

RESILIENCE, WORK-LIFE BALANCE & WORK ENGAGEMENT AMONG WOMEN ENTREPRENEURS.

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Abstract

Women Entrepreneurs are a newly emerging section which has broken the stereotypes among women in male dominated entrepreneur scenario. Work Engagement is a critical variable that can impact job satisfaction & general well Being, resilience & striking a balance in personal & professional goals can be key determiners in enhancing Work Engagement among professionals. The present study aims to investigate the relationship between Work Engagement, Resilience & Work-Life Balance among Women Entrepreneurs. For this purpose a sample of 48 Women Entrepreneurs in the age range 25-40 years, involved in service sector industry were taken. Standardized measures of Work Engagement, Resilience & Work-Life Balance were administered to the participants. Findings of the study revealed a significant positive correlation between Work Engagement, Resilience & Work-Life Balance. The findings implicated the need for Resilience enhancement programs & skills training for managing Work-Life Balance, to be utilized with enthusiastic women entrepreneurs, to help them maintain this work engagement.

Keywords: women entrepreneurs, resilience, work-life balance, work engagement.

Introduction

“On my own I will just create & if it works, it works & if it doesn't, I'll create something else. I don't have any limitations on what I think I could do or be.” Oprah

Women are often known to be found in careers such as teaching & nursing but when a woman steps into male dominated leadership roles, she is termed as “over ambitious” or threat to family & children well-being, meaning they are expected to choose career or family; but women are competent enough to run both successful careers & nurture family. While fighting societal battles, women simultaneously have internal battles to be fought like doubting their potential, confidence & willingness to take risks. They are constantly

asked to choose between raising a child or build an empire but women are capable of both roles, from breastfeeding a child to becoming a breadwinner for their family from being a responsible parent to being a successful entrepreneur. This stands true for single women too who are successful in careers & choose life partners that would respect their passion for their work & at the same time support her choice to balance both her love for family & career, sacrificing neither of it.

The present research study attempts to explore the relationship between Resilience, Work-Life Balance & Work Engagement in Women Entrepreneurs.

Entrepreneurship

Entrepreneurship according to Onuoha (2007), "is the practise of starting new organisations or revitalizing mature organisations, particularly new businesses generally in response to identified opportunities." Bolton & Thompson (2000) have defined an entrepreneur as " a person who habitually creates & innovates to build something of recognized value around perceived opportunities." An entrepreneur is influenced by factors such as motivation, risk taking factor, entrepreneurial skills and socialization.

Resilience

Resilience refers to "positive adaptation or the ability to maintain or regain mental health, despite experiencing adversity." (Wald, Taylor & Asmundson, 2006). Luthans (2002a, pg 702) defined Resilience as "developable capacity to rebound or bounce back from adversity, conflict & failure or even positive events, progress & increased responsibility." Ayala & Manzano (2014) studied the connection between resilience & success of entrepreneurs & implied that Resiliency, Ingenuity & Optimism, the three dimensions of Resilience predict business success. Resilience is positively correlated with entrepreneurial spirit. (Roth & Lacoa, 2009). Resistant individuals show greater stability in the face of adversity (Bonnano, 2004), are more flexible with changing demands, more open to new experiences, high on self regulation (Luthar, Cicchetti & Becker, 2000) which are important characteristics & skills required for being an Entrepreneur.

Work-Life Balance

Clark (2000) defined "Work-Life Balance is satisfaction & good functioning at work & at home with a minimum of role conflict." It is an extent to which an individual's effectiveness & satisfaction in work & family roles are compatible with the individual's life priorities at a given point in time. (Greenhaus & Allen, 2006). The increased entry of women in the workforce which resulted in the erosion of male bread winning models, resulted in early research on Work-Life Balance (Harris & Foster, 2008)

Studies related to Work-Life Balance of Women Entrepreneurs in India are scarce (Mathew & Panchanatham, 2009a). No serious efforts to study Work-Life Balance for developing & underdeveloped countries have been made where deep rooted societal discrimination still exists (UNIDO, 2001). Most of the studies pertaining to Work-Life Balance are from developed nations such as Canada, where women are able to balance their family life & work life than those employed by someone else. (CIBC, 2004)

Work Engagement

Schaufeli et al, (2002) defined Work Engagement as a "positive, fulfilling work related state of mind that is characterized by vigour, dedication & absorption." Vigour was characterized as "high levels of energy & mental resilience while working, the willingness to invest effort in one's work." Dedication is characterized as a "sense of significance, enthusiasm, inspiration, pride & challenge." Absorption was characterized as "being fully concentrated & deeply engrossed in one's work, whereby time passes quickly & one has difficulties with detaching oneself from work." Research suggests that job resources such as social support from colleagues & supervisors, performance feedback, skill variety, autonomy & learning opportunities are positively related with work engagement. (Schaufeli & Salanova, 2007). Engaged workers are active agents, believe in themselves and generate their own positive feedback. (Schaufeli et al., 2000).

Purpose

The purpose of the present study is to see the level of Resilience, satisfaction in Work-Life Balance & Work Engagement among Women Entrepreneurs.

Hypotheses

- There will be a positive relation between Resilience & Work-Life Balance among Women Entrepreneurs.
- There will be positive relation between Resilience & Work Engagement among Women Entrepreneurs.

METHOD

Sample

A total of 48 Women Entrepreneurs in the age range of 25-40 years, involved in service sector industry from across Tricity (Chandigarh, Panchkula & Mohali) participated.

Measures

1. **Satisfaction with Work-Life Balance Scale** (Eddleston & Powell, 2012) is a 3 item self report measure measuring satisfaction of work –life balance on a 5 point scale from 1= “not at all satisfied” & 5= “very satisfied.”
2. **The Brief Resilience Scale** (Smith, Dalen, Wiggins, Tooley, Christopher & Bernard, 2008) is a 6 item self report measuring Resilience.
3. **Work Engagement Scale** (Schaufeli & Baker, 2003) is a 17 item self report measure measuring Work Engagement in relation to Dedication, Absorption & Vigour, on a 6 point scale from 0= “Never” to 6= “Always”.

Procedure

The participants were informed about the purpose of research & the questionnaires were filled through Google forms. Each participant was thanked for cooperation & their kind help. Standardised psychological tests were administered to the participants.

Analysis of data

Mean, Standard Deviation & Correlations were worked out to find out the relation between all the variables.

Table 1: Showing Mean & Standard Deviation of all variables. N=48

	MEAN	STANDARD DEVIATION
RESILIENCE	20.60	4.004
AVERAGE	3.43	.667
RESILIENCE		
WORK-LIFE BALANCE	12.27	2.181
WORK	29.65	5.084
ENGAGEMENT- VIGOUR		
WORK	29.08	5.355
ENGAGEMENT- ABSORPTION		
WORK	26.25	4.265
ENGAGEMENT- DEDICATION		
WORK	84.98	13.653
ENGAGEMENT- TOTAL		

Table 2: showing correlations among variables

	RESILI ENCE	AVERAGE RESILIENCE	WORK- LIFE BALANCE	WORK ENGAGEMENT- VIGOUR	WORK ENGAGEMENT- ABSORPTION	WORK ENGAGEMENT- DEDICATION	WORK ENGAGEMENT - TOTAL
R	1	1.000**	.402**	.398**	.186	.309*	.318*
avg		1	.404**	.399**	.186	.308*	.318*
W LB			1	.304*	.107	.306*	.215
We -V				1	.828**	.758**	.934**
We -A					1	.783**	.945**
We -D						1	.901**
We -T							1

Note. * $p < .05$. ** $p < .01$.

DISCUSSION OF RESULT

There is significant positive correlation between Resilience & Work-Life Balance ($r=.042$, $p<0.01$). There is also a significant positive correlation between Resilience & Work Engagement dimension of Vigour ($r=.398$, $p<0.01$). Further, Resilience & Work engagement dimension of Dedication is positively correlated ($r=.309$, $p<0.05$) & Resilience & Work Engagement total is also positively correlated ($r=.318$, $p<0.01$). According to Block & Kremen (!996), resilient individuals possess numerous positive attitudes such as optimistic & energetic outlooks, curious & openness to new experiences & consequently energetic & confident employees show higher readiness to face challenges at workplace which ultimately

reinforce work engagement. Furthermore, employee resilience foster work engagement as resilient employees exhibit confidence in their capabilities & perceive their workplace as ingenious and propitious which ultimately boost work engagement. (Llorens, Schaufeli, Bakker & Salanova, 2007)

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