TIME MANAGEMENT & WLB AMONG WOMEN EMPLOYEES  
IN BURAIMI’S BANKING SECTOR  

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Abstract:  
Human life is worthy, and everyone wants to live a healthy and organized life. Sultanate of Oman has witnessed changing phases of development in Omanization and specifically, the scenario of women employed in various sectors provides a glimpse of fast growth of the nation. Universally women are considered as a powerful source for social development and their physical and psychological health is very significant in their day today accomplishment of career and personal family life. This research was planned to get insights related to time management and work-life balance maintained by women employees in banking sector of Buraimi, Sultanate of Oman. Variables related to Time Management and Work-Life Balance were identified for this descriptive research and it was found out that women employees are struggling for effective time management and proper work-life balance. The study tries to get the awareness of the existing problem and to identify the right strategies to implement holistically; personally, professionally, and socially. This study is the starting point in this crucial area, which acts as a platform for future research plans. 

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Introduction:

Oman’s Changing Professional Scenario: Oman has undergone a number of changes in recent years and one of them is the development of women through education and training which has resulted in many key professional positions held by women. Today women in Oman are effectively contributing and adding value to a broad spectrum of economic sectors. The banking sector in Oman has also witnessed growing presence of women in managerial positions, breaking the glass ceiling.

Conflicting Demands: The women’s professional role along with family responsibilities has led to conflicting demands which are difficult to manage. On one hand there is a pressure of meeting official deadlines in a highly competitive work environment and on the other, the family bonding demands allocation of ample time and energy. These ambitious women have high career aspirations and are equally sensitive and responsive to the cultural demands of raising their families effectively. This requires practicing excellent time management skills to ensure balance between family and office.

The Banking Sector: The banking sector in Oman has seen the same phenomenon and presents an excellent platform for research to gain interesting and useful insights into the way woman are maintaining a proper work life balance through effective time management. As a pilot study, this research is focused on the woman who are working in the banking sector in Buraimi, which being a bordering area, enjoys a strategic importance in terms of location. The findings from this study can be used to further investigate the research problem at a larger scale in future, within the regional and subsequently the global context.

Literature Review:

In recent years, the term “work-life balance” has replaced what used to be known as “work-family balance” (Hudson Resourcing, 2005). Work-life balance is defined as an employee’s
perception that multiple domains of personal time, family care, and work are maintained and integrated with a minimum of role conflict (Clark, 2000; Ungerson & Yeandle, 2005). Total life planning is the latest and innovative approach to work-life benefits that helps employees understand the important aspects of their professional life, personal lives and their relativity. Their goal is to encourage employees to look at their lives as a whole and assess relationships, emotional and physical well-being, careers, spirituality, and their personal financial situation. (Gantisree, 2013). Work-Life Balance is the relationship between time and space of work & non-work in societies where income is predominantly generated and distributed through labor markets. Another view of work-life balance is “being aware of different demands on time and energy saving the ability to make choices in the allocation of time and energy knowing what values to apply”. (Gantisree, 2013).

Gender equality generates a phenomenon of working women; women identified as multiple tasking people in work and home than men. The knowledge economy has created greater access for women coupled with factors such as changes in marital patterns and smaller families. This has led to an increase in the number of working women and, hence, working mothers (Grossman, 1981).

Time Management is the over-written area and hundreds of models have been developed by many authors. Lakein (1973), suggested that time management, involves the process of determining needs, setting goals to achieve these needs, prioritizing and planning tasks required to achieve these goals. When time management is concerned to work-life balance, both domains need a quality time. Jeffrey H. Greenhaus, Karen M. Collins & Jason D. Shaw (2003) suggested that an equally high investment of time and involvement in work and family would reduce work-family conflict and stress thereby enhancing an individual’s quality of life.

**Research Methodology:**

The discussed scenario is considered as an emerging issue of Omani women employees in the banking sector for which a descriptive study was planned with selective variables and a structured questionnaire was used to identify the time management and work-life balance of the women employees of banks in the Buraimi region.
The following objectives were framed for the study:

1. To find out the relationship of time management and work-life balance of the women employees in banks with reference to Buraimi.
2. To analyze the level of time management and work-life balance of the women employees in banks
3. To explore the factors related to time management and work-life balance of the women employees in banks.

The structured questionnaire was designed with ten questions, with five questions each in the context of time management and work-life balance respectively. The questionnaire also contained a section with five demographic variables.

The banks in Buraimi considered for the study include Bank Muscat (two branches), Bank Dofar (one branch), Bank Sohar (one branch), Oman Arab Bank (one branch), NBO (one branch), HSBC (one branch), Bank Abu Dhabi (one branch), and Bank Nizwa (One branch). On average 6 women employees were identified from each bank. Censes method of data collection was planned and later due to limitations of time and availability of respondents, convenient sampling was undertaken. 55 women employees who were available during the data collection period were approached out of which 76% of respondents provided the feedback with completed questionnaires, and were finally considered for the study.

**Scope of the study:**

The work place cultural scenario is changing from time to time in all countries. Unknowingly it affects the family life of the citizens and life culture and style of the people in the society. The phenomenon of generations facing changes in the health and attitude could be avoided if the deviations were identified well before with the help of these kinds of researches. This research is the starting point leading to identify the changes in women employees’ work-life balance issues. Time management is the key factor helping them to focus on work-life balance, which they have to attain.
**Scope for Future Research:**

Field researches never end and keep uncovering the hidden factors influencing variables. Academic research in various areas can help the industry in terms of awareness about their policy reframing; handling the working environment efficiently; suggesting needed strategical changes; handling the awareness programs about time management and work life balance; and developing good work place etiquette etc. This research can be expanded to various regions of Oman in different sectors and with different categories of people to facilitate the awareness of the changes with which they are unknowingly or knowingly experiencing.

**Data Analysis:**

While simple percentage analysis has been applied to classify data of respondents about their demographic variables, Pearson coefficient was applied to identify the relationship between Time Management and Work-Life Balance of the women employees.

**Demographic profile of employees:** The study was undertaken with women employees in twelve banks, with a wide majority (75%) of them being married. Most of them (58%), are diploma holders and 42% are degree holders. The analysis of years of work experience varies considerably with 35% with more than ten years of work experience, 16% with 7 to 10 years of experience, 42% with 3 to 6 years of work experience; and 7% with less than three years of work experience in banking sector. A majority (69%) belong to 26 and above years of age group, while 31% are 21 to 25 years of age group.

P Value for Significance Level=0.05 (Significant if P Value < 0.05)

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**Pearson Correlation Analysis:** The structured questionnaire was planned with five questions each related to time management and Work-Life Balance respectively. The variables of Time Management as per employee view are 1. Sufficient time with work; 2. Sufficient time with family; 3. Demand of time in job; 4. Taking work home; 5. Finding time to socialize with family and friends. The variables considered for work-life balance as per women employees’ view are 1. Efficient plans of time and schedules of work and family; 2. Feeling stress during heavy working days; 3. Relaxing on weekends; 4. Seeking family members’ support to accomplish responsibilities. 5. Managing life with proper work-life balance.

Pearson correlation among the above-mentioned variables was identified with 95% level of significance. The women employees are running with sufficient time for work in their regular days, it is correlated with work life balance of them, and this variable is not having relationship with other work life balance variables. The second variable of an employee have sufficient time for her family is identified with the relationship with four different work life balance variables. Those are which they are scheduling time for family in effective schedules and demands of work, feeling stress and tired during heavy working days, getting family members’ support to accomplish family demands and they have proper work-life balance with time and energy. The third variable of time management of women employees is their job demands to work for long hours is not correlating with other work life balance variables except the effective time schedules for family in my hectic schedules and demands of work. These employees are not attaining proper work life balance. The fourth variable, taking work to home in the evenings is identified with the correlation with work and life balance of employees. The fifth variable of time management, finding time to socialize or relax with family and friends is identified with the relationship of effective time scheduling with family during hectic work schedules and feeling stress and tired during heavy working days. This variable is not associated with work life balance of the respondents.

**Findings and Suggestions:**

The study aims to find out the relationship of time management and work-life balance of the women employees in the banking sector with reference to Buraimi, Oman. This is the basic study to understand the scenario of the women employees in these two main criteria of research. The considered ten variables are discussed in detail earlier. It was identified that three time
management variables show correlation with work-life balance of the employees. Women employees who have sufficient time for their work and family attained work life balance. Those with time demands for the work and family more were finding difficulty to attain work-life balance. Women who plan and prioritize are maintaining proper work-life balance. They are getting good support from family members like parents and husband.

In general, the women employees can manage the usual time demands of family and work; while in special cases when they are in demand of time and effort at work or family, they are in conflict of work life balance. This may cause them stress and tiredness in the routine life. The variables that were considered in the study are most important to be managed by the women employees in the banking sector.

**Conclusion:**

The outcome of the study suggests that the women employees need awareness about the work life balance and time management. Most of the employees are struggling between work and life with time and energy. The priorities of life are mandatory for them to decide spending time and energy in the areas where they are required the most. The time schedules require contingency planning because according to the domains work and family they can expect any sudden changes or moves, resulting in the spillover effect. By utilizing proper strategies of work-life balance and time management skills, and leading an organized and well-planned life style can support the workaholic women to run a successful career and a satisfied personal life.

**References:**

• Hudson Resourcing. (2005), The case for work/life balance: Closing the gap between policy and practice. Hudson Australia and New Zealand available on www.hudson.com