

## Achieving The Perfect Work-life Balance Among Businesswomen in Bahrain

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### ABSTRACT

**Key Words: Work life balance, Businesswomen, Bahrain**

*Women have achieved great success in penetrating all fields at the social level, businesses, innovations and industries and have been able to compete with men in achieving the top positions in various sectors while maintaining her position as a mother and housewife. (Clark, 2013) Moreover, achieving a balance between work and home management is one of the challenges women face today. The work life balance is really difficult to be managed, especially in the presence of infants who need special care with a lack of cooperation from many employers, a large number of studies conducted on woman's samples from the Middle East and related to the balance between work and home indicated that 37% of employers support working women to achieve balance between work and home, indicating that 63% of employers have no desire to cooperate with working women's, thus increasing the difficulties and challenges of achieving balance between work and home life. (Friedman & Greenhaus, 2014).*

### INTRODUCTION

Women working in Bahrain have become active members of the economic development process, through the acquisition of half of the registered businesses in the Ministry of Industry and commerce, as well as a large proportion of employees in the private and public sectors, which leads us to examine the perfect life-balance between work and home and the difficulties and challenges faced by women's in addition to the role of the legislative authority to strike a balance that serves the interests of women and develop their capabilities as an important member of society. (Alam & Omar, 2011)

Women have achieved great success recently by penetrating all areas and sectors, which pushed them to reach the top leadership positions and achieving strategic balance with working men's. (Mathew & Panchanatham, 2015) But this success is not without the difficulties and challenges faced by women in achieving the perfect work-life balance. As well as shortcomings in the legislation which support woman's in the workplace by offering more privileges that make them distinctive and successful in running their homes, especially since the basis of society begins with the woman who founded future generations. Bahrain in one of the small Island in middle east having population one and a half million. Unless

like other countries in the middle east, in Bahrain women's are more independent and working in various sectors either in the service and manufacturing sector. The government of Bahrain in association with various semi-government institution working hard to empower women entrepreneur to participate in various business activities. Among these Tamkeen is one such organization organized series of activities to women to participate in various program and participate and contribute to the socio-economy of Bahrain. As women acted as one of the important contributors to the Bahrain economy having work-life balance is also important issues to be taken care of. In this regard, this study in intends to understand the challenges, issues pertaining work-life balance of businesswomen in Bahrain.

### **Research Objectives**

1. To determine whether family support affects businesswoman WLB
2. To examine whether related-work overload affects the businesswoman WLB
3. To investigate whether time management affects the businesswoman WLB

### **Research Hypothesis**

**H1:** Achieving the perfect work-life balance depending on how the family supports the businesswoman

**H2:** Achieving the perfect work-life balance depend on good time management and priorities of the businesswoman

**H3:** Achieving the perfect work-life balance depend on work conditions of the businesswoman

### **LITERATURE REVIEW**

Clark (2013) defined the businesswoman as a woman who has her own business alone or with some partners and willing to bear administrative tasks, financial and social risks, and other responsibilities related to the business and work by managing the process day by day and the same definitions proportional with the businessmen. Women face many difficulties to achieve a balance between work and family life as a result of their main role in establishing the family and caring for children in addition to their duties towards work, and thus women have serious difficulties in creating balance. (Alam, Jani, & Omar, 2011) Therefore, the conflict of jobs between the work and the management of family affairs is one of the most important factors that affected women in achieving full success and building their own project, which was confirmed by most of the authors and researchers. (BER, 2011). Among these key factors are the high responsibilities that couples expect from the fact that the wife is the one who manages the internal family affairs along with some external aspects. (Braun, 2011) Therefore, their responsibilities towards the business may be weakened as a result of the divergence of trends and responsibilities imposed on the business owner. Moreover, these difficult factors facing women entrepreneurs make it more advantageous for men to have time to manage their own businesses because they are not distracted and less responsible for the management of family affairs, which is to provide liquidity.

According to Jahed, Kulsum & Akthar (2011), one of the most challenging challenges faced by women entrepreneurs is that they have many roles, and they are forced to reconcile these roles, such as their professional role and their responsibilities at home as a wife. Moreover, she must communicate with her husband and manage the family affairs as well as the mother role in taking care of the children. Besides, home keeping affairs, as well as pay attention to her, so that she can complete the process of giving to achieve the work-life balance. Mathew & Panchanatham (2009) It is found from the journals and kinds of literature that the same issues common among different societies, especially the challenges of creating a work-life balance between men and women but the degree of difference are vast, where the amount of obligations with the men's is much lower than women's and the detailed affairs in the family among the responsibilities of women. Furthermore, raising children and the process of supporting, promoting the physical and social intelligence of the children's from infancy to adulthood among the responsibilities of the wife's

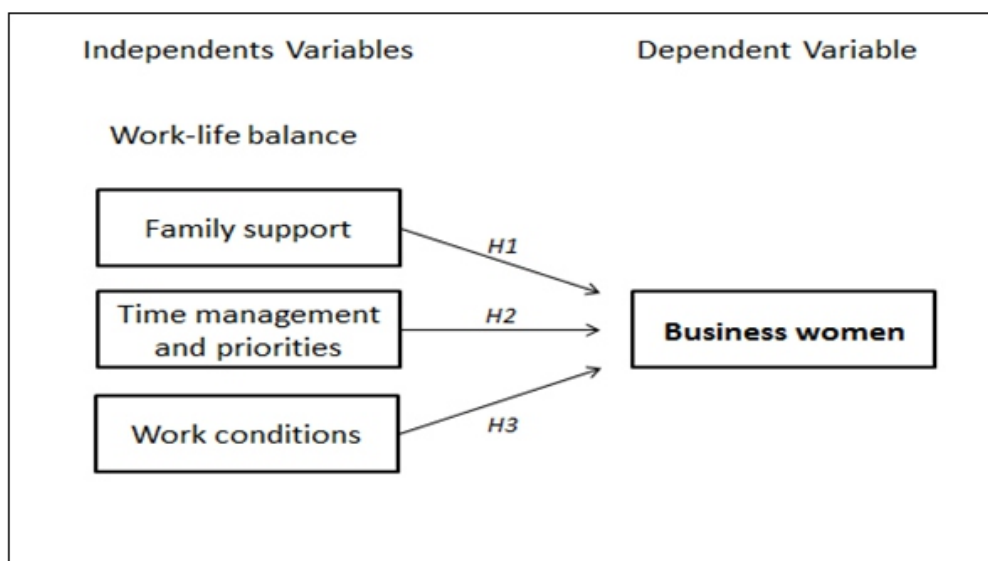
with a small percentage of the husbands. These precise details of responsibilities help us to identify the kind of women responsibilities in the management of family affairs.

## RESEARCH METHODOLOGY

The methodology is presented in this chapter and includes the methods, techniques were used to build the research project as well as describing and interpreting the strategies, procedures were used for the data collection, spastically tools and the conceptual research model.

The researcher used two sources for the collection of data by using the "primary and secondary data," as stated by Rabianski, J.S. (2006). The primary data collection aims to survey the population based on the study to obtain accurate data on the current status of the target population by using the quantitative approach.

In this research the descriptive has been used to describe the nature of the study the problem and find logical findings related to the problem of the



**Figure 1. Model of the research**

study and identifying the factors affecting the perfect work-life balance among businesswomen in Bahrain.

## RESEARCH FRAMEWORK

The research framework indicates phenomena that explain many cases and variables about the existing knowledge within a specific boundary and assumptions. The following framework supports the statement of the problems and the research objectives in finding a deep knowledge of the research study.

## RESEARCH METHODOLOGY

Cronbach's alpha was used to test validity and internal consistency of study instruments. Then, the study used means and standard deviation to descriptive sample data. Finally, the hypotheses tests depended on One Sample T-Test.

## Sample Responses:

First, we are going to explore sample responses that respondents answered on the section's questions, using Means, Standard Deviations and sorted in descending. The results were as shown at the following since:

## Reliability and Internal Consistency:

The reliability test was carried out on the constructs identified for this research the list of which is provided in Tables (8). The table provides the figures for Cronbach's alpha for the sample responses derived from SPSS version 20. Table (8) indicates that Cronbach's alpha for the questionnaire's constructs exceed 0.7 with the minimum being 0.702 and maximum being 0.833, as well as all questionnaires' Cronbach's alpha value was 0.898. Thus, it can be said that the internal consistency of the items was achieved and the data are reliable.

**Table (1) – Reliability and Internal consistency – main sample**

Construct	No. of questions	Items	Cronbach's alpha (Reliability measure)
Organizational Factors affecting Work Life Balance	7	Q1 - Q7	0.710
Personal Factors Affecting Work Life Balance	8	Q8 - Q15	0.702
Effect of work performance on Work Life Balance	7	Q16 - Q22	0.801
Impact of family and health on Work Life Balance	8	Q23 - Q30	0.833

## Data analysis and findings

### Demographic Variable

**Table (2) - Frequencies and Percentages for Age categories**

Categories	Frequencies	Percent
35-44 Years	80	40%
25-34 Years	50	25%
Under 24 years	40	20%
45-54 Years	20	10%
55 Years and Above	10	5%
<b>Total</b>	<b>200</b>	<b>100%</b>

Table (2) indicates that the respondents who participated in the survey regarding the age, were mostly (between 35-44 years) with 40% of the respondents, then (25-34 years) with 25%, and then (under 24 years) with 20% of the respondents, followed by (45-54 years) with 10%, and finally the respondents in the category (above 54 years) were only 5% of the sample.

**Table (3) - Frequencies and Percentages for Experience categories**

Categories	Frequencies	Percent
11-15 years	70	35%
16-20 years	50	25%
Under 5 years	30	15%
6-10 years	30	15%
More than 20 years	20	10%
<b>Total</b>	<b>200</b>	<b>100%</b>

Table (3) indicates that the respondents who participated in the survey regarding the number of experience's years, in the first-place have (11-15 years) with 35% of the respondents, then (16-20 years) with 25% of the respondents, then equally both (under 5 years) and (6-10 years) with 15%, and finally (more than 20 years) represent only 10% of the respondents.

**Table (4) - Frequencies and Percentages for marital status categories**

Categories	Frequencies	Percent
Married	120	60%
Unmarried	70	35%
Divorced	10	5%
<b>Total</b>	<b>200</b>	<b>100%</b>

Table (4) indicates that the respondents who participated in the survey regarding the marital status, were mostly married with 60% of the respondents, then single with 35% of the respondents, followed finally by divorced with only 5%.

**Table (5) - Frequencies and Percentages for type of family categories**

Categories	Frequencies	Percent
Joint	120	60%
Nuclear	70	35%
<b>Total</b>	<b>200</b>	<b>100%</b>

Table (5) indicates that the respondents who participated in the survey regarding the type of family, were mostly joint family with 90% of the respondents, then nuclear family with 10% of the respondents.

**Table (6) - Frequencies and Percentages for number of dependent categories**

Categories	Frequencies	Percent
Two	80	40%
None	50	25%
Three	50	25%
One	20	10%
<b>Total</b>	<b>200</b>	<b>100%</b>

Table (6) indicates that the respondents who participated in the survey regarding the number of dependent, were mostly have two with 40% of the respondents, then equally who have none

dependents and who have three with 25% of the respondents, followed finally by the participants who have only one dependent with 10%.

**Table (7) - Frequencies and Percentages for designation categories**

Categories	Frequencies	Percent
Private Employee	90	45%
Government Employee	80	40%
Business Owner	30	15%
<b>Total</b>	<b>200</b>	<b>100%</b>

Table (7) indicates that the respondents who participated in the survey regarding the designation, were working as a private employee

with 45% of the respondents, then government employee with 40% of the respondents, and finally business owners with only 15%.

#### **Organizational Factors affecting Work Life Balance:**

**Table (8) – Frequencies for Organizational Factors**

Question	Mean	Std
I have a well-defined task to be performed	4.85	0.48
I have deadline to be met at work	4.60	0.80
There is autonomy in doing working and decision making	4.20	0.75
I get assistance and help form peers when needed	3.90	0.70
I have to spend more time for work than official working hours	3.60	0.97
my work timing fixed	2.95	0.81
I am supported and guided by your superior	2.85	0.73
<b>Total Section</b>	<b>3.85</b>	<b>0.61</b>

Table (8) indicated that the general mean of the section was (3.85), since at the first place was “I have a well-defined task to be performed” with mean equals to (4.85), followed by “I have a deadline to be met at work” with mean equals to (4.60), then “There is autonomy in doing working and decision making” with mean equals to (4.20),

as well as “I get assistance and help form peers when needed” with mean equals to (3.90), followed by “I have to spend more time on work than official working hours” with mean equals to (3.60), then “my work timing fixed” with mean equals to (2.95), and finally “I’m supported and guided by your superior” with mean equals to (2.85).

**Personal Factors Affecting Work Life Balance:****Table (9) – Frequencies for Personal Factors**

Question	Mean	Std
I interact with family members after work daily	4.25	0.54
Conflict with family affects the work	4.00	0.95
I attend my work responsibility on phone/computer when at home	3.85	0.48
I am late at work due to family responsibilities	3.80	0.51
I miss family and social functions due to work commitments	3.75	0.43
I carry my work at home	3.65	1.02
I attend family calls on work	3.60	0.74
Due to personal and family responsibilities I cannot concentrate on work	3.59	0.80
<b>Total Section</b>	<b>3.81</b>	<b>0.33</b>

Table (9) indicated that the general mean of the section was (3.81), since at the first place was “I interact with family members after work daily” with mean equals to (4.25), followed by “Conflict with family affects the work” with mean equals to (4), then “I attend my work responsibility on phone/computer when at home” with mean equals to (3.85), as well as “I’m late at work due to family responsibilities” with mean equals to (3.80), followed by “I miss family and social functions due to work commitments” with mean equals to (3.75), then “I carry my work at home” with mean equals to (3.65), as well as “I attend family calls on work” with mean equals to (3.60), and finally “Due to personal and family responsibilities I cannot concentrate on work” with mean equals to (3.59).

**Work Performance Affecting Work Life Balance:****Table (10) – Frequencies for Work Performance**

Question	Mean	Std
I can carry multiple task without much pressure	4.50	0.59
I am punctual at work	4.40	0.66
I have cordial relations with peers or colleagues	4.38	0.69
I get opportunities for career growth	4.15	0.48
My performance at work is appreciated by superiors	3.75	0.62
I meet my deadline of work	3.60	0.97
I take initiatives at work	3.35	0.91
<b>Total Section</b>	<b>4.02</b>	<b>0.43</b>

Table (10) indicated that the general mean of the section was (4.02), since at the first place was “I can carry multiple tasks without much pressure” with mean equals to (4.50), followed by “I’m punctual at work” with mean equals to (4.40), then “I have cordial relations with peers or colleagues” with mean equals to (4.38), as well as “I get opportunities for career growth” with mean equals to (4.15), followed by “My performance at work is appreciated by superiors” with mean equals to (3.75), then “I meet my deadline of work” with mean equals to (3.60), and finally “I take initiatives at work” with mean equals to (3.35).

## Family and health Affecting Work Life Balance:

**Table (11) – Frequencies for Family and health**

Question	Mean	Std
I get time to develop my hobbies	4.05	0.92
I'm able to socialize	4.00	0.84
I'm able to get proper sleep(6 to 8 hrs daily)	3.80	0.68
I experience conflict with children/Parents	3.65	0.86
I take my meals on time	3.60	0.86
I exercise or practice yoga meditation etc	3.50	0.87
I experience conflict with my spouse	3.35	0.97
I go for vacations	3.25	0.94
<b>Total Section</b>	<b>3.65</b>	<b>0.46</b>

Table (11) indicated that the general mean of the section was (3.65), since at the first place was “I get time to develop my hobbies” with mean equals to (4.05), followed by “I'm able to socialize” with mean equals to (4), then “I'm able to get proper sleep (6 to 8 hrs. daily)” with mean equals to (3.80), as well as “I experience conflict with

children/Parents” with mean equals to (3.65), followed by “I take my meals on time” with mean equals to (3.60), then “I exercise or practice yoga meditation etc.” with mean equals to (3.50), as well as “I experience conflict with my spouse” with mean equals to (3.35), and finally “I go for vacations” with mean equals to (3.25).

### Testing of Hypothesis

#### **Hypothesis 1: Organizational Factors affecting Work Life Balance of the businesswoman.**

To test the hypotheses, we have employed one sample T-test to measure the trend of respondents

‘agreement and to know whether the mean of section (i.e. 3.85) is significantly bigger than the neutral value which is 3 and it is moving towards agreement, the result as follows:

Table (12) – One-Sample Test					
Test Value = 3					
t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
				Lower	Upper
19.595	199	.000	.85000	.7645	.9335

Table (12) indicated that Test p-value was 0.00 which is lesser than 0.05 reported that there is a clear agreement on the impact of the family support on the work-life balance of the businesswoman, so, the relationship is significant and the hypotheses aforementioned is accepted, as we state that organizational Factors affecting work-life balance of the businesswoman.

#### **Hypothesis 2: Personal Factors affecting Work Life Balance of the businesswoman.**

To test the hypotheses, we have employed one sample T-test to measure the trend of respondents' agreement and to know whether the mean of section (i.e. 3.81) is significantly bigger than the neutral value which is 3 and it is moving towards agreement, the result as follows:



Table (13) – One-Sample Test					
Test Value = 3					
t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
				Lower	Upper
34.781	199	.000	.81250	.7664	.8586

Table (13) indicated that Test p-value was 0.00 which is lesser than 0.05 reported that there is a clearly agreement on the impact of the family support on the work life balance of the businesswoman, so, the relationship is significant and the hypotheses aforementioned is accepted, as we state that personal factors affecting work life balance of the businesswoman.

### **Hypothesis 3: Work Performance affecting Work Life Balance of the businesswoman.**

To test the hypotheses, we have employed one sample T-test to measure the trend of respondents' agreement and to know whether the mean of section (i.e. 4.02) is significantly bigger than the neutral value which is 3 and it is moving towards agreement, the result as follows:

Table (14) – One-Sample Test					
Test Value = 3					
t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
				Lower	Upper
33.385	199	.000	1.02143	.9611	1.0818

Table (14) indicated that Test p-value was 0.00 which is lesser than 0.05 reported that there is a clearly agreement on the impact of the family support on the work life balance of the businesswoman, so, the relationship is significant and the hypotheses aforementioned is accepted, as we state that work performance affecting work life balance of the businesswoman.

### **Hypothesis 4: Family and health affecting Work Life Balance of the businesswoman.**

To test the hypotheses, we have employed one sample T-test to measure the trend of respondents' agreement and to know whether the mean of section (i.e. 3.65) is significantly bigger than the neutral value which is 3 and it is moving towards agreement, the result as follows:

Table (15) – One-Sample Test					
Test Value = 3					
t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
				Lower	Upper
19.994	199	.000	.65000	.5859	.7141

Table (15) indicated that test p-value was 0.00 which is lesser than 0.05 reported that there is a clearly agreement on the impact of the family support on the work life balance of the

businesswoman, so, the relationship is significant and the hypotheses aforementioned is accepted, as we state that family and health affecting work life balance of the businesswoman.

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## KEY FINDING AND DISCUSSION

Through the output of statistical data which indicates proof or rejection of the hypotheses of the study, it was found that many factors affect the work of businesswoman in terms of family and society, and creating a balance between work and family life faces many obstacles, despite all these challenges, the participants in the questionnaire demonstrate the strength and rigidity of many of them in facing the challenges of building a balance between work and family life with weak support from the surrounding an environment such as work or family. The study indicates that most of the responses of participating women tend to recognize that there is a great opportunity to strike a balance between work and family life despite the many challenges and obstacles faced by women in the Kingdom of Bahrain. All hypotheses are acceptable, which indicate that family and health affect the creation of a balance between work and home, as well as the personal factors related to the organization such as support, appreciation, incentives and flexibility with women working in the Kingdom of Bahrain.

## CONCLUSION

The review of literature has been investigated on the grounds of why women entrepreneur's people leave the corporate world to enter entrepreneurial exercises. To incorporated adaptability and deal with their work and individual lives, a woman has started their own particular ventures keeping in mind the end goal to improve work-life adjust Women need to work for the advancement of their youngsters by adjusting work and family life. In

this focused situation, women are more sure, advanced with entrepreneurial aptitudes and have faith in following the social approach in the workplace. They concentrate more on keeping up compelling correspondence and association with representatives and clients. Since they saw that issues in business or family can influence their execution in either. In this way, a woman handles the issues both sincerely and for all intents and purposes with their passionate knowledge. The lady's business people trust that viable correspondence and relationship working with family and clients can decrease the pressure experienced in both individual and expert lives and helped them to accomplish adjust.

The more prominent association of women in business ventures and work brought about the rise of work-life adjust issues. With a specific end goal to keep up a sound work-life adjust, an individual need to use adaptable timetable amongst work and individual duties. However, the unevenness creates worry among the ladies. This pressure caused because of poor work-life adjust, unfavorable the physical and psychological wellness and causes behavioral changes in a woman. Woman engaged with independent work have a tendency to create adaptable calendars to keep up adjust amongst work and family requests. In this way, they lean toward tele commuting with a specific end goal to invest a reasonable measure of energy for their residential duties. Men have been roused to take up enterprise to look for monetary benefits and ladies decided on business for greater adaptability in both work and family.

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