

Work Life Balance and Implications Of Spill Over Theory – A Study on Women Entrepreneurs

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Abstract

A good work life balance between work and family domain is a growing concern today. There has been quite a lot of research being done to understand the effects of negative work life balance on health and well being of employees and their family. (annink, 2011) Individuals are increasingly looking to balance their responsibilities at work and in their personal life. Especially women do not view their job as a justification for attending less to their families, household work, and other social activities (Tausig, 2001) Entrepreneurship is the alternate route that people opt for in this situation, as self employment has no specific or defined boundary between work and home compared to organizational employees. They are responsible for dividing their time and energy between work and life domains themselves, and have no boss who determines their working hours. To most women becoming self-employed means having flexible work schedules, which offers possibilities to stay active, take care of the children and other family commitments at the same time have economic independence and discover their potential. Work-life is integrated when there is no distinction and mental boundary between work and home but segmentation occurs when there is a clear-cut mental boundary separating work and home. In between segmentation and integration lies a range. An individual can be at either ends of segmentation or integration or can be at any point of the range, actively engaged in mentally defining the boundaries. (Thomas kalliath, 2008) Investigated if entrepreneurship provided a better chance for achieving work-family balance than paid employment. Found that women entrepreneurs employ flexible work practices but entrepreneurship does not necessarily provide a perfect work – life balance. The present study tries to find out the effects of work-family spill over and family work spillover effects on work life balance of women entrepreneurs.

Key words: Positive spill over, negative spill over, work – family conflict, women entrepreneurs.

Introduction

Women have been entering the field of entrepreneurship like never before (annink, 2011) especially to improve their work life balance, (Campbell Clark, 2000) which is the satisfaction by fulfilling personal goals in both life and work domains; by using appropriate means. Entrepreneurship gives greater autonomy and flexibility to women to balance both work and life domains but they also experience greater involvement both physical and psychological as they are responsible for sustainability and profitability of their ventures. Higher job involvement will create work pressure and life disturbances which would create an imbalance in both spheres. Thus resulting in higher levels of stress. Economic crisis can even worsen the situation. (Parasuraman, 2001) Hence, women entrepreneurs may experience greater work family conflict than women working in organizations as employees. Women employees have much less to juggle compared to a woman entrepreneur, on one hand you have day-to-day management of your companies growth strategies, finances, employees and on the other your family commitments, children, socializing, extended family commitments etc.

The 2010 American Time Use Survey pinpoints that Self-employed women spend an average of 56 fewer minutes at work each day to accommodate household demands and family activities and 85 percent of employed women spent time doing household activities (including housework, cooking, childcare, lawn maintenance or finances) compared to 67% of men.

Literature review

Overcoming the conservative societal barriers women are engaged in traditional and nontraditional entrepreneurial activities. They also perform the roles of a spouse, mother, caretaker managing, home, work and societal obligations and duties. (Panchanatham, 2011). They often neglect personal care and self developmental activities because of role overload and time limitation which results in Work life issues or rather an imbalance between the two domains. A large part of the working population in emerging economies is engaged in unorganized sector. Entrepreneurship leads the way to organize this workforce and provide them better working environment and skills development.

GEM 2014 showed that 58% of Indian adults (18-64 years old) consider entrepreneurship a desirable career choice; around 66% think that entrepreneurs receive a high level of status and respect. However, on these measures India ranks below its peers in the factor-driven (least

developed) economies as well as among the BRICS (Brazil - Russia - India - China - South Africa) nations. We see more early-stage entrepreneurs in the 18-44 age groups than any other age range. In India, about one third (34%) of early-stage entrepreneurs are women.

GEM data consistently confirm that early-stage entrepreneurial activity is gender sensitive and influenced by cultural, societal and economic factors. According to this men dominate early stage entrepreneurial activity. In India also there are relatively more men who started their businesses out of necessity.

In India, 32% of entrepreneurship activity out of necessity is related to early stage ,while 37% is 'improvement-driven' (in pursuit of a business opportunity). According to GEM 2014 findings 4.1% of adults are 'nascent entrepreneurs' (actively involved in setting up a business) while 2.5% are 'new business owners' (in operation for more than 3 but less than 42 months).

According to the GEM National Experts Survey, the three major constraints on entrepreneurship in India are:

- Government regulation and policies;
- Entrepreneurial education at primary and secondary school level, and;
- Transfer and commercialization of R&D – new know-how and technologies.

The major enablers are:

- Commercial Infrastructure- the presence of property rights and commercial, accounting, and other legal services and institutions that support or promote SMEs
- Internal market dynamics – the extent to which markets change dramatically from year to year;
- Ease of access to available physical infrastructure – communication, utilities, transportation, land or space, at a price that does not discriminate against new, small or growing firms.

- Cultural and social norms- the extent to which social and cultural norms encourage or allow actions leading to new business methods or activities that can potentially increase personal wealth and income

Selvamalar Ayadurai (2004) The women entrepreneurs of the North East of Sri Lanka must be recognized as an important unit contributing to the economic growth of the country. They must be supported by the international organizations involved in the growth and development of entrepreneurship, especially women entrepreneurship, to help them “function” effectively as women entrepreneurs. Their constraints must be recognized and a structured and organized strategic plan put in place to help them overcome these limiting factors. The Sri Lankan Government, UN Agencies, Donors, International Non-Governmental Agencies, Sri Lankan Non-Governmental Agencies, Women’s Networks, International Corporate Organisations, International Entrepreneurs and Social Entrepreneurs can greatly enhance the entrepreneurial capabilities of these women through funding and skill development. The misfortune of war must not be the reason for depriving these women entrepreneurs of a better life. Lois M. Shelton (2006) The analysis shows that appropriate work–family management strategies will improve venture performance for women-owned businesses. It is argued that work–family management strategies are a significant determinant of venture growth, and that role-sharing strategies are preferred by most women because these options permit them to enjoy the enhancement of both work and family roles while reducing the level of interrole conflict. Delegating the venture role through participative management techniques and progressive human resource practices is vital for ambitious female entrepreneurs who are also highly committed to the family role. Hoobler et al. (2009). As noted by Duxbury and Higgins (2001, 21) –there is a large body of literature to attest to the fact that women experience higher levels of work-life conflict than do men. Similarly, the conclusions by Loscocco et.al (1991) study, which documents the notably greater role strain reported by female business owners, suggest that this is the case for entrepreneurs as well.

(Kossek et al. 1999, 110) Traditionally, women have been the caretakers of their home, their children, and the home lives of their husbands. Coordinating family life and running their own business poses its challenges. Work-family interface research suggests that women, in comparison with men, tend to have lower boundary separation between work and family domains; they tend to act as if they are –acrobats, striving to meet all work and family role commitments. Konek, Kitch, and Shore (1994) found, the actions and attitudes of a woman’s family and the personal relationship with her spouse rank as the third and fourth highest factors (out of fifteen factors researched) affecting a woman’s occupational success. Motivation to succeed and hard work were

the only factors outweighing family and relationship factors. Moreover, women weight the opinions of their spouses more heavily than men as a key ingredient for growing the business. Orser and Hogarth-Scott 2005, Manolova et a.(2008) From the male's perspective, it had been researched that the work role of the wife impacts the husband: for example, a recent study concluded that having a spouse or partner who works for pay increases the probability of experiencing work/family imbalance. Smith 2009, Galinsky et al. (2008). However, with the obvious importance of the spouses'role and support, there has been little research from the male perspective on female entrepreneurship. This is the key aspect present study has built upon, switching the angle and bringing men's voice into the discussion.

Among those few examples is the research by Shelton (2006) addressing the work-family conflict of female entrepreneurs in respect to their business venture performance and the work-family strategies they adapt. Among other findings, it was noted that women developing high-growth businesses reduce work-family conflicts by choosing strategies better matched with their internal needs and access to external resources than less successful women. Similarly, in another study, work-family coping strategies of female entrepreneurs were put in comparison with the respective strategies of successful women from public and corporate sectors. The discoveries showed equal preference in coping strategies for positive re-appraisal, problem solving, self-control and search for social support. (Brink and de la Rey 2001.) Lanyan Chen (1999) The study shows that Chinese women in rural areas have increasingly adopted co-operatives as a form of organization in their effort to address the problem for their lack of access to resources including land, credit jobs, training and information and to participate in the main stream economy as an organized force.

Md. Mahi Uddin; Mustafa Manir Chowdhury (2015) study about women entrepreneurs in Bangladesh revealed that there are five factors which affect WLB namely, role overloads, health related issues time management, dependent issues, family and social support. work overload and dependent care related issues are negatively related to WLB, health related issues ,family support and social support are positively related. Family and social support is crucial in easing out issues with work load and dependent care issues, though women entrepreneurs opined that its difficult to get the support from these two domains. P.V Sumitha & Preethi Keerthi DSouza(2015) In the current domestic and societal setup where family and social relationships are given more emphasis entrepreneurial women are over burdened and find it increasingly difficult to balance work and life roles. Sumi Guha (1999) in a study 'Entrepreneurship and empowerment of women' examined the economic and social background of women entrepreneurs. The study revealed that the main reason

for women's inclination to take up self employment is the lack of job opportunity and increasing cost of living. Aravinda et.al (2001) in their study on women entrepreneurs conducted at Hyderabad and Secunderabad found that the common motivational factors influencing women entrepreneurs are self interest in that specific area of enterprise, inspiration from others success and achievement, self respect, advice of family members and economic necessity .The facilitating factors of the enterprise were self interest, experience, family help and support. Seeni vasagalu (2001) conducted a comparative study on 'women entrepreneurs and Executives' in Chennai city, the study states that women entrepreneurs are mainly motivated by 'education and previous experience'. It is recommended that promoting women entrepreneurship is a solution to unemployment. Beena, Sushma (2003) conducted a study on women entrepreneurs engaged in petty business. The study revealed that the reason for starting their enterprise are monetary returns and need to support family. Krishnaveni, Motha (2004) observed in the study on women entrepreneurs in rural India that majority of women took to entrepreneurship to supplement family income, non availability of govt.jobs

Shwartz (1979) in his study on 20 female entrepreneurs found that the prime motivations for starting a business are the desire to be independent, to be achievers, and because of economic necessity.

Goffee and Scase (1983) in his study states that women who are economically marginalized because of lack of paid jobs may have no options but to start their own enterprises as a source of income. Huntley (1985) used a case study approach to explore the lives and experiences of women who take route to entrepreneurship as a career option. He found that the need to be independent and the desire to be successful has motivated them to take up entrepreneurship. They defined their own success ie, succumbing to social expectations and definitions. They were looking for balance of professional and personal interest along with career satisfaction without hampering other aspects of life. Morrison, White and Van Velsor (1987) had a different view; according to him women in the West choose entrepreneurship as a way to coping with glass ceiling in the labour market which prevented them from reaching high managerial position. Resia Begum (1993) made a study into the problems of women entrepreneurs in kerala.It was found that in spite of the support that they get from their family and government many are running at loss, according to the researcher state assistance should be given for betterment of the conditions. V.T.Damayanti (1999) The study was conducted to analyse and evaluate the impact of the DWCRA, a sub project of IRDP programme in

Thrissur district It was found that the programme failed to achieve its desired objective of uplifting the rural poor and bringing them to the main stream of economic development .despite the low socio economic impact the programme has a significant role to play in the upliftment of rural women belonging to weaker sections in society.

Women entrepreneurship in India

Women in India today are expressing themselves in myriad colors. From flying choppers on the high seas to plying taxis on unsafe roads, women are exploring new frontiers like never before. Their entrepreneurial spirit and political ambition can break new ground and do wonders for the country and society at large. This new assertiveness has not taken away from them their healing and caring touch (TOI, 2012).

Women are playing increasingly important roles in leadership and we're seeing some of the most exciting global growth coming from female-led companies, said Moira Forbes (2010), publisher of Forbes Woman. She noted that in Asia, –female business leaders and entrepreneurs are changing the face of business and India is at the forefront of this phenomenon. In Modern India, more and more women are taking up entrepreneurial activity especially in medium and small scale enterprises. Even as women are receiving education, they face the prospect of unemployment. In this background, self employment is regarded as a cure to generate income .The Planning commission as well as the Indian government recognizes the need for women to be part of the mainstream of economic development. Women entrepreneurship is seen as an effective strategy to solve the problems of rural and urban poverty.

Due to recent developments in society, work-life balance is an issue for many workers (Kossek, 2010) Research on this topic is very recent and many different terms are used to describe and measure this complex phenomenon. Some researcher consider a balance as a certain state or moment in time which can be measured in terms of time, energy, involvement, and satisfaction with work and family roles (Panchanatham, 2011) A comprehensive literature survey shows that studies in this area is scarce ,most of the available literature is on studies related to work life issues of women entrepreneurs in developed countries. (Key et al., 2003; CIBC, 2004; Godwyn, 2009). (Marks and MacDermid's, 1996; Kirchmeyer, 2000; Greenhaus, Collins, Shaw, 2003). There are very few studies on women entrepreneurship in India (Khanka, 2010; Mann & Phukan, 2010; Anitha & Lakxmisha, 1999) and these studies mainly focus on reasons for women entrepreneurship or cases on few successful entrepreneurs (Panchanatham, 2011).

Theoretical frame work

Work life studies have been guided through various theories namely roles theory, compensation theory, Boundary management theory and spill over theory to mention a few. This study tries to understand work life balance issues of women entrepreneurs from the Spillover theory perspective. Invariably every theory explores the positive and negative effects of overlapping of the two domains which affects work life balance.

(Hill, 2003) Spillover theory defines the conditions which results in positive or negative spill over work micro system and the family micro system. If work-family interactions are rigidly structured in time and space, then spillover in terms of energy, time and behavior is generally negative. Work flexibility, helps to integrate various factors of time and space between work and family resulting in positive spillover and is instrumental in achieving healthy work and family balance. The Spillover-Crossover explains the impact of the work domain on the home domain, and consequently the effect of work-related emotions from the individual (employee) to others at home (particularly the partner). The ways in which well-being can be transferred have been categorized into two different mechanisms spillover and crossover. Spillover concerns the transmission of life states of well-being from one domain to another. The experiences that are transferred from one domain to the other can be either negative, or positive. An employee may experience a time based conflict between work and private life when work overload results in overwork at the expense of leisure time. An employee who experiences strain or an unpleasant moment at work would continue worrying about the same in the evening at home. Crossover involves transmission across individuals, whereby demands and their consequent strain cross over between closely related persons (Westman, 2002)

Demerouti, Bakker, Nachreiner and Schaufeli (2001) In respect to the work-to-family conflict, there have been recent studies linking demands and resources. Demands being defined as structural or psychological claims related to the role requirements, expectations, and norms to which individuals must respond or adapt by demonstrating physical or mental effort. Resources, in turn, have been identified as structural or psychological assets that may be used to facilitate performance, reduce demands, or generate additional resources, such as flexibility regarding when and where work activities are performed. In terms of practical insights, in a more recent study, Voydanoff (2005) discovered that the demands that were positively related to work-to-family conflict and perceived stress are commuting time, bringing work home, job contacts at home and work-family multitasking. Work-family multitasking to some extent explained the effects of bringing work home

and job contacts at home on conflict and stress. In regard to resources, time off for family responsibilities and a supportive work–family culture showed negative associations with conflict and stress

(Remus Iles, 2009)The behavioral and affective nature of spill over is covered in this study. Affective work-family spillover typically means that work-related moods or attitudes are carried home, or that family-related moods or attitudes are carried to work. Although moods and attitudes are both affective in nature, they differ in stability and target-specificity. The boundary theory concentrates on segmentation and integration. The extent of boundaries separating work and family roles and extent of family work role segmentation and integration fall in a continuum from high segmentation to high integration. Thereby work family segmentation reduces the effect of work on family and vice versa thus reducing the spillover effect. It was found that job satisfaction is affected by spousal and family related factors and moods showing spillover effect.

The individual differences in work family integration decides the direction of the spillover ie, whether positive or negative affect at home.

Thus, Spill over between work and family and the extent to which work and work obligations intrude into family and family obligations intrude into work domain has been discussed and researched to enable people balance between the two equally demanding domains.

Spill over theory examines the impact of the work domain on home domain and the transference of work related emotions from the employee to others at home. Spill over concerns the transmission of states of well being from one domain of life to another. This is a process which happens at intra individual level, within one person but across different domains. The experiences that are transferred from one domain to the other can be either negative or positive.

Although the focus in most work family studies has primarily been on negative spillover, research has clearly indicated that positive spillover is also possible (Greenhaus & Powell, 2006; Wayne et al., 2007).Whereas work family conflict refers to incompatibility between work and family roles, work family enrichment is defined as “the extent to which participation at work (or home) is made easier by virtue of the experiences, skills, and opportunities gained or developed at home (or work)” (Frone, 2003, p.145). This means that participation in the family role is facilitated by what has happened at work.

Negative spillover

Inter role conflict results in Spillover effect. Role conflict includes work – family spill over and Family work spillover. Work family spill over is a state where pressures at work results in a

negative effect on family roles whereas family work spill over is where pressures in the family have a negative impact on work. Unfavourable work schedules, work overload, emotional job demands etc can result in negative work life spill over while family issues, ill health, lack of support from spouse result in family work spill over.

Positive spillover

Spillovers can also be in positive direction which is called work family enrichment. This is facilitated by job related environment of autonomy, social support which improves job performance and in maintains a good work life balance.

Research methodology

The study was conducted to analyze how women entrepreneurs manage and strike balance between running their own ventures as well as manage family responsibilities. The Spillover theory is the basis of this study. Work variables like work hours, support at work, and family variables like age of children, support from husband, support from extended family and family role quality is considered for the study. A sample size of 152 women entrepreneurs were chosen from south Bangalore (urban & Rural). The sample consisted of women who were involved in traditional and nontraditional ventures involving micro, small and medium enterprises as well as nonprofit organization. Relevant secondary data is also used in the study. Non probability sampling technique of snowball sampling was used to collect the relevant sample. Hypothesis was tested using correlation analysis and regression techniques using Excel.

H₁: There is a significant relationship between age of children and positive family work spill over among women entrepreneurs

H₂: There is a direct relationship between positive family-work spillover and support from spouse and family of women entrepreneurs

H₃: Satisfaction with business performance is influenced by woman's ability to solve business problems

H₄: Openness to discuss business at home has a significant impact on work-life conflict (Q18) –

H₆: There is a direct relationship between perceived attitudes to work-life on work family conflict of women entrepreneurs.

Analysis and discussion

The empirical study was conducted with a structured questionnaire and schedule wherever required. 51% of the respondents were from micro enterprises, 42% from small and 2% from medium scale organizations 5% from nonprofit organisation. Work hours were a major concern as cited by many women entrepreneurs which makes it difficult to spend quality time at home. Those running non profits found it even more difficult as they had other parameters of constraint like societal requirements than for profit entrepreneurs.

Table 1. Analysis of relationship between age of children and family - work positive spill over

<i>Regression Statistics</i>	
Multiple R	0.135465011
R Square	0.018350769
Adjusted R Square	0.011806441
Standard Error	0.696273613
Observations	152

ANOVA					
	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>
Regression	1	1.359405675	1.359406	2.804072	0.096108937
Residual	150	72.71954169	0.484797		
Total	151	74.07894737			

	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>	<i>Lower 95%</i>	<i>Upper 95%</i>
Intercept	2.339995756	0.102196386	22.89705	8.15E-51	2.138065375	2.541926138
age	-0.054063229	0.03228549	-1.67454	0.096109	-0.1178563	0.009729841

There is a relationship between age of children and work life balance of women entrepreneurs. There is a negative correlation between the age of children and work - life conflict among women entrepreneurs. It is understood that age of children and intensity of work-family conflict moves in opposite direction. The higher the age of children lesser the work life conflict. The responsibilities relating to spending time on teaching children , attending to their daily personal needs are very less after children grow up to their teens , it's interesting to note that negative family-work spillover is less among women entrepreneurs having grown up children. Especially women having children who are grown up and settled with job and family negative impact is almost negligible. Here p-value for age is 0.096 which is greater than the alpha level of 0.05; hence we reject the null hypothesis. There is a direct relationship between positive family-work spillover and support from spouse and

family of women entrepreneurs ($r = 0.193521$, $p < .05$). The support from spouse and family members ensures that responsibilities at home and emergencies at home are well taken care of on time without the women being stressed in her attempt to balance both. The analysis shows that the women entrepreneurs ability to solve business problems and the ability to take timely decisions are highly related to satisfaction with running the enterprise ($r = 0.469941$, $p < .05$). There is a need for people to discuss their problems openly with people who are important to them it holds equally good in the case of women entrepreneurs an atmosphere of Openness to discuss business at home significantly reduces work family conflict, lack of an open atmosphere at home would lead to increased level of work family conflict and eventually stress and depression in women entrepreneurs ($r = -0.18426$, $p < .05$)

Table 2. Analysis of relationship between perceived attitude to work-life and family support on work family conflict of women entrepreneurs

<i>Regression Statistics</i>	
Multiple R	0.621740906
R Square	0.386561754
Adjusted R Square	0.352243531
Standard Error	0.56372177
Observations	152

ANOVA	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>
Regression	8	28.63608786	3.579510982	11.26403743	2.73339E-12
Residual	143	45.44285951	0.317782234		
Total	151	74.07894737			

	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>	<i>Lower 95%</i>	<i>Upper 95%</i>
Intercept	4.829967433	0.518202571	9.320616491	1.94998E-16	3.805640469	5.854294396
Priority to family decisions bene_both	0.069562316	0.10845646	0.641384722	0.522299431	-0.144822718	0.283947351
Bene_F_EB	-0.251239686	0.078111171	-3.216437311	0.001605259	-0.405641427	-0.096837945
Bene_B_EF	-0.170303942	0.052141619	-3.26618055	0.001364576	-0.273371872	-0.067236012
support from spouse	0.056996252	0.062170405	0.916774663	0.360804263	-0.0658955	0.179888003
family considers business imp.	0.177073533	0.124601671	1.421116843	0.157459812	-0.069225614	0.42337268
encourage B_ideas	-0.498129439	0.088537725	-5.626182988	9.38725E-08	-0.673141266	-0.323117613
PIL support	-0.048709542	0.071271809	-0.683433503	0.495438818	-0.18959197	0.092172885
	-0.023060806	0.038791481	-0.594481215	0.553129705	-0.099739622	0.053618009

There is a positive relation between entrepreneurs attitude to work – life and family support factors on work family conflict as $r^2 = .38$. Here calculated value is more than the table value hence null hypothesis is rejected which means attitude to W-F and family support is crucial in determining the level of work family conflict. The better the support from family the chances of work family conflict is lesser. Attitude and approach of Priority to family, decisions beneficial to both family and business has a significant impact on reducing conflict and reducing negative spillover effect. The encouragement of family for business ideas, spouse support and in laws support create a positive spill over of Family to work. It can be seen that chances of family considering the business ventures equally important is rare though they may be supportive in other areas of running business. 82% of women entrepreneurs were of the opinion that they rarely find time for personal leisure and upkeep.

Conclusion

The study reveals that women entrepreneurs face many constraints apart from the generally discussed fund unavailability and red tapism. Most women do not shun their family responsibilities for running their enterprises which often results in negative family work spill over. The study shows that support and encouragement from spouse, family members and extended family members are crucial in deciding the extent of positive family-work spillover. The better the support from family the spillover effects are positive contributing to an effective work life balance.

Abbreviations

Bene_F_EB -decisions beneficial to family at the expense of business

Bene_B_EF - decisions beneficial to business at the expense of family

PILsupport - parents in law support

WFC –Work family conflict

W-F – work –family

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