

“Green work- life balance policy for women doing male- dominated jobs”:- with special reference to andhra pradesh state road transport corporation (apsrtc)

Mahalakshmi Rajeswari .K

Assistant Professor, Department Of Business Administration, Westin College of Business Management, Vijayawada, Andhra Pradesh, India.

ABSTRACT:In India, Social, Economic, Demographic, Political factors are challenged the women to work equal to men and take up challenge to do male-dominated jobs like bus drivers & conductors, Railway drivers, Pilots etc. In general, male-dominated jobs are typical and troublesome to married women who are engaged in this. Work-life balance is more crucial for women especially who are doing male-dominated jobs. Green work-life balance policy will assimilate the dual role of an employee & create a congenial environment at work place. Since 1996, APSRTC started recruiting women bus conductors. The women bus conductors have a challenge to discharge their duties at work place as well as to cater the needs of their family. Their dual role as bus conductor & home maker. Sample size of 28 % of total women bus conductors in Krishna region, APSRTC has been chosen to deal with work-life balance for women. Therefore, the major objective of the present study is to examine the influencing factors at work place & family with respect to work-life balance. The study understands the correlation between work to- family conflict & family to-work conflict. To achieve this, random sample of 150 women conductors has been chosen. The current study reveals the role & responsibility at work place, odd working hours, managing family life, amenities at work place, support from management and support from family to make the balance between work & life. Eventually, the present study recommends the management of APSRTC regarding the adoption of green work-life balance & family friendly policy for the sake of women conductors.

KEY WORDS :- Role & Responsibility at work place, Green work life balance, Amenities at work place Support from Management & Family members, Work –to-family conflict, Family-to-work conflict.

INTRODUCTION :

Women have more complex duties to perform when compared to men. They have more commitments at home in managing house & children. The odd hours of duties to women will definitely affect the family life. Work pressure & work load affects the family life and the family problems affect the work. So, the imbalance of work-life can lead to stress & several health problems and hamper job performance. This work-life balance (WLB) is a challenging task on the part of female employees. Women should be in a position to make balance between work & life. For that, women have to play a dual role. Now-a-days, society filled with conflicting responsibilities, chaotic roles and commitments. The balance between paid work and unpaid work (taking care of children, family) of life has become a predominant issue at work place (Lock wood 2003)- Of course, many corporate companies have taken initiative step in this regard by making involvement of employees' family members on occasions. But, in case of public sector, the scene is reverse. They are not considering the problems of women. So, Work-life balance (WLB) becomes tough. The current study

addresses issues related to the work-life balance for women doing male-dominated job in public sector.

Andhra Pradesh State Road Transport Corporation (APSRTC) had been started recruiting women conductors since the year 1996. In APSRTC, Krishna Region, total number of women bus conductors is 529 and 14 depots. The leave structure is as follows: Casual leaves-15, for women- 3 extra leaves.

Work-life balance is a joint responsibility of employer & employee. Work-life brings personal recognition & achievement and personal/ family life brings happiness & harmony in to life. The balance between these two will satisfy the physiological, social, security, esteem needs of an individual. Then only, an employee is motivated and the organization is benefited. So, the organization has to design employee friendly work policy.

REVIEW OF LITERATURE:

When women bus conductors are trying to gain access in to male –dominated work environment, women face a number of barriers: Lack of work-life balance programs, Discrimination from male colleagues and even from women themselves hinder women access to such environments. Work –life balance programs, career opportunities and gender equality have been identified as some of the factors that would help to make the industry more attractive to women.(Women in Logistics Access dat:2008-1205:<http://europia.com/docs/women-in-logistics-en>). Employees also learn environmental attitudes and behavior in private life. Employee's private environmental performance is closely attached to their individual ways of living and their every day behavior.(Reusswig,1994; Soderholm,2010).Work-Life balance policies are meanwhile perceived as gender –neutral assistance for all private demands with regards to leisure, education and family activities.(Rvan & Kossek,2008). However, employee's demands as mothers and fathers are offered special attention and work-life balance policies are dominated by time based instruments. Work-life balance policies are supposed to facilitate the reconciliation of working life & private life. Green Work-Life balance policy comprises mutual enforcement and harmonization of environmentally friendly behavior will be downgraded. Moreover, a balance can bring about positive interaction effects, since different environmentally friendly experiences can enrich each other. Green Work-life balance policies focus on employee's twofold role as consumers and producers, because employees learn and practice environmentally relevant behavior in these two roles. Consequently, green work-life balance policies aim at decreasing imbalances in environmentally friendly behavior by promoting positive influences both from work –to-life and from life-to-work. Employees will profit from green work-life balance policies, as these additional and voluntary offers will enlarge their possible scope of environmental action. They will find support for environmentally friendly activities in working life and in private life. Moreover, they will get the chance to bring in their personal environmental priorities and values. Moreover, they might feel proud of their employer (Lea & Webley, 1997).

SCOPE OF THE STUDY:

APSRTC is the state owned road-transport corporation in the southern Indian state of Andhra Pradesh. It is acknowledged as the single corporation having largest fleet in the world. This has been certified by Guinness world Records for being the largest bus operator in the world. The post of conductor of a bus till the year 1995, was considered to be a male job. But, as a forward step, the state of APSRTC had been recruited women bus conductors since 1996.

This study is an attempt to examine the work-life balance among women conductors working in APSRTC, Krishna Region.

OBJECTIVES OF THE STUDY:

1. To examine the factors at work place & family which influence the work-life balance for women conductors
2. To know the attitude of women bus conductors towards work pressure & culture
3. To understand the correlation between work-to-Family conflict(WFC) & Family-to-Work conflict (FWC)
4. To analyze the work life balance for women conductors
5. To suggest green work-life balance policy for women conductors..

RESEARCH METHODOLOGY:

The sample size for the study is 150 women bus conductors out of 529 women bus conductors in Krishna region (sample size is 28% of total women conductors) the sample is selected at random. The questionnaire method is adopted for the study. The structured & UN structured questionnaire is followed. The structured questionnaire consists of the questions of factors at work place & family which affects the work-life balance for women conductors. The response is received through personal interview.

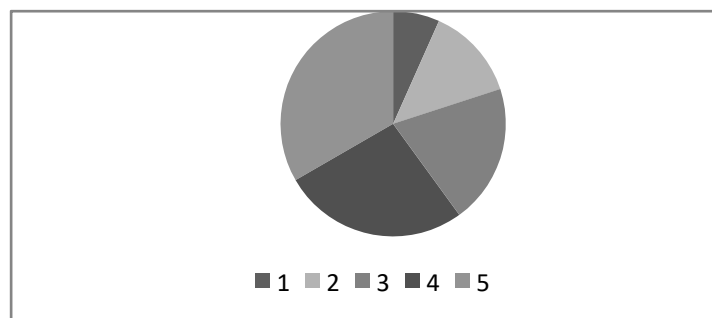
FINDINGS & ANALYSIS :

The current study finds that women conductors in APSRTC, Krishna region, do not have basic amenities (Toilets, drinking water, ladies rest rooms) at work place. They are frustrated with the attitude of management towards women conductors. The management did not consider them as women and treat them as men. Though, the women conductors have 3 extra leaves as per the policy, they are unable to utilize the leaves. The study observes that they are working with stress & living with frustration & satisfied with pay. Initially, married women did not get any support from their family members and they convinced their family members that they can improve their living standards and meet the expenses of children education and finally they got support from family. Their only happiness about the job is economic freedom & giving financial support to family. So far, women conductors do not have a special union for the fulfillment of their demands & to protect their rights. The management did not take initiative to design the work-life balance policies for women. The current study analyzes the work-life balance for women conductors by considering the influencing factors at work place & family.

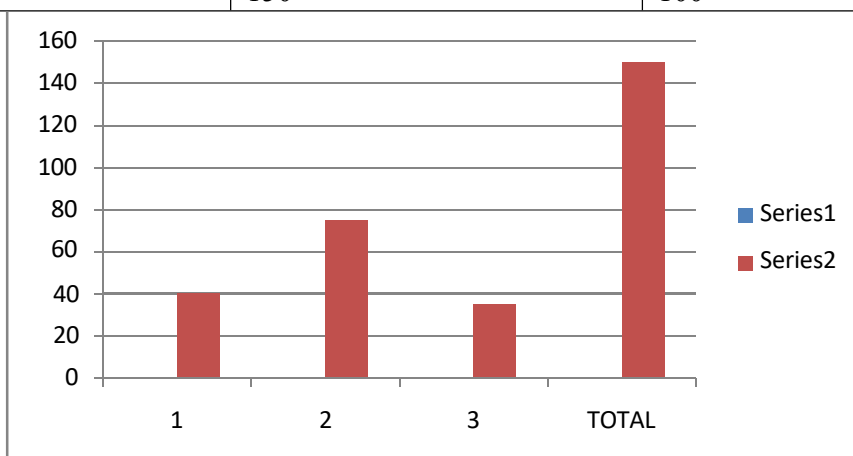
SOCIO-DEMOGRAPHIC PROFILE OF THE WOMEN BUS CONDUCTORS:

TABLE NO: 1 Age wise Distribution of Respondents :

Age Group	No. of Respondents	Percentage
Less than 25	25	16.67
25-35	50	33.33
35-45	60	40
45-55	15	10
Total		100

**TABLE NO :2 QUALIFICATION WISE DISTRIBUTION OF RESPONDENTS :**

Educational Qualification	No. Of Respondents	Percentage
S.S.C (XII)	40	26.67
U.G.	75	50
P.G.	35	23.33
Total	150	100

**TABLE NO : 3 Marital Status of Respondents :**

Marital Status	No Of Respondents	Percentage
Married	95	63.33
Un married	55	36.67
Total	150	100

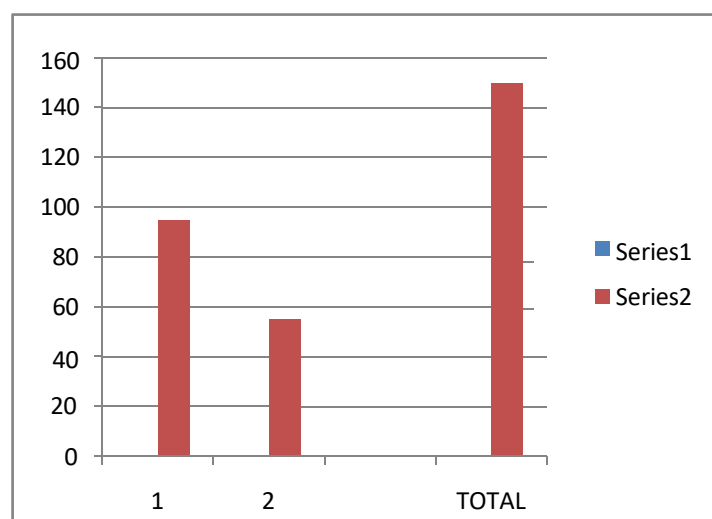
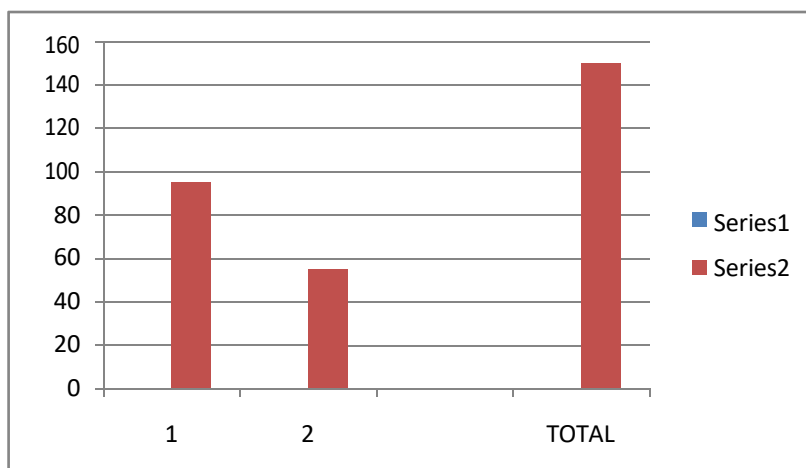
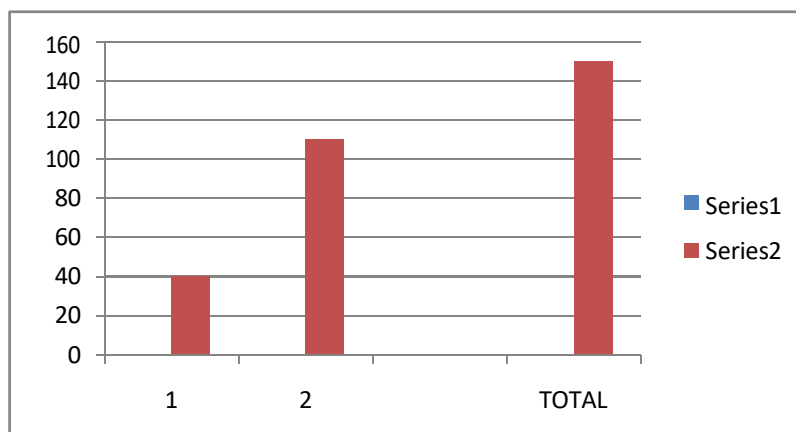


TABLE NO. 4 POSSESSION OF CHILDREN :

Possession of children	No. Of Respondents	Percentage
Yes	90	60
No	60	40
Total	150	100

**TABLE NO . 5 FAMILY TYPE/SIZE OF RESPONDENTS :**

Family	No. Of Respondents	Percentage
Joint Family	40	26.67
Nuclear Family	110	73.33
Total	150	100



INFLUENCING FACTORS AT WORK PLACE & FAMILY TO BALANCE WORK & LIFE :-

TABLE NO. 6 – NO MALE DOMINATION AT WORK PLACE & GOOD COMPANIONSHIP :

Strongly Agree	60
Agree	30
Neutral	10
Disagree	30
Strongly disagree	20
Total	150

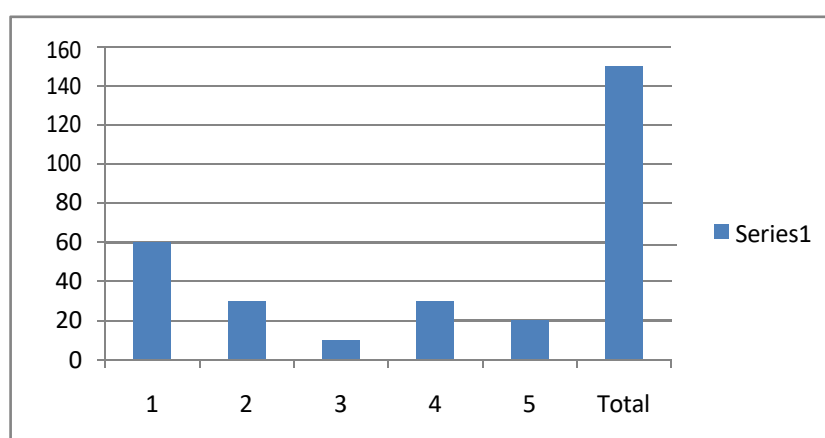


Table No.6 shows that 60% of respondents are agreed that there is a good companionship at work and 30% of the respondents faced male-domination at workplace and remaining are neutral.

TABLE NO :7 THE MANAGEMENT IS MORE CONCERNED ABOUT THE PROBLEMS OF WOMEN CONDUCTORS :

Strongly agree	5
Agree	15
Neutral	5
Disagree	50
Strongly disagree	75
Total	150

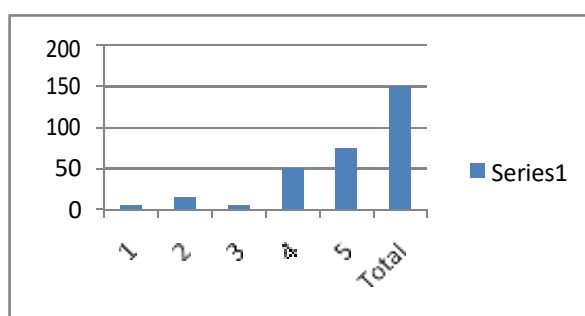


Table No.7 shows that only 13% of respondents are agreed that the management is more concerned about women employees' problems and 83.3% of respondents are not agreed to this. It results the management must take initiative in this regard.

TABLE NO: 8 THE POLICY OF APSRTC IS FAMILY FRIENDLY POLICY TO MAINTAIN BALANCE BETWEEN WORK & LIFE :

Strongly Agree	10
Agree	10
Neutral	10
Disagree	50
Strongly Disagree	70
Total	150

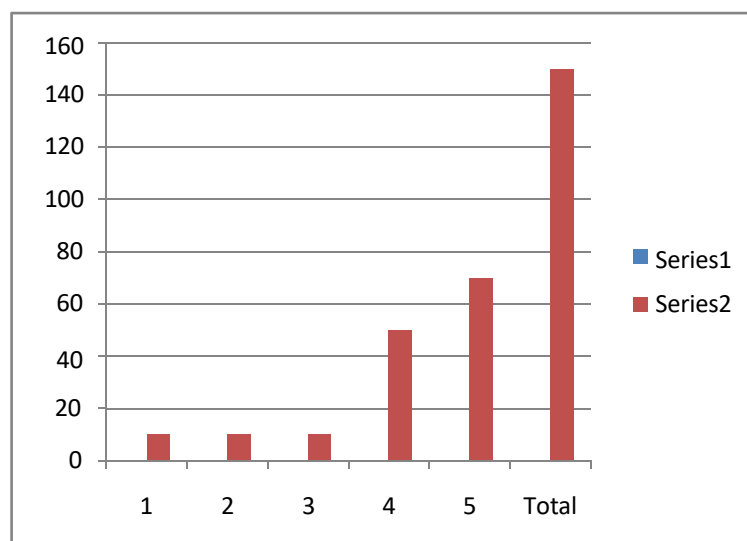


Table No.8 shows that 13.33% of respondents agreed that the APSRTC policy is family friendly policy and 80% of respondents are not agreed to this. And the remaining is neutral. It results that APSRTC must adopt green work-life balance policy.

TABLE NO. 9 DOING FULL JUSTICE TO YOUR FAMILY :

Strongly Agree	30
Agree	50
Neutral	20
Disagree	20
Strongly disagree	30
Total	150

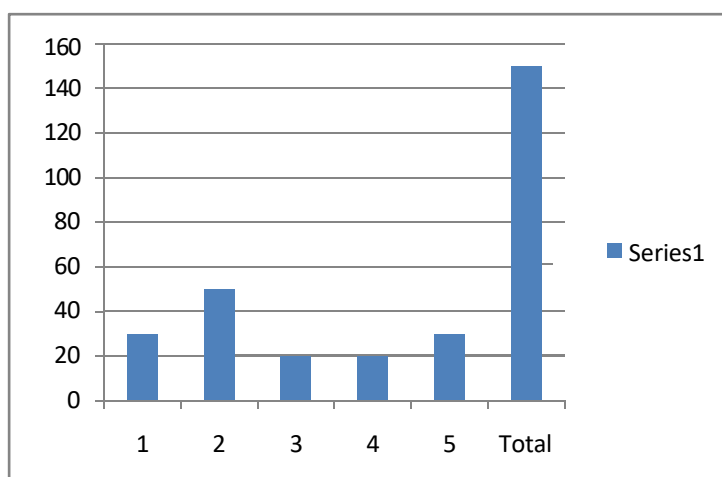


Table No.9 shows that 53.33% of respondents are doing justice to their family (by just providing financial assistance to family) and 33.33% of respondents are unable to do justice to their family and remaining are neutral.

TABLE NO . 10 WORRY ABOUT FAMILY WHEN AT WORK :

Strongly Agree	30
Agree	50
Neutral	20
Disagree	30
Strongly Disagree	20
Total	150

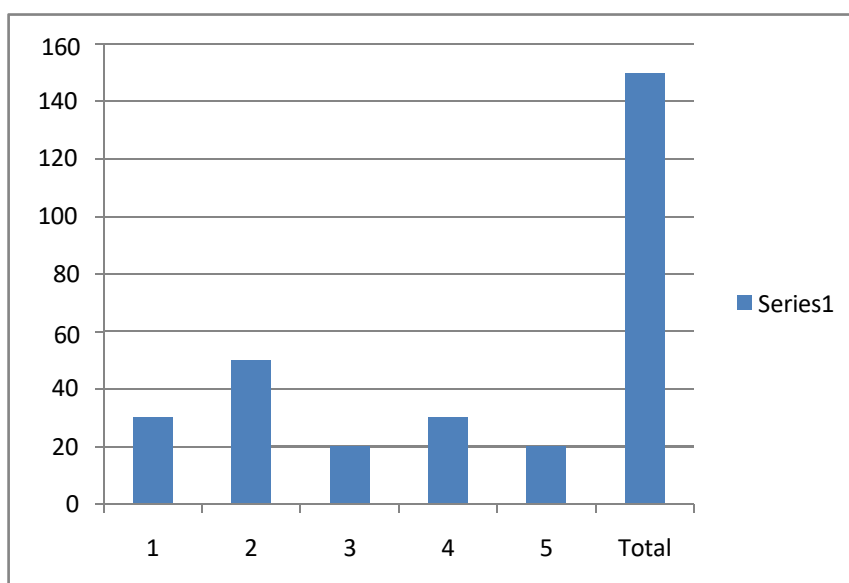


Table No.10 shows that 53.33% of respondents are worrying about family at work and 33.33% are not worrying about family at work and remaining are neutral.

TABLE NO .11 ODD WORKING HOURS/ SHIFTS ARE CAUSED TO DISTURBANCES IN FAMILYLIFE & DISPUTES AMONG FAMILY MEMBERS :

Strongly Agree	40
Agree	30
Neutral	20
Disagree	20
Strongly disagree	40
Total	150

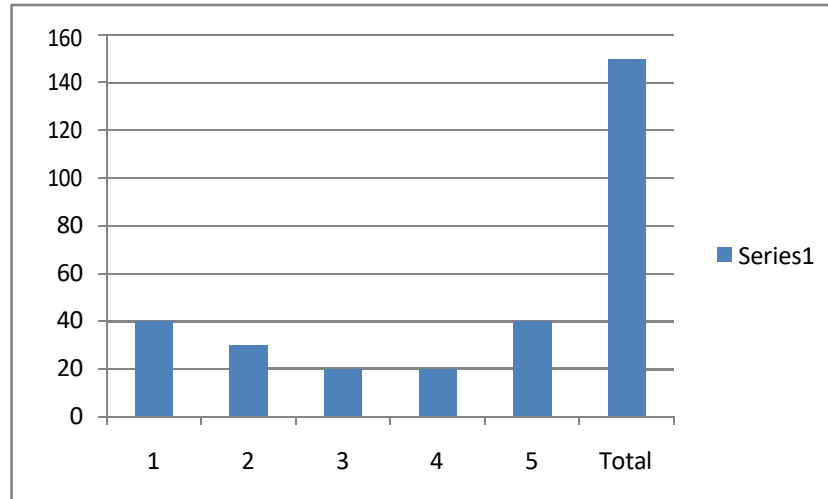


Table No.11 shows that 46.67% of respondents are agreed that odd working hours will disturb family life and 40% of respondents are not agreed to this and 13.33% are neutral about this.

TABLE NO .12 SUPPORT FOR BALANCE BETWEEN PAID & UNPAID WORK :

Support given by	No. of Respondents
Spouse	40
Parents	30
In-Laws	25
Colleagues	30
Baby care centre	25
Total	150

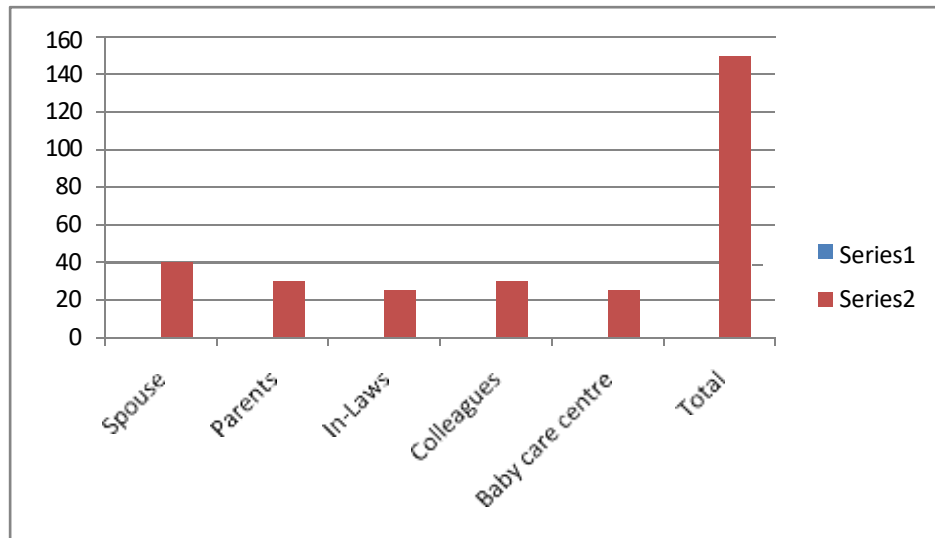


Table No.12 shows that 26.67% of respondents are getting support from spouse and 20% are getting support from parents and 16.67% are getting support from In-Laws and 20% are getting support from colleagues and 16.67% are getting support from Baby care centers to make balance between work & life.

**TABLE NO.13 WORK-LIFE BALANCE POLICY HAS TO BE DESIGNED
ESPECIALLY FOR WOMEN BY THE EMPLOYER.:**

YES	120
NO	30
TOTAL	150

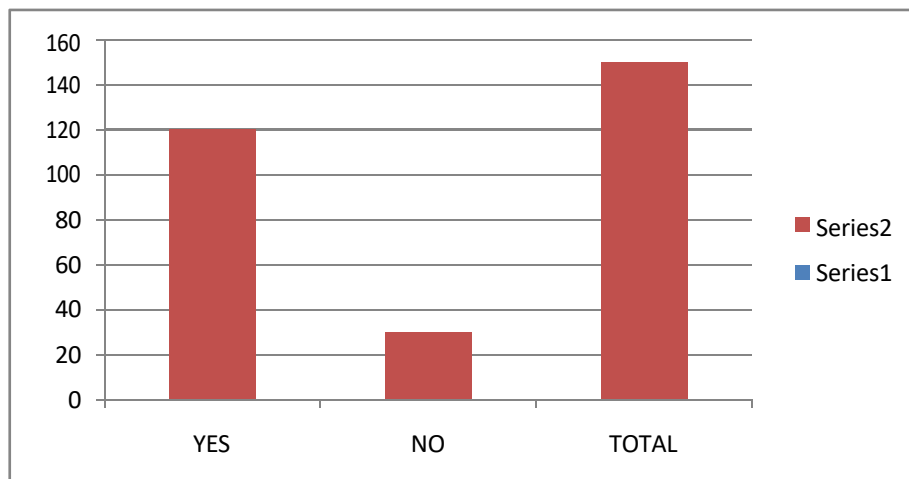


Table No.13 shows that 80% of respondents are wishing to adopt green work-life balance policy and it must be designed especially for women and only 20% of respondents are not aware of the importance of work-life balance policy.

CORRELATION BETWEEN WORK-TO-FAMILY CONFLICT AND FAMILY –TO-WORK CONFLICT :-

Work-to-family conflict (WFC) might occur when experiences, problems at work interfere with family life like odd working hour or extensive working hours may disturb family life.

Family-to-work conflict (FWC) occurs when experiences & problems in the family interfere with work life like taking care of sick child.

Actually, family demands are more elastic than the boundaries and responsibilities of the work role.

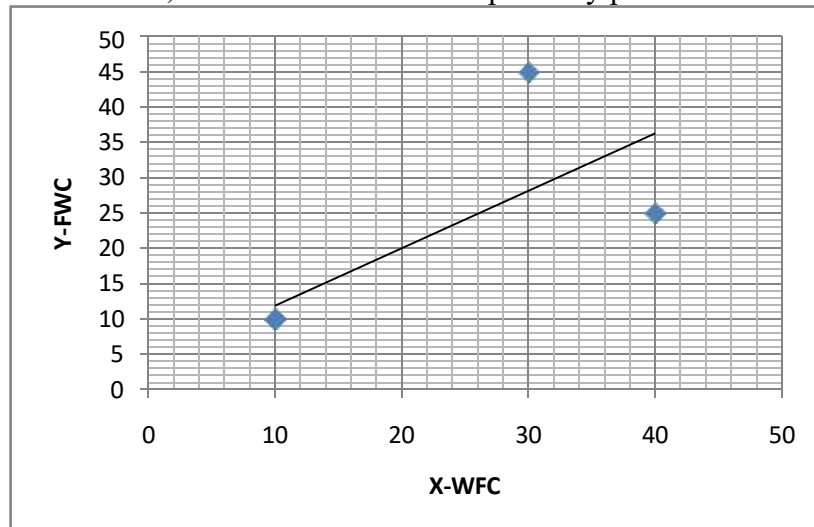
WFC & FWC are strongly correlated. The following scatter diagram shows the correlation between WFC & FWC.

X- Work-to-family conflict (odd working hours, restless duties effecting family life)

Y- Family-to-work conflict (Family problems effect the work life)

<u>X(WFC)</u>	<u>Y(FWC)</u>
30	45
40	25
10	10
10	10
10	10

POSITIVE CORRELATION BETWEEN WFC & FWC :- Both the variables X-WFC & Y-FWC are varying in the same direction. So, correlation is said to be positive. Here, in the scatter diagram the more nearly points come to the line shows the higher the degree of relationship. All the points lie on a straight line falling from the lower left hand corner to the upper right hand corner. So, correlation is said to be perfectly positive.



The study emerges the adoption of green work-life balance policy to manage WFC&FWC. So that, the study recommends the green work-life balance policy for women conductors. The study designs the policy based on the findings and interaction with women conductors through interview.

Finally, Majority of respondents are showing their willingness to adopt work-life balance policy to solve their problems at work place. And also, this policy must focus on women employees' needs, problems and should give the solutions to their problems. Then only, the policy is said to be an efficient & effective policy. That's why this paper is formulated a green work-life balance policy especially for women conductors in APSRTC, Krishna Region.

RECOMMENDATION:

The Management should understand the problems of women conductors and must formulate the policy for them to work effectively & efficiently.

GREEN WORK-LIFE BALANCE POLICY FOR WOMEN CONDUCTORS :-

- Ensure whether there are basic amenities (Toilets, Rest Rooms, Drinking Water, and First Aid) for women at work place. Separate duty chart for women conductors.
- Formation of women employees' union & conduct meetings for every month to discuss their problems & experiences at work & family to create conducive working climate
- The Union must provide & manage the "WOMEN WELFARE FUND" for the sake of women conductors
- The Union should take initiative in conducting some Training sessions & seminars on:
 - ✓ Self-Protection at the time of Agitations
 - ✓ Managing Stress & Art of Living & Working
 - ✓ Child care
 - ✓ Nutritious dishes which are prepared in less time
 - ✓ Family health care
 - ✓ Tackling problems arise from Male passengers
 - ✓ Tips for time management, health care
 - ✓ Money saving plans
 - ✓ Further educational programs for career development
- The Union should design a green work-life balance policy for women conductors (considering the women conductors' work-life factors) in association with the management of APSRTC. That should be environmentally friendly and family friendly which creates congenial environment at Work & Family.

CONCLUSION & FURTHER RESEARCH :-

The green work-life balance concept is supported to bring about positive effects for the environment, employees and the organization. The aim of the paper is to understand & analyze the work-life balance for women conductors & their problems. The major problem with regard to women conductors in Krishna region, APSRTC is that there are no basic amenities for women. And also, they are frustrated with the behavior of Management as the management neglects their problems. So, APSRTC must adopt Green Work-Life Balance Policy.

The current Research suggests the green work-life balance policy considering the problems of women conductors. Further research needs to provide exact empirical evidence about other issues like Employee Recruitment, Job Satisfaction, Motivation, Work culture etc for making green work-life balance policy more effective.

REFERENCES:-

- [1] Brough, P., Holt, J., Bauld, R., Biggs, A., & Ryan, C. (2006). The Ability of Work Life Balance Policies to Influence Ke Clark, S. C. (2000). Work, Family Border Theory: A New Theory of Work, Family Balance. Human Relations, [2]53(6), 747-770. Social, Organizational Issues. Asia Pacific Journal of Human Resources, 46(3), 261-274.
- [3] Crane, A. (1995). Rhetoric and Reality in the Greening of Organizational Culture. Greener Management International, 12, 49-62.
- [4] Fleetwood, S. (2007). Why Work-life Balance now? The International Journal of HRM, 18(3), 387-400.

- [5] Fu, C.K. and Shaffer, M.A. (2001), "The tug of work and family", *Personnel Review*, Vol. 30, pp. 502-22.
- [6] Greenhaus, J. H., & Beuttell, N. J. (1985). Sources of Conflict between Work and Family Roles. *Academy of Management Review*, 10, 76-88
- [7] Greenhaus, J. H., & Powell, G. (2006). When Work and Family are Allies: A Theory of Work and Family [8] Enrichment. *Academy of Management Review*, 31(1), 72-92.
- [9] Kossek, E. E., & Lambert, S. (2005). Work and Life Integration: Organizational, Cultural, and Individual Perspectives. [10] Mahawa, New Jersey: Lawrence Erlbaum Associates.
- [11] Madsen, H., & Ulhøi, J. P. (2001). Greening of Human Resources: Environmental Awareness and Training Interests within the Workforce. *Industrial Management & Data Systems*, 101(2), 57-63
- [12] Parasuraman, S. and Simmers, C.A. (2001), "Type of employment, work-family conflict and well-being: a comparative study", *Journal of Organizational Behavior*, Vol. 22, pp. 551-68
- [13] Rothbard, N. (2001). Enriching or Depleting? The Dynamics of Engagement in Work and Family Roles - Statistical Data Included. *Administrative Science Quarterly*, 46, 655-684.
- [14] White, M., Hill, S., McGovern, P., Mills, C. and Smeaton, D. (2003), "High-performance management practices, working hours and work-life balance", *British Journal of Industrial Relations*, Vol. 41, pp. 175-95.
- [15] Wise, S. and Bond, S. (2003), "Work-life policy: does it do exactly what it says on the tin?", *Women in Management Review*, Vol. 18, pp. 20-31.
