WORK LIFE BALANCE OF WOMEN BUS CONDUCTORS IN ANDHRA PRADESH STATE ROAD TRANSPORT CORPORATION (APSRTC) IN VISAKHAPATNAM DISTRICT

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ABSTRACT

In India, women are the more challenged to work equal to the men and even moving towards doing the male-dominated jobs. Such kind of challenging jobs can be seen in transportation industry like bus drivers and conductors. The transport industry is traditionally a male dominated sector. Till 1980s, women workforces are far away from this industry. In the recent couple of decades, women have gradually entered into this industry as bus conductors and other kind of male dominated and stressful jobs in different parts of the country. This situation can also see in Andhra Pradesh State Road Transport Corporation (APSRTC). The bus conductor work also requires more physical and interactive skills than the intellectual knowledge. With the increasing levels of stress in the work life and at the same time necessity to manage the household has given tremendous boost to the concepts like Work Life Balance (WLB). The women who are working as bus conductors must perform their duties and look after their domestic work, which requires a balance of work and life. Since 1996, APSRTC started recruiting women bus conductors. It is understood from the existing literature that in the jobs in transportation like women bus conductors is an immensely challenging task for any company. This research paper aims at analyzing the Work – Life – Balance (WLB) of women Bus Conductors. This paper is an attempt to analyze the work – life balance of the women bus

conductors in APSRTC. The study is conducted on women bus conductors working in APSRTC, Visakhapatnam region. A sample of 150 women bus conductors are taken under random sampling for analyzing their work life balance through a questionnaire.

Keywords: Work Life Balance, Stressful Jobs, Women Bus Conductors, APSRTC, Job Satisfaction

INTRODUCTION

Although most women in India work and contribute to the economy in one form or another, much of their work is not documented or accounted for in official statistics. Women plow fields and harvest crops while working on farms, women weave and make handicrafts while working in household industries, women sell food and gather wood while working in the informal sector. Additionally, women are traditionally responsible for the daily household chores (e.g., cooking, fetching water, and looking after children). Although the cultural restrictions women face are changing, women are still not as free as men to participate in the formal economy. In the past, cultural restrictions were the primary impediments to female employment now however; the shortage of jobs throughout the country contributes to low female employment as well.

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.

Work - Life Balance

Work – life balance is considered as a primary factor in now- a- days for every industry and every area of employment. It is not exactly the balance between the work at home and company. It is said to be the balance one has on the pressure generated by the work at home and professional. There should be a balance which has to be maintained by women in every aspect of their professional life and family life.

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.

Origin of APSRTC in Visakhapatnam City

Visakhapatnam is the city of destiny on the East Coast of India and is situated at 170 42 1 latitude North and 280 2 1 longitude East at a distance of 866 Kms from Calcutta and 760 Kms. from Madras. It is bound by Bay of Bengal on the East and a group of hills on the west, Simhachalam range of hills which is a continuation of Eastern Ghats on the North and Dolphin's Nose above 1500, high projecting into Bay of Bengal, on the South. The city is spread over an area of 78.33 sq. Kms and the population of Visakhapatnam city is 17.30 lakhs and that of Visakhapatnam district is 42.88 lakhs. The city is now called the Steel City with the emergence of gigantic steel plant.

The bus transport in Visakhapatnam city was managed by private operators up to November 1978. Nationalization of bus routes in Visakhapatnam took place on December 12, 1978. The APSRTC made a beginning of its operations with a fleet strength, of buses replacing private buses. APSRTC (Andhra Pradesh State Road Transport Corporation started recruiting women conductors since 1996. In APSRTC, Visakhapatnam region the number of women conductors is 487 in total 10 depots.

Table No.1: Number of Conductors in Visakhapatnam Region (as on 2015 data)

Name of the depot	Female Conductors	Male Conductors
VSP Rural	3	187
Anakapally	52	142
Narsipatnam	46	112
Paderu	18	62
Madhurawada	0	0
Gajuwaka	94	188
Simhachalam	69	193
Waltair	72	291
Maddilapalem	85	226
Visakhapatnam Steel city depot	48	145
Total	**487**	**1496**

Source: Primary Data

There are **8** female conductor and **45** male conductors working in Visakhapatnam region on contract basis. Other conductors are permanent employees. $1/3^{rd}$ of the total conductors in Visakhapatnam region are women. There are other **78** women employees belonging to different cadres in Visakhapatnam region.

REVIEW OF LITERATURE

The concept of work life balance is dynamic and challenging for women. Work life balance is different for different kinds of jobs. There is a growing importance of research on women and their work life balance with respect to different job profiles. The job of women conductors is more challenging. When compared to other studies on work life balance, there is very little literature on women in transportation industry. The following literature review will help in identifying research gap on work life balance of women.

J. Redmond et al. (2006) preferred „Work-Life Balance‟ due to the fact that it encompasses the experiences and need of parents and non-parents alike, and are a more progressive theoretical framework in which to think about new ways of living and working that are satisfactory to all. In practice, it involves "adjusting work patterns so that everyone, regardless of age, race or gender

can find a rhythm that enables them more easily to combine work and their other responsibilities and aspirations" (Pillinger 2001: 1).

Cooper as cited in (Deery, Jago & Stewart 2008) suggested that presenteeism is „an overwhelming need to put in more hours or, at the very least, appear to be working very long hours". If hotels were to promote closing the gap between work-life conflicts and Work-Life Balance, it must exert efforts within its human resources spectrum to minimize presenteeism.

Krishna Reddy et al. (2010) found that the number of hours worked per week, the amount and frequency of overtime, inflexible work schedule, unsupportive supervisor and an inhospitable work culture increases the likelihood of women employees to experience conflict between their work and family roles.

Rincy and Panchanatham (2011) revealed that role overload, dependent care issues, quality of health, problems in time management and lack of proper support from the family are the major factors causing imbalance in work and personal life of women entrepreneurs.

Santhi and Sunder (2012) found that supporting environment in the organization, provision of welfare measures play a primary role and alternative working time, child care and recreation play the secondary role in balancing work and personal life.

After reviewing the literature, there appears to be a limited amount of research studies available in regards to work-life balance of faculties associated with women conductors in APSRTC. Apart from this, various variables that were still unexplored are: Level of stress among women bus conductors in APSRTC, Work-Life Balance provisions and amenities provided by APSRTC, Relationship between Job satisfaction and Work-Life Balance.

OBJECTIVES

1. To identify the key factors which influence the work-life balance of women conductors in APSRTC, Visakhapatnam
2. To know the perception of the women employees towards their personal life and work life.

STATEMENT OF THE PROBLEM

The employees of any organization are the active resources. The interpersonal relations are becoming more and complex at workplace. Work – life balance is an important factor which directly influences the productivity of the employees. Work-life balance is an important factor to be taken care by the organization to take proper methods to fulfill the employee's welfare issues

in order to see them satisfied. So, this study will throw light on how the employees are managing their work and personal life and measures taken for its improvement.

RESEARCH METHODOLOGY
SOURCES OF DATA COLLECTION

The data collection process follows the formulation of research design including the sample plan. After the research problem has been identified and selected the next step is to gather required data. While taking a decision regarding the method of data collection to be used for I have taken to consideration both primary data (interview method, Structural Questionnaire) and secondary data (company brochures, journals, magazines, and from other published sources and internet databases)

SAMPLE SIZE

It is necessary to see the organization is large or small. APSRTC is a large organization; it is very difficult to interview all the employees in the organization. So the sample size is taken 150. On the basis of simple random sampling the sample size is taken to collect the data. The sample is considered from various depots which come under Visakhapatnam region.

DATA ANALYSIS AND INTERPRETATION

On the basis of data / information so collected from the various sources, the tabulation, analysis and interpretation is made to make the study more meaningful. Statistical tool like SPSS and percentages is used. The use of tables is to be made whenever it is needed and necessary for clarity of thoughts, easy understanding and to make a research more simulative.

Table no 2: Demographic factors of the respondents

Personal Characteristics		Frequency	Percentage
Age	Below 30	52	34.67
	30 to 40	66	44
	40 to 50	27	18
	50 to 60	5	3.33
	Total	**150**	**100**
Educational Qualification	Secondary School	58	38.67
	Intermediate	68	45.33
	Diploma	24	16
	Total	**150**	**100**
Marital Status	Married	102	68.34
	Unmarried	44	29
	Divorced	2	1.33
	Widow	2	1.33

	Total	**150**	**100**
	None	4	3.73
	1	21	19.44
No. of Children	2	76	70.37
	More than 2	9	8.33
	Total	**108**	**100**
	Joint Family	27	18
Family Type	Nuclear Family	123	82
	Total	**150**	**100**
	1	3	2
	2	33	22
No. of Dependents	3	86	57.34
	4	5	3.33
	More than 4	23	15.33
	Total	**150**	**100**
	Below 10 years	82	54.67
	10 to 15 years	36	24
Years of Experience	15 to 20 years	24	16
	More than 20 years	8	5.33
	Total	**150**	**100**

Source: Primary data

Most of the employees come under the age group 30-40. Intermediate is the educational qualification of many of the employees in the sample. Majority of them are married in the taken sample. Out of the married sample majority of them have 2 children. Majority of the employees have nuclear family. Most of the sample has 3 dependents on them. Most of the employees have experience below 10 years in APSRTC.

Table No. 3: Factors Influencing Work Life Balance Of Women Conductors

Factors to consider	Scale Values											
	Always	**%**	**Most of the times**	**%**	**Some times**	**%**	**Very Rarely**	**%**	**Never**	**%**	**Total**	**%**
Support from family in household chores	**0**	**0**	**71**	**47.3**	**24**	**16**	**24**	**16**	**31**	**20.6**	**150**	**100**
Support from family in taking care of children	**0**	**0**	**97**	**64.6**	**33**	**22**	**11**	**7.3**	**9**	**6**	**150**	**100**
Support from friends and neighbors	**0**	**0**	**35**	**23.3**	**59**	**39.3**	**49**	**32.6**	**7**	**4.6**	**150**	**100**

Do you depend upon servant for domestic works	2	1.3	26	17.3	57	38	57	38	8	5.3	150	100
You are not able to come up on the job due to family responsibilities	13	8.6	62	41.3	47	31.3	25	16.6	3	2	150	100
Meditation	22	14.6	48	32	44	29.3	27	18	9	6	150	100
Yoga or exercises	25	16.7	64	42.9	34	22.8	22	14.7	4	2.6	150	100
Entertainment	21	14	66	44	32	21.3	28	18.6	3	2	150	100
Planning your work both at office and home	12	8	32	21.3	23	15.3	79	52.6	4	2.6	150	100
Recreation	33	22	61	40.6	34	22.6	19	12.6	3	2	150	100

Source: Primary Data

The above Table No 3 represents the data regarding work life balance at the depots to the women conductors. They are categorized under scaling always, most of the times, sometimes, very rarely, never.

Most of the employees get support from their family members in their house hold works and taking care of their children. Employees depend upon servants for the domestic work sometimes. They follow certain practices such as yoga, meditation and some exercises to relieve from stress.

Majority of employees could not plan their work to manage at home and at work place. Most of the employees depend on entertainment and recreational programs to relieve them from work stress.

DEMOGRAPHIC VARIABLES AND FACTORS INFLUENCING WORK - LIFE BALANCE

In-order to test the relationship between Demographic variables such as age, educational qualification, marital status, family type, Number of children and years of experience of the respondents and its influence on work-life balance, the chi-square test has been applied. The Chi-square test is one of the simplest and most widely used non-parametric tests in statistical work.

The chi-square test was first used by Karl Pearson in the year 1990. The quantity chi-square test describes the magnitude of the discrepancy between theory and observation. For computing Chi-square test, the following formula has been used.

$$\text{Chi-Square} = \Sigma \ \frac{(O - E)^2}{E}$$

With (r-1) (c-1) degrees of freedom

Where,   O = Observed frequency

E= Expected frequency

c = Number of columns in a contingency table and

r = Number of rows in a contingency table

The calculated value of Chi-square is measured with the table value of Chi-square for given level of significance usually at 5 per cent level. If the calculated value (C.V) is less than the table value (T.V), the null hypothesis is accepted and otherwise it is rejected.

HYPOTHESIS

Null Hypothesis (H_0)

There is no significant relation between factors influencing work – life balance and selected demographic variables (Age, Marital Status, Number of Children, and Family Type).

If the *p* value is more than 0.05, it is more than of significance level (rejected region). Hence it is conferred that there is no significant relation between variables.

Alternative Hypothesis (H_1)

There is a significant relation between factors influencing work – life balance and selected demographic variables (Age, Marital Status, Number of Children, and Family Type).

If the p value is less than 0.05, it is less than of significance level (accepted region). Hence it is conferred that there is significant relation between variables.

Table No 4: Chi – Square (χ^2) Test for Age of the Respondent and Factors Influencing Work-Life Balance

S.No	Factors influencing work life balance	χ^2 Value	d.f.	P Value	Significance
1	Age and Support from family members in the household	11.386	9	0.251	Insignificant
2	Age and Support from family members in taking care of children	10.914	9	0.282	Insignificant
3	Age and Support from friends and neighbors	7.94	9	0.540	Insignificant
4	Age and Dependence on servants for domestic work	17.573	9	0.129	Insignificant
5	Age and capable to come up on the job due to family responsibilities	12.61	9	0.398	Insignificant
6	Age and Meditation	9.71	9	0.641	Insignificant
7	Age and Yoga or Exercises	21.159	9	0.048	Significant
8	Age and Entertainment	14.966	9	0.243	Insignificant
9	Age and planning your work at home and office	10.089	9	0.608	Insignificant
10	Age and recreation	13.848	9	0.311	Insignificant
11	Age and implementation of work life balance strategies	5.012	9	0.833	Insignificant

Source: Primary data

The Table No 4 shows that there is a significant factor which influences work - life balance of the respondent. Yoga and meditation (0.048) is the only factor which has significant relation with the age of the respondents. Other factors do not have any significant relation with age of the respondents.

Table No 5: Chi – Square (χ^2) Test for Marital Status of the Respondent and Factors Influencing Work-Life Balance

S.No	Factors influencing work life balance	χ^2 Value	d.f.	P Value	Significance
1	Marital status and Support from family members in the household	9.751	9	0.027	Significant
2	Marital Status and Support from family members in taking care of children	10.113	9	0.031	Significant
3	Marital Status and Support from friends and neighbors	12.494	9	0.187	Insignificant
4	Marital Status and Dependence on	10.694	9	0.555	Insignificant

S.No	Factors influencing work life balance	χ² Value	d.f.	P Value	Significance
5	Marital Status and capable to come up on the job due to family responsibilities	4.292	9	0.978	Insignificant
6	Marital Status and Meditation	6.044	9	0.914	Insignificant
7	Marital Status and Yoga or Exercises	15.831	9	0.199	Insignificant
8	Marital Status and Entertainment	7.966	9	0.788	Insignificant
9	Marital Status and planning your work at home and office	16.040	9	0.189	Insignificant
10	Marital Status and recreation	11.539	9	0.483	Insignificant
11	Marital Status and implementation of work life balance strategies	1.358	9	0.998	Insignificant

Source: Primary data

The Table No 5 shows that there are significant factors which influence work - life balance of the respondents. Support from family members (0.027) and support from family in taking care of the children (0.031) are the factors which have significant relation with the marital status of the respondents. Other factors do not have any significant relation with marital status of the respondents.

Table No 6: Chi – Square (χ^2) Test for Number of Children of the Respondent and Factors Influencing Work-Life Balance

S.No	Factors influencing work life balance	χ² Value	d.f.	P Value	Significance
1	No. of Children and Support from family members in the household	4.941	9	0.839	Insignificant
2	No. of children and Support from family members in taking care of children	4.206	9	0.034	Significant
3	No. of children and Support from friends and neighbors	12.452	9	0.189	Insignificant
4	No. of children and Dependence on servants for domestic work	6.174	9	0.722	Insignificant
5	No. of children and capable to come up on the job due to family responsibilities	7.374	9	0.015	Significant
6	No. of children and Meditation	17.635	9	0.127	Insignificant
7	No. of children and Yoga or Exercises	12.975	9	0.371	Insignificant
8	No. of children and Entertainment	11.237	9	0.509	Insignificant
9	No. of children and planning your work at home and office	12.483	9	0.408	Insignificant

10	No. of children and recreation	16.808	9	0.157	Insignificant
11	No. of children and implementation of work life balance strategies	4.983	9	0.836	Insignificant

Source: Primary data

The Table No 6 shows that there are significant factors which influence work - life balance of the respondents. Capable to come up on the job due to family responsibilities (0.015) and support from family in taking care of the children (0.034) are the factors which have significant relation with the no. of Children of the respondents. Other factors do not have any significant relation with no. of Children of the respondents.

Table No 7: Chi – Square test for Family Type of the respondent and Factors influencing work-life balance

S.No	Factors influencing work life balance	χ^2 Value	d.f.	P Value	Significance
1	Family Type and Support from family members in the household	2.997	9	0.041	Significant
2	Family Type and Support from family members in taking care of children	6.664	9	0.023	Significant
3	Family Type and Support from friends and neighbors	2.684	9	0.847	Insignificant
4	Family Type and Dependence on servants for domestic work	4.360	9	0.038	Significant
5	Family Type and capable to come up on the job due to family responsibilities	3.423	9	0.517	Insignificant
6	Family Type and Meditation	5.825	9	0.667	Insignificant
7	Family Type and Yoga or Exercises	3.314	9	0.926	Insignificant
8	Family Type and Entertainment	7.817	9	0.452	Insignificant
9	Family Type and planning your work at home and office	8.592	9	0.378	Insignificant
10	Family Type and recreation	2.588	9	0.958	Insignificant
11	Family Status and implementation of work life balance strategies	4.811	9	0.568	Insignificant

Source: Primary data

The Table No 7 shows that there are significant factors which influence work - life balance of the respondents. Support from family members in the household (0.041) and support from family in taking care of the children (0.023) and Dependence on servants for domestic work (0.038) are the factors which have significant relation with the Family Type of the

respondents. Other factors do not have any significant relation with Family Type of the respondent.

FINDINGS AND SUGGESTIONS

- The employees say that there is support from their family to take care of their children.
- It is found that most of the employees who come under age group 30 – 40 and they are facing issues with work – life balance.
- Employees who come from joint families do not have much time to balance their personal work and professional work; where as women from nuclear family could manage this.
- Most of the employees are dependent on servants for their domestic work.
- There is high stress at the work place but employees follow certain stress retrieving factors such as yoga and exercises.
- Married employees find it more difficult to manage time both at home and work place, where as unmarried have less issues on this regard.
- The organization should implement some work – life balance strategies by conducting trainings and programs to make employees capable of managing time at both home and work place.
- APSRTC should take certain measures in taking care of the young children of the employees by providing child care centers etc.
- They should include training programs such as yoga, meditation and some other entertainment programs to make employees relieve from their work stress.

CONCLUSION

Most of the employees said that they rarely get support from their family members. They have to work on their own to look after family responsibilities. There is high stress in the work place but employees follow certain stress retrieving factors such as meditation, yoga, entertainment and recreation. Work life balance in not maintained by the employees as they do not plan their work both at home and office. It is noticed that women conductors are facing a challenging role to balance both personal life and work life.

Now recently women in India play diverse role in society. Due to expansion of labor market, women are entering even to the masculine jobs. In a traditional society like India, women working for masculine jobs are gradually accepting the new changes and values. The

recent development of work force indicates the structural changes of the society. Besides this, the government should take necessary steps to implement the social legislations for working women and improve the facilities exclusively. It is observed in the study, that majority of the women bus conductors in APSRTC region are not satisfied with the facilities provided by the government and the organization for women to balance their personal life and work life.

The organization APSRTC has to take care of implementing proper training programs to the employees, so that they can manage their work. Proper measures have to be taken by the company to provide helpful work environment.

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