component	Initial Eigenvalues			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.823	25.663	25.663	2.400	21.823	21.823
2	2.318	21.072	46.736	2.179	19.808	41.631
3	1.614	14.669	61.405	1.861	16.922	58.553
4	1.258	11.434	72.838	1.571	14.285	72.838
5	.756	6.871	79.710			
6	.626	5.691	85.400			
7	.511	4.646	90.046			
8	.370	3.362	93.408			
9	.298	2.710	96.118			
10	.288	2.622	98.740			
11	.139	1.260	100.000			

Extraction Method: Principal Component Analysis.

Table 2
Component Matrix(a)

a 4 components extracted.

Rotated Component Matrix(a)

	Component			
	1	2	3	4
I need to make many adjustments to fit into my business demands	.531	-	.355	.371
Career in business are incompatible with work-life balance.	.885	-	.088	.005
Business drains me of energy for pursuing personal interests, performing household activities/ taking care of children	.915	.108	-	.054
I am not able to spend enough time with family and friends.	-	.794	.134	-
I am not able to pursue my other personal interest.	.188	.818	-	.153
Personal issues do not hinder my ability to do business.	-	.573	.372	-
My business and personal life demands are tremendous	.059	-	.893	.136
I have to struggle to juggle business-personal life responsibilities	.475	-	.552	.045
I am satisfied with my efforts to balance business-personal life	-	.431	.657	-
I am able to balance my business-personal life	-	-	.139	.798
I have time to reach my personal & business goals satisfactorily	.220	.117	-	.798

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a Rotation converged in 9 iterations.

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