

The Descriptive Study of ‘Career-Family Balance Attitude’ With Reference To Age Maturity

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Abstract: *In VUCA world the number of career oriented couples has increased dramatically. However, these couples encountered with multiple challenges to balance between career and family. This quantitative study has adopted positivism perspective with deductive approach. The study aims to analyze the changes in Career-Family Balance Attitudes of the employees with the age factor. The data have been collected from 30 employees of Public Sector Undertaking, Mumbai by using ‘Probability Stratified Random’ Sampling Technique. The study opted for ‘Career-Family Balance Attitudes’ sub-scale developed by Sanders et al., (1998) with some justified item modification. The Descriptive Statistics and Inferential Statistics (Independent ‘T’ Test) techniques used for data analysis and hypothesis testing. The results of the study indicated that younger employees indicated a higher level mean for the balance between ‘Career- Family’ interface compare to the senior age group (More than 40 years). However, the mean difference is not significant. Therefore, the study concluded that all age groups have the similar level of balance in sharing a home and career chores. The rationale of the results was discussed thereafter in the light of earlier literature. The findings of the study have theoretical as well as the practical implication for all the stakeholders of the business world.*

Keywords: ‘Career-Family Balance Attitude’, Mumbai, Age.

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I. Introduction

The business environment can be demanding with deadlines and tight schedules (Kumar & Chakraborty, 2013). A volatile and uncertain business environment generated fast-paced changes in the world which resulted in a growth in an economic disparity and inequality with an uncertain future. As a reaction, individuals continuously scan their environments and take external conditions into account and they assess their current circumstances (Hayes and Allinson, 1998). Therefore, the information they glean about the business environment context may shape attitudes and intentions, such as job and career satisfaction, career plans, turnover intentions, retirement intentions, psychological well-being and assessments of work–life balance.

As Burke, R.J, & El-Kot, E.G. (2010) noted, organizations face heightened competition on a worldwide basis, employees are experiencing increasing performance pressures, and the hours employees spent at the workplace increased significantly. Furthermore, there is an ongoing struggle between employees and employers regarding work-life balance because some employees and employers do not understand that work-life balance is reciprocally beneficial (Kumar & Chakraborty, 2013).

Melrona, K. & Kathy, M.D. (2008) conducted the study on students and described that work-life balance, from an employee perspective is “the maintenance of a balance between responsibilities at work and at home” (De Cieri et al., 2005: 90). In the light of increasing numbers of dual career couples at the workplace, managing the work-family interface continues to be a topic of significant interest to researchers, government, management and employees (Cooper, 2007; Jones, Burke & Westman, 2006; Pocock et al., 2001).

The number of dual-career couples at the workplace has increased dramatically over the last number of years and they encountered with multiple challenges. There are many times when work and family lives are in conflict with one another. Work–family conflict exists when pressures from work and family roles are mutually incompatible, that is, when participation in one role interferes with participation in the other role. The extensive research has revealed three significant forms of work–family conflict: 1) Time-based conflict, 2) Strain-based conflict, and 3) Behavior based conflict.

The Career-Family Attitudes Measure (CFAM; Sanders, Lengnick-Hall, Lengnick-Hall, & Steele-Clapp, 1998), provided an initial step in examining individuals' beliefs about managing the career-family interface.

II. Review of Literature

Beigi, M. et al. (2017) stated that most studies of the Work-Family-Interface does not adopt a career perspective; therefore, the ups and downs of the individuals' Work-Family-Interface experiences over their careers is not well developed in the literature. They concluded that managing an intense period during one's career and sacrificing personal or family time to sustain work during this period prove to be key factors in the intersection between the Work-Family-Interface and career success and deserve further scholarly attention.

The study of Buddhapriya, S. (2009) in the context of India found that employed women who are married and/or those who have children tend to experience high levels of career-family conflict because of the conflicting pressures arising from family and work (Greenhaus and Beutell, 1985; Sekaran, 1986).

It is observed that numerous studies have been conducted on Work-Family Conflict with reference to women. Though, very few studies have been conducted on 'Career-Family Balance Attitude' with reference to age.

Melrona, K. & Kathy, M.D. (2008) mentioned that young people enter employment with well-developed attitudes, beliefs and values in relation to a number of work-related areas (Loughlin & Barling, 2001; Smola & Sutton, 2002).

Generally, older individuals report the less work-family conflict and are more interested in finding a balance between their family and career domains (Martins, Eddleston, & Veiga, 2002; Winslow, 2005). Older individuals who have been in the workforce longer may have greater financial resources that enable them to afford in-home daycare, or be more comfortable with having one partner minimize his or her work commitments to accommodate family responsibilities (Becker & Moen, 1999). Moreover, older individuals may be used to manage the multiple demands at the work-family interface, and are therefore more likely to have worked out feasible divisions of labor at home.

From the above discussion, it is observed that older individuals have different attitudes compare to the younger generation with respect to career-family balance. However, the question arises, what would be the attitude of younger employees and older employees working in the public sector of Mumbai regarding career-family balance?

Therefore, the study hypothesized - *There is no significant difference in the mean 'Career-Family Balance Attitude' level scores of employees with reference to the Age.*

III. Research Methodology

This part outlines the detailed methodology followed in the research.

3.1 Significance of the Study

There are three ways in which this study added to the collective research literature: (a) it provides insight on 'Career-Family Balance Attitudes'; (b) it may assist public sectors in retaining, satisfying employees by understanding their 'Career-Family Balance Attitudes'; (c) and it generated data that may be used to develop a model to prompt further research.

3.2 Objectives of the Research

The paper has two objectives, such as:

1. To study the Career-Family Balance Attitudes of the employees from Public Sector Undertaking, Mumbai.
2. To analyze the variations in the 'Career-Family Balance Attitudes' level on the basis of age groups.

3.3 Research Process

The study has undertaken by adopting the following process-

Table No. 1: Research Process

Epistemology	Theoretical Perspective	Methodology	Methods	Analysis
Objectivism	Positivism	Survey Research	▪ Sampling ▪ Questionnaire	Statistical analysis

Source: Primary Work

This research study has been designed to be deductive in nature and reflect an objective inquiry. The study seeks to present an acceptable notion of the differences among 'Career-Family Balance Attitude' level of the employees with reference to age. The epistemology of the study has taken a positivist stance and the phenomenon is explained with empiricism and logical reasoning by using quantitative data.

3.4 Scope of the Study

The data were collected from Public Sector Undertaking (PSU), Mumbai. The focus of the study was on employees working in one of the units of PSU at whatever capacity. However, the discussion regarding the other demographic factor like 'education, experience, marital status and gender of the employees' kept out of the scope of this study. The staff strength of this unit is around 13289 all across the Maharashtra and at the division of Mumbai (Head Quarter) there are 120 employees.

The operational definition of age is 'The length of time that a person has lived or a thing has existed (Oxford Dictionary).

3.5 Data collection

To conduct this study, 60 questionnaires were distributed among the employees in Mumbai Division (HQ). This study was conducted in the month of Oct. 2017. After the completion of the survey, only 38 employees gave their responses, out of which only 30 questionnaires were included in this study.

3.6 Sampling Frame Work

The population of the study was the employees working in one of the units of Public Sector Undertakings and Head Quarter located at Mumbai. The Probability Sampling Method was applied to the selection of samples. The stratified technique was used to select the region as well as division. The random selection of sample-unit was made by keeping exclusion of class IV employees. There is a possibility of Frame-Error as there were only 30 sample units. Chance Error was avoided by using standardized tools. Occurrence of Response Errors can be possible as a result of misinterpretation due to linguistic diversity. Some employees refused to become a part of this study which resulted in the occurrence of Non-sampling errors. The Precision is kept at Moderate Level as it is an attitudinal survey.

Table No.2: Techniques Used In Sampling

Selection Elements	Techniques Used	Basis
Selection of Region – Mumbai (HQ)	Stratified Sampling	Based on- <ul style="list-style-type: none"> ➤ Accessibility ➤ Received approval from the Authorities
Selection of Employees	Random Sampling	Criteria: <ul style="list-style-type: none"> ➤ Inclusion of employees working in any position ➤ Exclusion of Class IV

Source: Primary Work

3.7 Description of the Tool

This measure was developed by Sanders, Lengnick-Hall, Lengnick-Hall and Steele Clap (1998). It uses 50 items to assess employee attitude towards managing their career and family interface. The measure was designed to be gender neutral and to assess not only what respondent expect for themselves, but also what they expect from their spouse in the area of family career conflict.

The measure includes sub-scale that assesses family-career interface from the standpoint of the extent to which the respondent defers career matter to take on family matters as well as the extent to which spouse defers his or her career. The measure covers possible conflicts in the area of career, household and childcare responsibilities (family focus); the extent of equal balance in sharing home and career chores (balance); the extent to which a respondent pay more attention to career than to marriage or children (career focus); the extent to which the respondent has decision power in the household and the spouse defers his or her career to raise children (dominance); the extent to which a spouse will support the respondent's career by giving in on issues, moving, and so on (spousal support); and the extent to which spouses socialize or vacation independent of the other (Fields D.L., 2002).

3.7.1 Selection of Tool

The extant literature has focused on the construct of work-family conflict and there are more than six measures have been developed to indicate the 'work-family conflict'. However, it is observed that the work-family conflict is a broader concept and 'work interference with family' or 'family interference with work' or 'Career Family Attitudes' are more specific one. There is only one tool available, developed by Sanders, Lengnick-Hall, Lengnick-Hall and Steele Clap (1998) with 50 items with seven sub-variables (factors). It is important to notify here that this selected tool focused specifically on expectations about the tradeoffs associated with involvement in the work-family relationship, rather than on individuals' beliefs about managing successful two-career relationships.

To attain the objectives of this study, the only **one** variable – 'Career Family Balance' sub-scale has been used. This sub-scale has originally 10 items, but two items have been deleted from the scale for the purpose for ease of respondents' understanding. The negative phrase item is also deleted. Such modification is made to achieve the appropriateness with the context of the Indian public organization. The scale is perceptible to the respondents as mentioned by Clark & Watson (1995).

3.7.2 Reliability of the Study

To assess the internal consistency of the scale, the 'Cronbach Alpha' was computed. The 'Cronbach Alpha' is 0.710 which is more than an acceptable value (0.60). Earlier studies have shown the 'Coefficient Alpha' value is 0.78 (Sanders et al., 1988).

3.7.3 Validity of the Scale

The earlier literature has indicated that 'Career Family Balance Attitude' correlated negatively with the male gender of respondent and positively with educational aspirations and a respondents' grade point average. The factor analysis of the scale is done by Sanders et al. (1988) and confirmed the validity of the 10 items of the 'Career-Family Balance' as a single factor.

3.7.4 Scoring Method

Responses are obtained using a 5-point Likert Scale where 1=strongly disagree and 5= strongly agree.

3.7.5 Interpreting the Score

The following ranges for the sets of scores provide a quick interpretation of the respondents' scores.

Table No. 3: Range and Interpretation of Measurements

Variables	No. of Questions	Rating Scale	Range	Interpretation For Measurement	
Career Family Balance Attitude	8	1 to 5	8 to 40	8.00 to 18.66	Lower Level
				18.67 to 29.32	Moderate Level
				29.33 to 40.00	High Level

Source: Primary Work

4.0 Data Analysis

The statistical techniques like descriptive techniques and Independent t-Test were used in this study to attain the objectives of the study.

4.1 Demographic Profile

All the respondents are from the Mumbai Division (HQ). The 60% respondents have Master Degree, and 63% have more than 20 years of experience. Almost all employees are married and 77% are male employees. It is observed that 57% employees have more than 40 years age and they take more than Rs. 50,000 monthly salaries.

4.2 Descriptive Analysis - Career-Family Balance Attitude Variable

The computation of Mean and Standard Deviation is obtained by using SPSS. Table No. 4 shows the division of Career-Family Balance Attitude level in three parameters, i.e. High Level, Moderate Level and Low Level.

Table No.4: Mean and Standard Deviation

Variable	No. of Items	Mean	Standard Deviation	Measurement of Level
Career-Family Balance Attitude	8	35.77	3.360	High Level

Source: Primary Work

From the above table, it is observed that the respondents indicated a higher level of balance attitude between career and family, which is indicated by 35.77 mean and 3.360 standard deviation.

4.3 Testing of Hypothesis

The inferential statistics were applied to test the hypothesis formulated for the study. The data analysis, findings, and discussion have been also presented.

4.3.1 Null Hypotheses - Age

The following table depicts descriptive statistics and Independent t test for 'Career Family Balance Attitude' with two groups of age. The significance level and retention or rejection of hypothesis also demonstrated with appropriate rationale.

Table No. 5: Descriptive Statistics and Independent 't'-Test

Age	Less than 40 years	More than 40 years	t Value	Sig. p value	Significant / No Significant Difference (S/NS)
Total Respondents - 30	13	17			
Variables	Mean SD	Mean SD			
Career Family Balance Attitude	36.00 2.73	35.58 3.84	0.327	0.746	No Significant Difference

Source: prepared

4.3.2 Analysis and Findings

The young employees indicated high levels of Career-Family Balance Attitude compare to the senior age group (More than 40 years). However, the mean difference is not significant as 't' value is 0.327 and the p value is greater than 0.05. Hence, the null hypothesis, 'There is no significant difference in the mean Career-Family Balance Attitude level scores of employees with reference to Age', is retained. Both age groups have the similar level of Career-Family Balance Attitude.

IV. Discussion And Conclusion

All the respondents are from one division (HQ) of Mumbai has shown similar levels of balance attitude towards the career-family concept. The reason may be the socio-cultural factors of the Mumbai. It is said that Mumbai is the city of career orientation; it is a city of to fulfill the dreams of a career. Therefore, from school level, it is imbibed on ones' mind in early age that they have to balance the both fronts of life – career and family. Each and every true 'Mumbaikars' has the mindset to live life with satisfaction by balancing the career and family.

In India, it is observed that employees working in Public Sector Undertaking are ensured about their job security and aware about their promotion track. There compensation matters are determined by the State Government through pay commission. This may be the reason for high level balance attitude on career-family interface.

The findings of the study is not consistent with earlier studies related to older employees and young employees discussed by Martins, Eddleston, & Veiga, (2002); Winslow, (2005); Becker & Moen, (1999).

This study has used self-report survey which could be a limiting factor. It is also important to consider that the samples used in this study were belonging from 30 employees of one division, therefore, the results of the study cannot be generalized to other industries.

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