A CRITICAL STUDY OF WORK LIFE BALANCE AND GLASS CEILING FOR WOMEN EMPLOYEES IN THE CORPORATE WORLD: AN EFFECT OF MARITAL STATUS

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ABSTRACT

In today's corporate environment, striking a work-life balance is increasingly crucial, particularly for women in leadership roles. One of the main research areas is the impact of marital status on this equilibrium. It is more difficult for women to advance in the corporate ladder due to persistent gender gaps. The glass ceiling effect is still a big problem in the business world, despite some progress. This study aims to determine how much a woman's marital status influences her ability to balance work and life and advance in her career. This investigation used quantitative methods. The researchers created the survey that was employed in the investigation where sixty found using stratified random sample. Using statistical tools and methods like regression, correlation analysis, and descriptive statistics, the researcher carried out quantitative analyses. A recent study found that women's career prospects, ability to balance work and life, and access to leadership roles in corporate environments are significantly impacted by their marital status.

Keywords: Work-life balance, glass ceiling, women employees, marital status, and corporate world

1. INTRODUCTION

In today's business world, finding a balance between work and personal life has become crucial, especially for women in leadership roles. The impact of women's marital status on work-life balance in the corporate setting has been the subject of recent research. Comprehending the intricate details of how women's experiences in leadership roles are influenced by their marital status is imperative for companies seeking to establish more equitable and inclusive work environments.

The business world has historically had a gender gap, which has hampered women's ability to advance in their careers and maintain a work-life balance. Despite advancements in programs promoting gender equality, the glass ceiling effect remains a significant issue that needs to be resolved. The aim of this study is to investigate the intricate relationship that exists between women's sense of work-life balance in corporate environments and their marital status. This will help us gain a deeper understanding of the various ways that marital status influences career advancement and success.

Research Question

How does marital status influence work-life balance and career advancement opportunities for women in corporate leadership roles?

Objectives

1) To examine the relationship between marital status and perceived work-life balance for women in corporate leadership roles.

2) To explore how marital status impacts women's advancement opportunities and access to leadership roles in corporate settings.

3) To analyze and understand the difference in challenges that married and unmarried women employees encounter in their pursuit of work-life balance in corporate environments.

4) To identify the coping mechanisms employed by married and unmarried women employees in managing the demands of their professional and personal lives.

5) To suggest strategies and best practices that can promote work-life balance and career advancement for both single and married women in corporate jobs.

Hypotheses

H1: There is a statistically significant relationship between marital status and the perceived work-life balance among women in corporate leadership roles.

H2: Marital status has a significant impact on women's advancement opportunities and access to leadership roles in corporate settings.

2. LITERATURE REVIEW

Relationship between Marital status and work-life balance for women

According to Panisoara, G., & Serban, M. (2013), downsizing can result in either greater time or effort being dedicated to one's career in order to keep one's current position, or less involvement in work in favor of one's personal life, leaving one's employment prospects up to chance. The purpose of the study was to determine whether marital status influences work-life balance in order to assist businesses in creating strategies that will effectively motivate their workforce. The study's findings indicate that there was no statistically significant variation in work-life balance between the four employee groups that were examined: singles, married couples without children, couples with children under 18, and couples with children over 18.

Glass Ceiling and Women

According to Kawitkar S. & Saxena V. (2017), the term "Glass Ceiling" describes the visible but impenetrable barrier that prevents minorities and women from advancing to the top ranks of the corporate ladder, regardless of their accomplishments or qualifications. "Glass" refers to the invisible barrier that prevents women from rising to the top positions, and "ceiling" refers to the restriction of women's upward mobility. Despite the fact that no rulebook mentions this barrier, both sexes are aware of its existence. To put it simply, the term "Glass Ceiling" describes the actual but unseen barrier that prevents some qualified and deserving workers from moving up to the next stage or level of advancement. Implicit bias based on age, ethnicity, political or religious

affiliation, and/or sex is the cause of these barriers. Sexual discrimination occurs in the workplace, at home, and in social circles on a daily basis. Women have long been stereotyped as the weaker sex. Gender discrimination situations are appropriately named the "Glass Ceiling Effect." Nevertheless, given that India is ranked 127th out of 142 nations in the Gender Development Index (2016), it appears that the country still has a long way to go before achieving the goal of gender equality. In order to support the advancement of female employees to higher levels of executive management, it is critical that organizations take a proactive and significant role in maintaining a gender equality ratio within their workforce. It is crucial that women are not viewed as the inferior sex and are given equal opportunity to pursue their talents in all fields if the country is to advance and prosper. Some females, like Chanda Kochhar, Tessy Thomas, Zarin Daruwala, Nita Ambani, Arundhati Bhattacharya, Chitra Ramkrishna, Kiran Mazumdar Shaw, and others, have broken through the Glass Ceiling and had a significant impact in their fields. The study was an attempt to find out if there was a glass ceiling in Amravati City's corporate sector. The study discovered that the Glass Ceiling significantly affects female employees' opportunities for advancement in Amravati City's corporate sector.

Impact of Marital status on women's advancement opportunities and access to leadership roles in corporate settings

Yasin, J., & Helms, M. M. (2007) purpose was to offer an empirical examination of women in top management roles by determining whether or not the number of employed women, the level of education of these women, and their marital status can be used to derive an effective statistical model to predict the presence of women in top levels of organizational administration and then comparing this model to one developed for men. Using regression analysis, authors find that the percentage of single women in the U.S. population does not predict the percentage of women in upper management; but, the percentage of women who are widowed, separated, married, or divorced (but not single) does. More than twice as many women as men now hold bachelor's degrees, and that trend suggests more women are taking on management roles. This finding is supported by the regression analysis. Authors also think about the implications and potential future study directions.

Challenges that women encounter in their pursuit of work-life balance

Sundaresan, S. (2014) defined work-life balance as the harmony between one's personal and professional obligations. A healthy work-life balance becomes extremely important for working women, especially in the current environment where the home and the workplace have presented numerous challenges and worries for women. Workplace shifts have resulted in working women being expected to balance what essentially amounts to two full-time jobs: at home and in the office. A review of pertinent literature indicates that many working women find it difficult to find time for both work and family life. Their differences arise from the fact that, instead of the other way around, problems from their careers often find their way into their personal lives. Working women confront particular difficulties and frequently have to give up things in order to succeed in a range of environments, each with its own norms and expectations. This study looked at the causes as well as the effects of working women's poor work-life balance. In order to gather the required data,

125 working women in Bangalore City were chosen at random from a variety of institutions and organizations. They were then given a structured questionnaire to complete. After statistical analysis of the gathered data, the response rate approached 93%. The results demonstrated that because they have so little free time and so many social responsibilities, working women frequently find it difficult to balance the demands of both their jobs and their families. Because of their jobs, most working women must put in extra time at home. Workplace burnout, high levels of stress and anxiety, family conflict, and not realizing one's full potential are all important consequences of an unbalanced work and personal life. They usually feel irritable and resentful because they are unable to achieve a healthy work-life balance. The findings are significant because they highlight the obstacles faced by working women and offer solutions. Two models have been developed to assist working women in overcoming the challenges caused by an unbalanced work-life schedule: the role-analysis model and the three-factor model. These role models make women smarter, healthier, and happier by providing them with the resources they need to attain harmony in all facets of their lives. Because they enable them to more effectively manage their numerous obligations at home and at work, these two strategies are very beneficial for working women worldwide.

Coping mechanisms employed by women in managing their professional and personal lives
Custodio, P. C., & Siy, L. C. (2017) examined the difficulties faced and solutions offered by women in professional settings. Working women at a few private universities in the Philippines were surveyed by researchers using a questionnaire they created. The 534 usable questionnaires that were retrieved were subjected to analysis of variance (ANOVA), frequency, percentage, mean, and simple ranking. The findings demonstrated that people give equal weight to gratifying their spiritual and aesthetic desires in addition to their intellectual, cognitive, and social needs. Managing their relationships, managing their time, and scheduling fun and relaxation times are all obstacles they must overcome in order to succeed in both their personal and professional lives. To mitigate the effects of work-life balance pressures, women frequently turned to eating, watching movies, and praying as adaptive, emotion-focused coping behaviors. There were some recommendations made to lessen the demands made on women to excel at home and at work.

3. METHODOLOGY

The study used a quantitative methodology to fully examine how women in corporate leadership roles' career advancement, work-life balance, and marital status relate to each other. The sample group consists of powerful women from a range of industries. To get a full picture, researchers looked for participants who varied widely in terms of age, marital status, and occupation. A structured questionnaire was created by the researcher based on the study's objectives. The questionnaire asks about perceptions of work-life balance, career advancement, and the effect of marital status. All of the questionnaire's quantitative data analysis questions are objective. Stratified random sampling was employed by the researchers to incorporate individuals from diverse social, marital, and professional backgrounds. The total sample size is sixty individuals. To effectively gather information from a sizable sample of the population, researchers employed

online questionnaires. The study's designers also took care to protect the respondents' privacy and anonymity. Statistical software was utilized to analyze the quantitative results of the study. The researcher employed various techniques such as regression analysis, correlation analysis, and descriptive statistics to identify trends and establish and refute hypotheses. The researcher made sure that every participant gave their informed consent, understood the purpose of the study, and was guaranteed privacy by doing so. Observe the correct protocols for handling, processing, and reporting data.

4. RESULTS

Age		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	25 to 30 years	41	68.3	68.3	68.3
	31 to 40 years	10	16.7	16.7	85.0
	41 to 50 years	9	15.0	15.0	100.0
	Total	60	100.0	100.0	
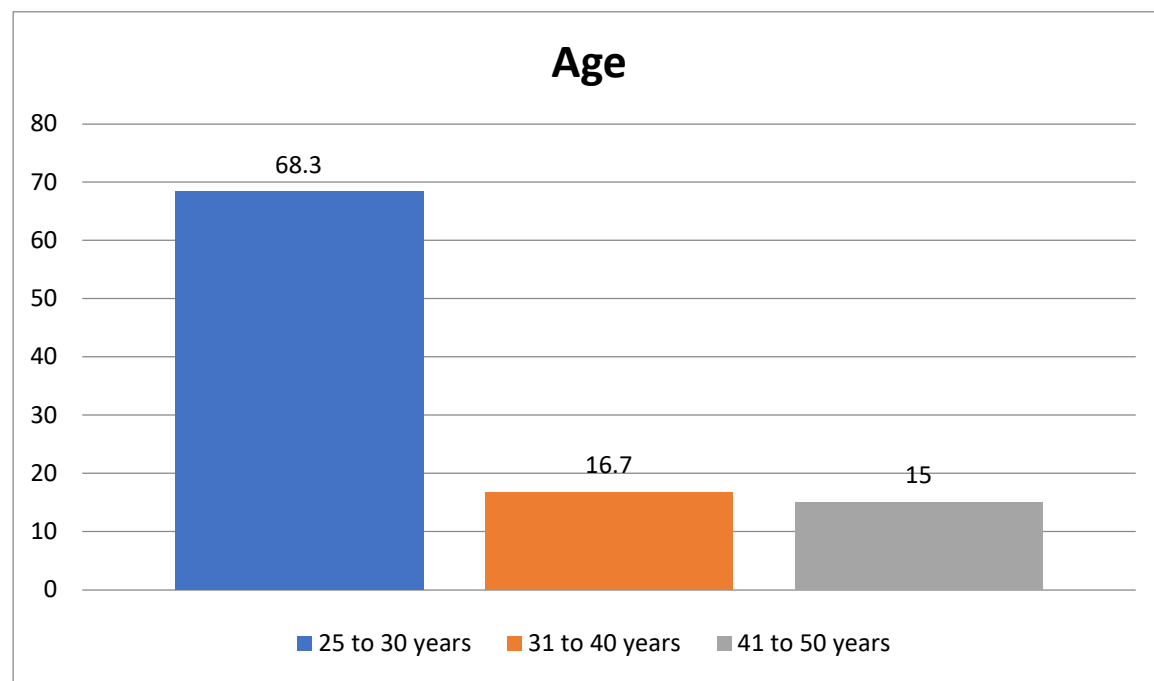
68.3% of the sample as a whole are respondents, most of whom are between the ages of 25 and 30. This suggests that there are a lot of younger people in the study. A smaller but significant proportion of respondents, 16.7% of the sample, are between the ages of 31 and 40. 15.0% of

respondents are between the ages of 41 and 50, which shows a smaller but meaningful representation of people in the older age range.

What is your current marital status?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Married	44	73.3	73.3	73.3
	Unmarried (Single, Divorced, Widowed)	16	26.7	26.7	100.0
	Total	60	100.0	100.0	
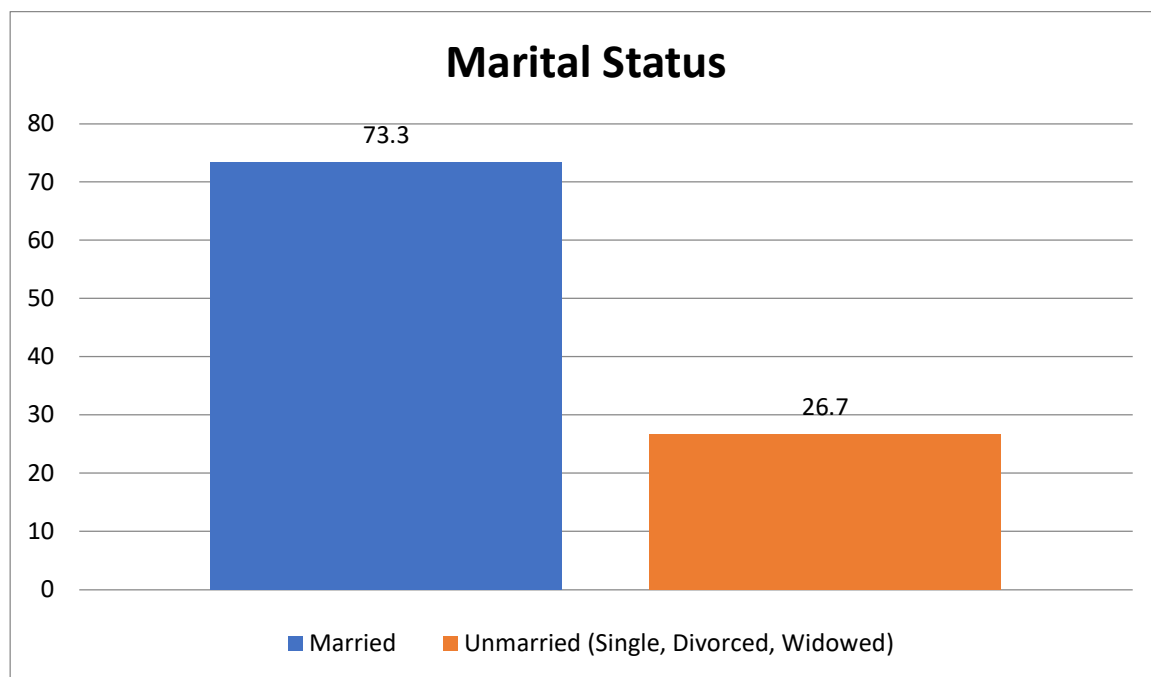
Marital Status

The information on participants' marital status showed that 73.3% of respondents—the majority of respondents—are currently married. On the other hand, 26.7% of the participants said they were single, divorced, or widowed.

Current Position in the Corporate World:					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Entry-Level	20	33.3	33.3	33.3
	Mid-Level	11	18.3	18.3	51.7
	Senior-Level (e.g., Manager, Director)	9	15.0	15.0	66.7

	Executive-Level (e.g., CEO, Vice President)	20	33.3	33.3	100.0
	Total	60	100.0	100.0	
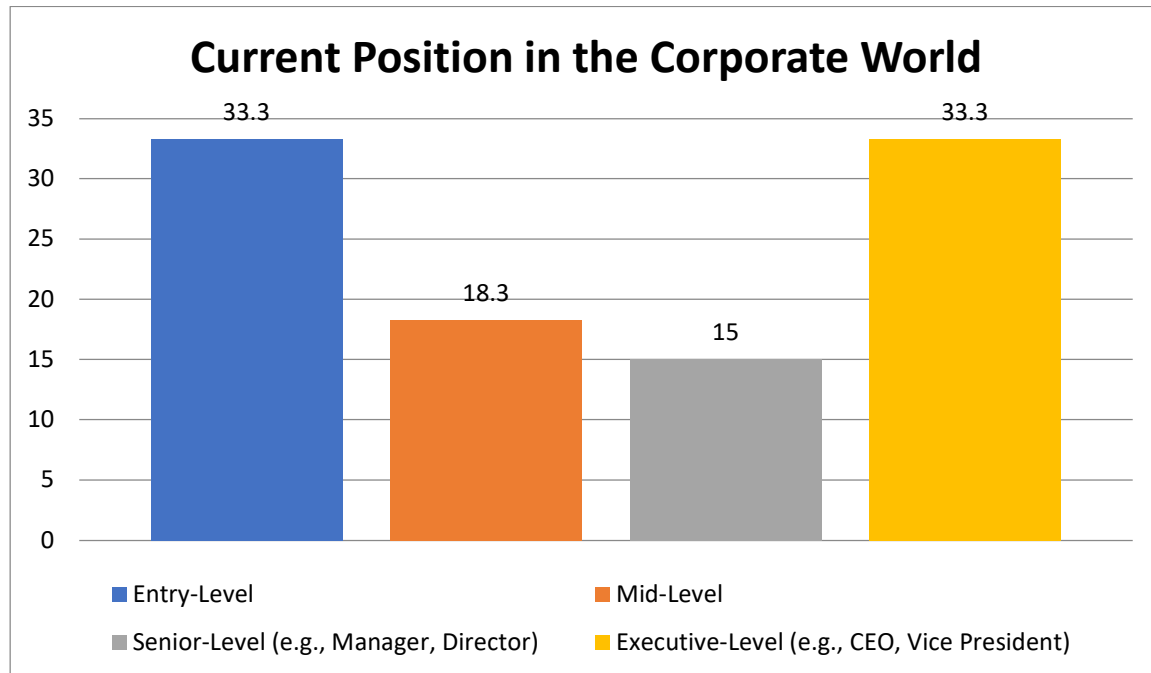
In the corporate world, about one-third of the respondents work in entry-level roles. Approximately 18.3% of the participants hold mid-level roles. Notably, 15% of the participants are in senior roles, such as directors or managers. 33.3% of the respondents hold executive-level positions, which include CEO and vice president positions. The information offers a thorough picture of the experiences of women at different phases of their careers because it represents a varied sample of respondents from various corporate levels.

How do you perceive your current work-life balance?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Excellent	26	43.3	43.3	43.3
	Good	11	18.3	18.3	61.7
	Fair	8	13.3	13.3	75.0
	Poor	15	25.0	25.0	100.0
	Total	60	100.0	100.0	

How do you perceive your current work-life balance?
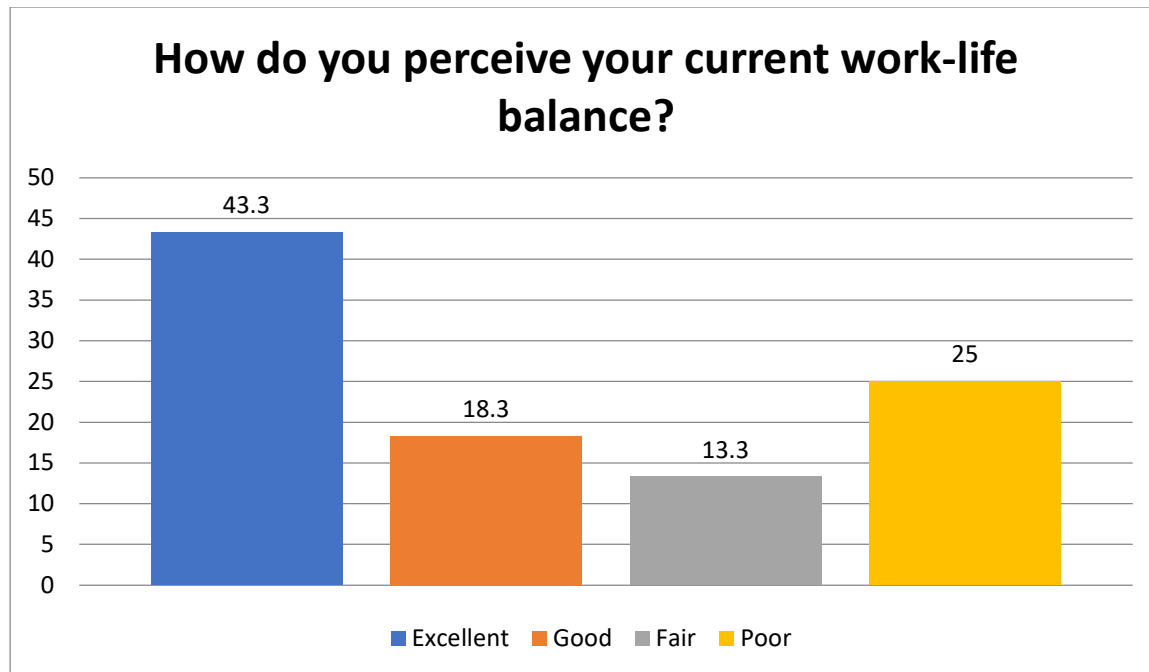
43.3% of respondents, or most of the sample, said they had a "Excellent" work-life balance. This shows that a sizable percentage of the sample is content with how their personal and professional lives are integrated and feels well-balanced. Conversely, 18.3% of participants reported having a "Good" work-life balance. 13.3% of respondents overall said they had a "Fair" work-life balance, indicating that some people believe they could do a better job of striking a balance between their personal and professional obligations. Lastly, a quarter of the sample, or 25.0% of the respondents, described their work-life balance as "Poor." This suggests that a sizeable percentage of people have a negative perception of their current work-life balance and may be finding it difficult to juggle the demands of both their personal and professional lives. A useful summary of the distribution is given by the cumulative percentage column, which shows that 61.7% of respondents rate their work-life balance as "Excellent" or "Good". Nonetheless, the fact that 25% of respondents said they had a "poor" work-life balance highlights the existence of a sizable subgroup that struggles to strike a healthy balance between their personal and professional lives.

In the last 6 months, how often did you feel that the demands of your work interfered with your personal or family life?		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	15	25.0	25.0	25.0
	Rarely	10	16.7	16.7	41.7
	Sometimes	10	16.7	16.7	58.3
	Frequently	16	26.7	26.7	85.0
	Almost Always	9	15.0	15.0	100.0

	Total	60	100.0	100.0	

In the last 6 months, how often did you feel that the demands of your work interfered with your personal or family life?
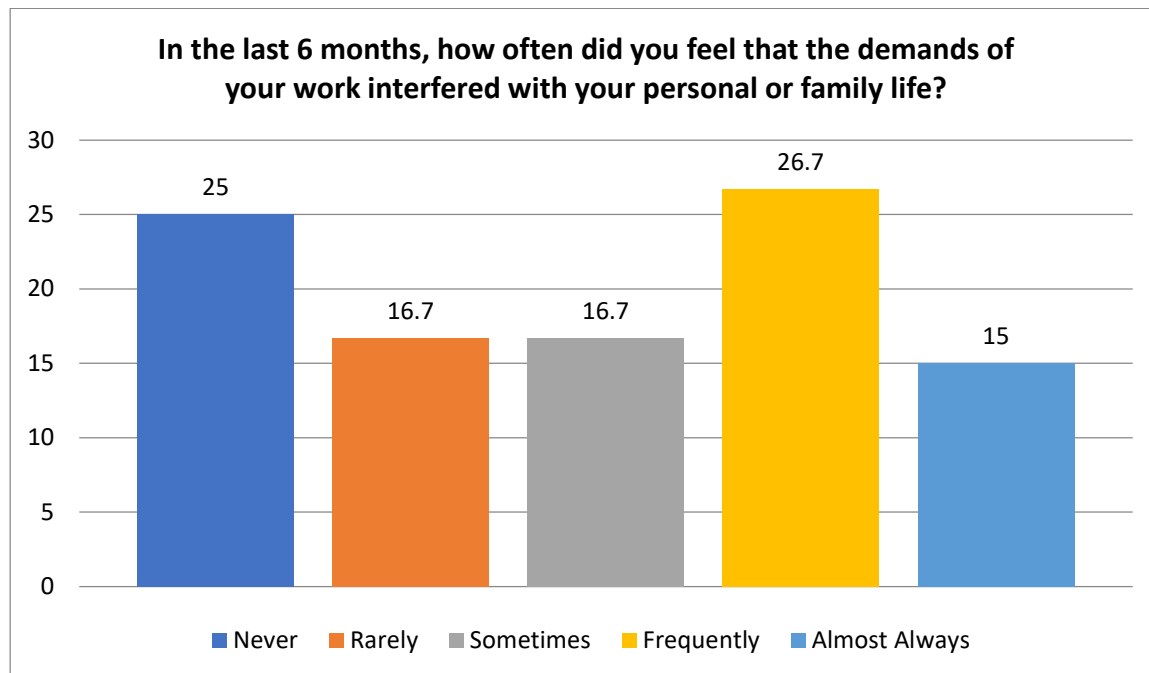
The majority of respondents, or 26.7%, indicated that they interfered frequently, indicating that a sizable portion of the population had ongoing difficulties juggling the demands of their jobs with their personal and family responsibilities. Given the higher percentage, there seems to be a significant impact on work-life balance for this group. Remarkably, 25.0% of respondents claimed they had never had to decide between their personal or family life and their career. This suggests that 25% of the sample was successful in maintaining a clear separation between their personal and professional lives for the duration of the allotted period. However, a sizable portion of participants stated that work occasionally interfered with their personal or family life. 16.7% of respondents reported seeing this interference only very infrequently, and another 16.7% reported seeing it occasionally. The fact that 33.4% of participants experienced sporadic challenges balancing work and personal obligations within the allocated time frame is noteworthy. Furthermore, 15% of respondents claimed that their personal or family lives are constantly or frequently disrupted by their jobs. Even though this percentage is lower than in some other categories, it still represents a sizeable minority of people whose work obligations frequently interfere with their ability to spend time with friends and family. As a result, a significant majority of people regularly struggle to maintain a healthy work-life balance, while a sizeable minority are able to keep their personal and professional lives entirely apart.

How much of a challenge is managing the demands of your work and personal life?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not At All A Challenge	7	11.7	11.7	11.7
	A Small Challenge	8	13.3	13.3	25.0
	A Moderate Challenge	7	11.7	11.7	36.7
	A Substantial Challenge	24	40.0	40.0	76.7
	A Very Significant Challenge	14	23.3	23.3	100.0
	Total	60	100.0	100.0	
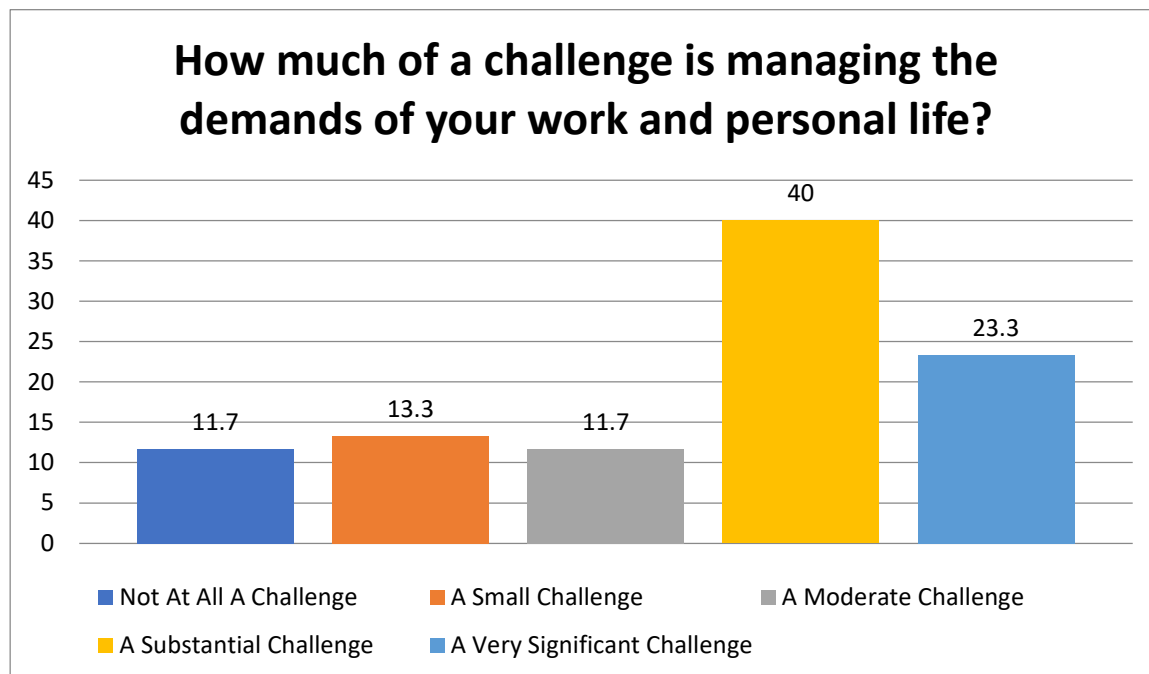
11.7% of respondents said they had no trouble juggling their personal and professional obligations. This suggests that balancing a personal and professional life is something that only a small percentage of people can do well. Merely 13.3% of the participants regarded this as a moderate level of difficulty. This suggests a higher percentage of individuals who acknowledge the challenge but nevertheless believe it is achievable. The remaining 11.7% of respondents believe that it is moderately difficult to balance work and personal obligations. This suggests that a comparable proportion of individuals face a more severe challenge. This was cited by 40% of respondents as a significant obstacle to getting what they needed. It follows that many people struggle to maintain a healthy balance between their personal and professional lives. Twenty-three percent of people said it was very difficult to balance work and personal life. This sizeable fraction draws attention to an interesting subset of participants who are struggling mightily to balance their personal and work lives. Therefore, it is clear that the majority of respondents find it difficult to balance their professional and personal responsibilities.

My marital status affects my ability to maintain a work-life balance.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	8	13.3	13.3	13.3
	Neutral	7	11.7	11.7	25.0
	Agree	28	46.7	46.7	71.7
	Strongly Agree	17	28.3	28.3	100.0
	Total	60	100.0	100.0	
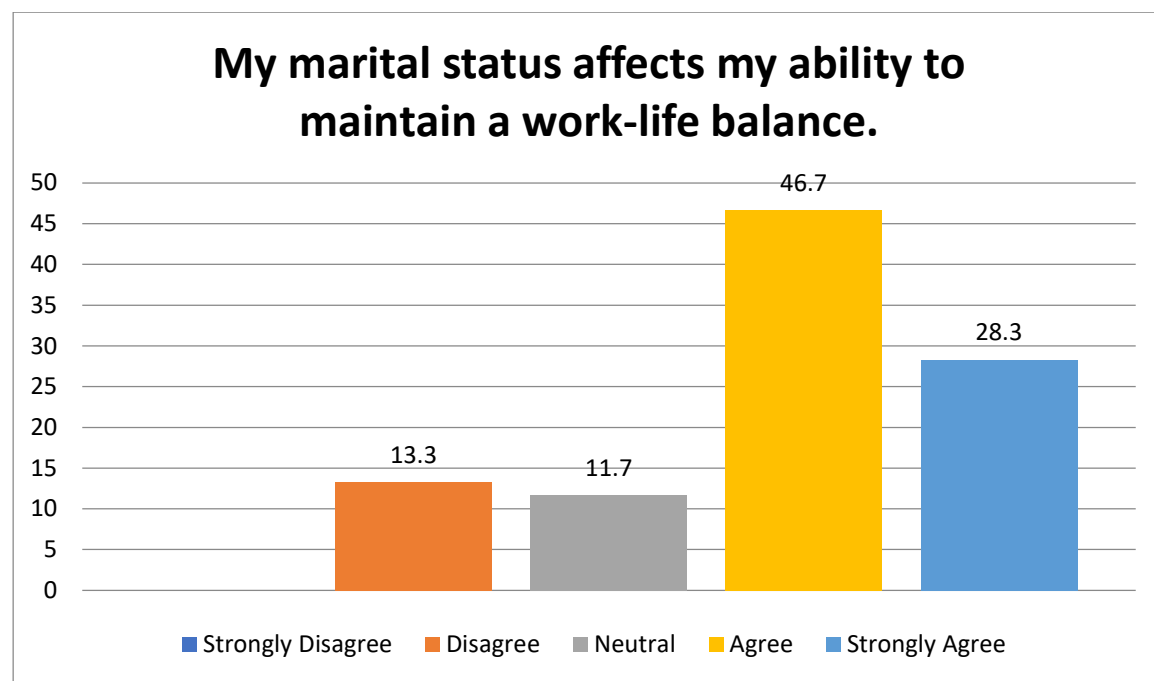
About one-fifth of respondents (13.3%) said they didn't feel that married people have it easier to strike a work-life balance. Around 11.7% of the participants stated a neutral view, reflecting confusion or a lack of a strong opinion regarding the impact of marital status on their work-life balance. Almost half, or 46.7%, of people who took the survey said they think marriage affects how easy it is to strike a work-life balance. Almost a third (26.3%) of those polled thought that marital status has a major impact on their ability to strike a work-life balance. This indicates that a large percentage of people believe that marital status has an effect on their capacity to strike a work-life balance.

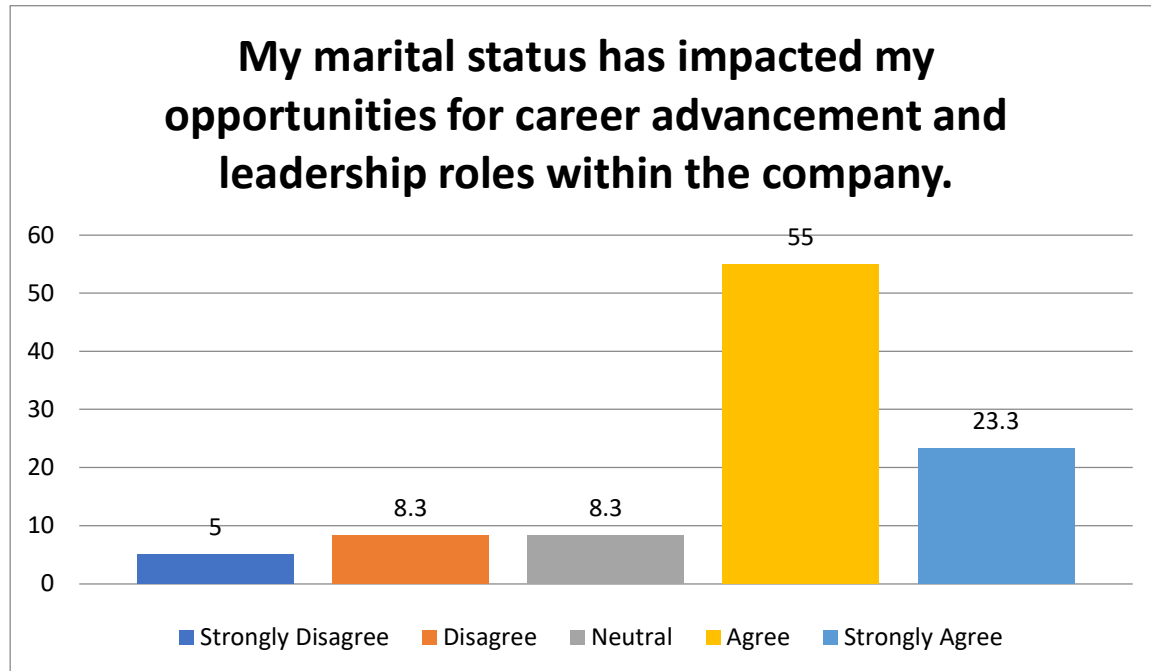| **How much opportunity do you have for advancement to leadership roles in your company?** |
|---|

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	A Lot	19	31.7	31.7	31.7
	A Moderate Amount	12	20	20	51.7
	A Little	14	23.3	23.3	75
	None At All	15	25	25	100.0
	Total	60	100.0	100.0	
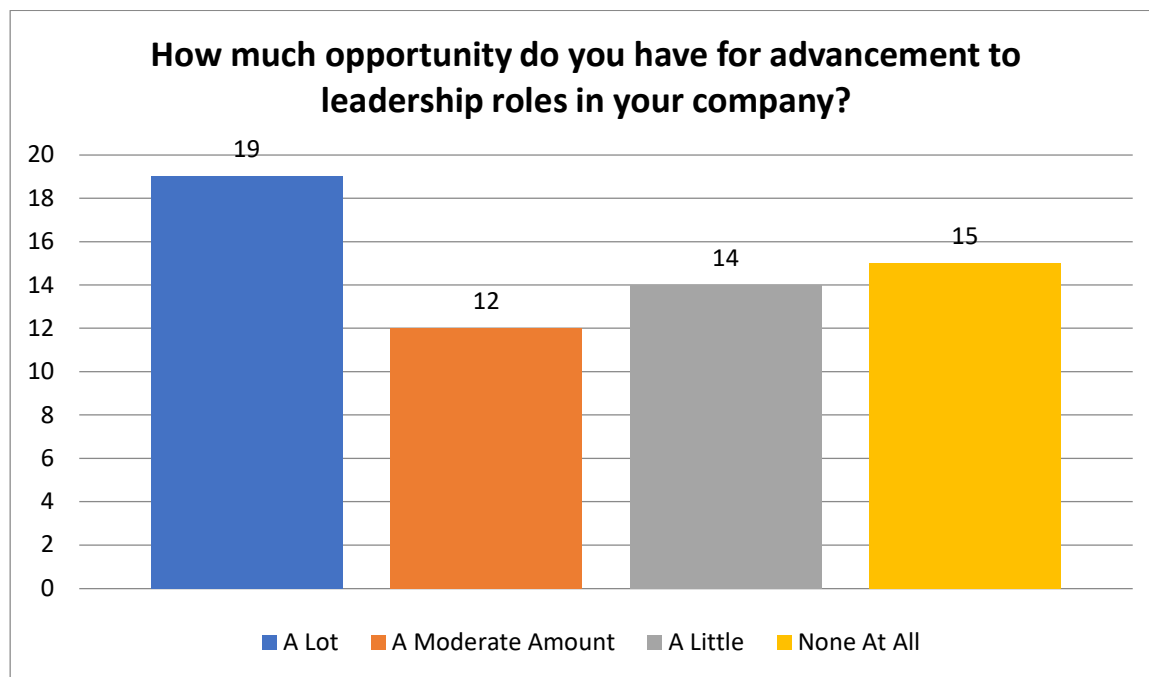
About one-third (31.7%) of employees feel there is "A Lot" of room for promotion into management positions at their organization. However, 20% of respondents think there is "A Moderate Amount" of room for improvement. Surprisingly, however, 23.3% of respondents felt they had "A Little" potential for development to leadership roles, while 25% felt they had "None at all" possibility. Consequently, while a sizeable minority expressed worries or pessimism regarding the accessibility of such possibilities, a sizable majority have optimistic views.

My marital status has impacted my opportunities for career advancement and leadership roles within the company.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	5.0	5.0	5.0
	Disagree	5	8.3	8.3	13.3
	Neutral	5	8.3	8.3	21.7

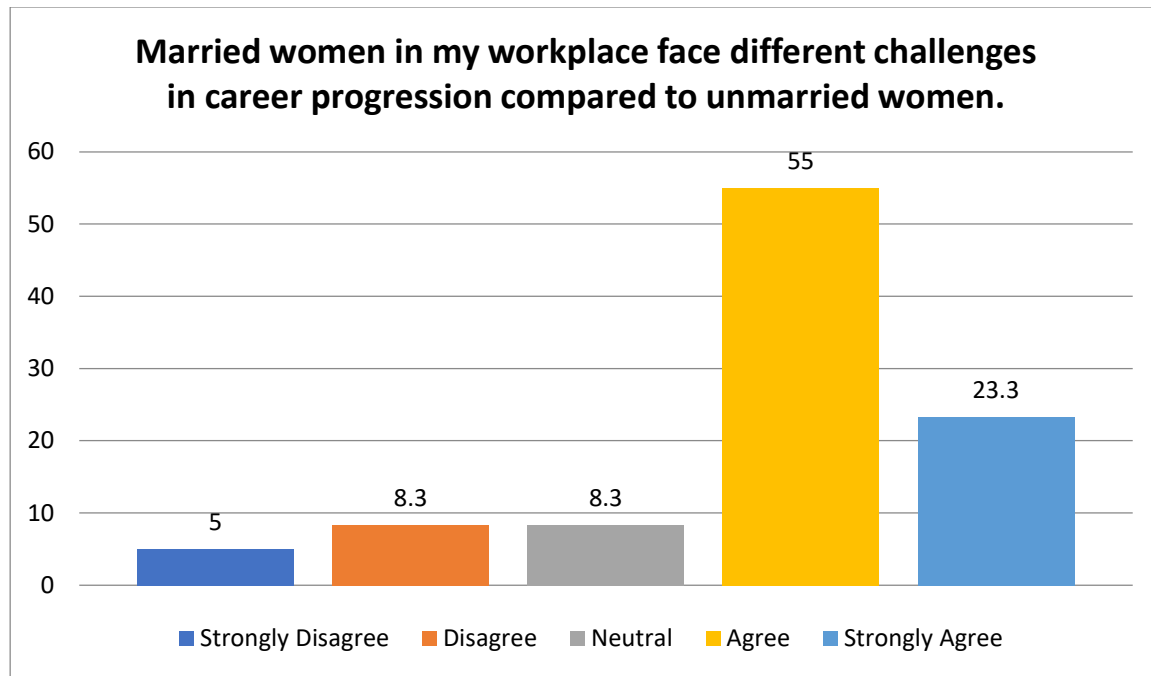|				
Agree	33	55.0	55.0	76.7
Strongly Agree	14	23.3	23.3	100.0
Total	60	100.0	100.0	

My marital status has impacted my opportunities for career advancement and leadership roles within the company.

78.3% of the total respondents "Agree" (55.0%) or "Strongly Agree" (23.3%) that their marital status has affected their opportunities for leadership roles and career advancement. While 8.3% take a neutral position, about 13.3% of respondents disagree ("Disagree" and "Strongly Disagree" combined). As a result, opportunities for leadership and career advancement within the organization are influenced by marital status.

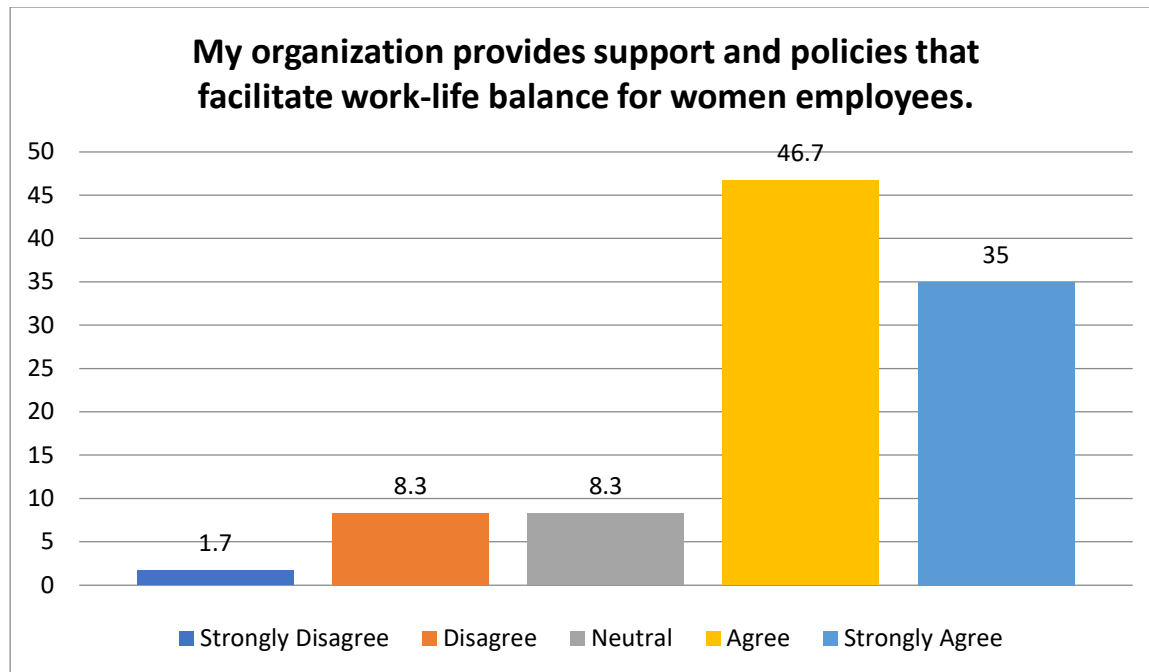| Married women in my workplace face different challenges in career progression compared to unmarried women.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	5.0	5.0	5.0
	Disagree	7	11.7	11.7	16.7
	Neutral	6	10.0	10.0	26.7
	Agree	27	45.0	45.0	71.7
	Strongly Agree	17	28.3	28.3	100.0
	Total	60	100.0	100.0	

The majority of participants (45.0%) indicated agreement with the statement, suggesting that a substantial proportion perceives differences in the challenges encountered by married women in contrast to their unmarried counterparts. Furthermore, 28.3% strongly agreed with the statement, underscoring a notable level of conviction in the belief that married women indeed confront distinct hurdles in advancing their careers. Conversely, 16.7% disagreed or strongly disagreed, collectively indicating a perception that challenges in career progression are not significantly influenced by marital status. The responses of the remaining 6% fell within the neutral category, signifying a degree of uncertainty or neutrality on the matter. Thus, almost three-fourths of participants (73.3%) expressed some level of agreement with the notion that married women encounter different challenges in career progression compared to unmarried women.

Which of the following coping mechanisms do you employ to manage work-life balance?		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Flexible Working Hours	14	23.3	23.3	23.3
	Delegation Of Responsibilities	12	20.0	20.0	43.3
	Seeking Support From Family Or Friends	11	18.3	18.3	61.7
	Time Management Techniques	20	33.3	33.3	95.0
	Others	3	5.0	5.0	100.0
	Total	60	100.0	100.0	

Which of the following coping mechanisms do you employ to manage work-life balance?
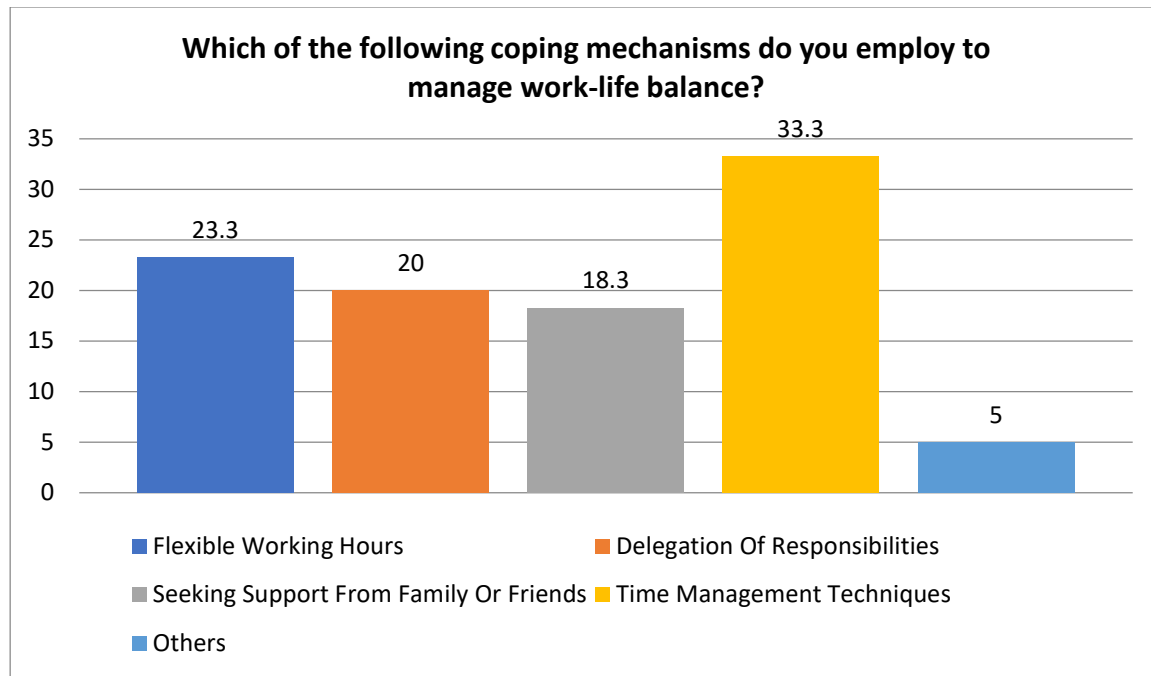
Approximately 23.3% of respondents indicated that they rely on flexible working hours as a coping mechanism. A significant portion (20.0%) of respondents reported utilizing delegation of responsibilities as a coping strategy. About 18.3% of respondents rely on support from family or friends as a coping mechanism. The majority (33.3%) of respondents employ time management techniques to navigate the demands of work and personal life. A small percentage (5.0%) of respondents indicated the use of other coping mechanisms not explicitly listed. Thus, a diverse range of coping mechanisms is employed by respondents, with time management techniques being the most commonly adopted strategy.

My organization provides support and policies that facilitate work-life balance for women employees.		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	1.7	1.7	1.7
	Disagree	5	8.3	8.3	10.0
	Neutral	5	8.3	8.3	18.3
	Agree	28	46.7	46.7	65.0
	Strongly Agree	21	35.0	35.0	100.0
	Total	60	100.0	100.0	

My organization provides support and policies that facilitate work-life balance for women employees.

1.7% of respondents strongly disagree, which is a very small proportion of participants who firmly feel that their company does not offer sufficient policies and support for women employees to maintain a work-life balance. The 8.3% of respondents who selected the "Disagree" option also voiced disapproval of the company's efforts to support female employees' ability to balance work and life. 10% of respondents overall indicated that they disagreed or strongly disagreed with the organization's policies, which indicates a noticeable but still relatively small percentage of respondents are not happy with the policies. 8.3% of participants gave a neutral response, indicating that they had no strong feelings about the organization's work-life balance policies and support for women. The majority of respondents, or 46.7%, indicate that they agree with the statement, indicating that they believe their company supports women employees and has policies that help them balance work and life. Significantly, 35% of participants strongly concur that their company offers women employees effective support and work-life balance policies. As a result, the majority of participants—a total of 81.7%—express a favorable opinion of their company's work-life balance policies and support for female employees.

H1: There is a statistically significant relationship between marital status and the perceived work-life balance among women in corporate leadership roles.

Correlations		What is your current marital status?	How do you perceive your current work-life balance?
	Pearson Correlation	1	-.098

What is your current marital status?	Sig. (2-tailed)		.008
	N	60	60
How do you perceive your current work-life balance?	Pearson Correlation	-.098	1
	Sig. (2-tailed)	.008	
	N	60	60

The purpose of the correlation analysis above was to test Hypothesis 1, which states that among women in corporate leadership roles, there is a statistically significant relationship between married status and the perceived work-life balance. The employed significance threshold of 0.05 is exceeded by the p-value of 0.008. This means that there is enough evidence to reject the null hypothesis in a hypothesis test. The null hypothesis in this case would be that there isn't a statistically significant correlation between the perception of work-life balance and marital status. Thus, among women in corporate leadership roles, there is a significant correlation between marital status and the perceived work-life balance.

H2: Marital status has a significant impact on women's advancement opportunities and access to leadership roles in corporate settings.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.024ᵃ	.001	-.034	.45357
a. Predictors: (Constant), My marital status has impacted my opportunities for career advancement and leadership roles within the company., How much opportunity do you have for advancement to leadership roles in your company?				

ANOVAᵃ						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.007	2	.003	.017	.003ᵇ
	Residual	11.726	57	.206		
	Total	11.733	59			
a. Dependent Variable: What is your current marital status?						
b. Predictors: (Constant), My marital status has impacted my opportunities for career advancement and leadership roles within the company., How much opportunity do you have for advancement to leadership roles in your company?						

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.227	.231		5.312	.000
	How much opportunity do you have for advancement to leadership roles in your company?	.000	.038	-.001	-.007	.004
	My marital status has impacted my opportunities for career advancement and leadership roles within the company.	.010	.058	.024	.180	.008
a. Dependent Variable: What is your current marital status?						

The overall significance of the independent variable's influence on the dependent variable was evaluated in the ANOVA table above. Significantly below the traditional significance level of 0.05 is the F statistic of 0.017 and the corresponding p-value of 0.003. Based on the included predictors, the model's ability to predict marital status is statistically significant. Based on the data provided, it can be concluded that women's access to leadership roles in corporate settings and their ability to advance are significantly influenced by their marital status.

5. CONCLUSION

This research aimed to fulfil five specific objectives on how women's marital status affected their careers as business leaders. The data analysis results shed light on these aims, making them more understandable. The first objective was to research how married women in executive positions felt about their work-life balance. A large percentage of respondents (25%) reported having a "Poor" work-life balance, highlighting the difficulties experienced by a sizeable fraction in striking a healthy balance between their professional and personal lives. The hypothesis testing found that married status is substantially connected with the perceived work-life balance among women in corporate leadership posts.

The second objective was to look into how marriage status affects women's chances for promotion and entry into corporate leadership positions. The survey suggests a complicated interplay between married status and career growth, with a considerable number of participants recognizing that marital status has a role in determining career advancement and leadership prospects inside the

organization. Based on the data supplied, it was determined that women's access to leadership positions and prospects for career progression are greatly impacted by marital status.

Thirdly, we aimed to better understand the unique difficulties faced by married and single women in the workplace when trying to strike a work-life balance. While the majority of respondents are able to keep work and personal life separate, a sizeable minority experiences some level of overlap, and an even larger minority regularly struggles to find a happy medium. Almost three-quarters of respondents (73.3% to be exact) agreed that married women face unique obstacles to career advancement compared to single women.

Fourth, we wanted to learn how women, both married and single, handle the pressures of their careers and personal life. Time management skills were shown to be the most widely used coping mechanism among responders in order to juggle professional and personal responsibilities.

Objective 5 was to recommend policies and procedures that will help women in corporate professions maintain a healthy work-life balance and succeed in their careers, regardless of whether they are single or married. The majority of participants have a favourable impression of their company's policies and programs encouraging a healthy work-life balance, but an equal number have doubts or are pessimistic about their actual availability, which points to the importance of devising specific plans to strengthen existing resources for women in executive positions in business. Women in corporate employment, whether single or married, face distinct problems and objectives that must be taken into account while working to promote work-life balance and career advancement. Methods and recommendations are outlined below.

- Flexible Work Arrangements: Allow employees to have flexibility in their start and end times, enabling them to better manage personal and professional commitments. Offer opportunities for remote work, providing employees with the flexibility to balance work and personal responsibilities.

- Supportive Organizational Culture: Foster a culture that values work-life balance and diversity, promoting an inclusive environment where employees feel supported irrespective of their marital status. Encourage open communication about work-life challenges and provide platforms for employees to share their experiences.

- Career Development Programs: Provide mentorship programs that connect women with experienced mentors who can guide them in their career paths, offering valuable insights and advice. Offer training and development opportunities to enhance the skills and capabilities of women employees, fostering career growth.

- Equal Opportunities for Career Advancement: Ensure that career advancement opportunities are based on merit and skills, free from biases related to marital status or family responsibilities. Implement transparent promotion processes and criteria to eliminate perceived barriers to advancement.

By implementing these strategies, organizations can create a workplace that supports the diverse needs of women employees, contributing to a culture of inclusivity, work-life balance, and equal opportunities for career advancement.

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APPENDIX

Questionnaire

1. What is your current marital status? Hy 1

    a) Married

    b) Unmarried (Single, Divorced, Widowed)

2. Current Position in the Corporate World:

    a) Entry-Level

    b) Mid-Level

    c) Senior-Level (e.g., Manager, Director)

    d) Executive-Level (e.g., CEO, Vice President)

3. How do you perceive your current work-life balance? Hy 1 correlations

    a) Excellent

    b) Good

    c) Fair

    d) Poor

    e)   Very Poor

4. In the last 6 months, how often did you feel that the demands of your work interfered with your personal or family life?

    a) Never

    b) Rarely

    c) Sometimes

    d) Frequently

    e) Almost Always

5. How much of a challenge is managing the demands of your work and personal life?

    a) Not At All A Challenge

    b) A Small Challenge

    c) A Moderate Challenge

    d) A Substantial Challenge

    e) A Very Significant Challenge

6. My marital status affects my ability to maintain a work-life balance.

    a) Strongly Agree

    b) Agree

    c) Neutral

    d) Disagree

    e) Strongly Disagree

7. How much opportunity do you have for advancement to leadership roles in your company? Hy2

    a) A Lot

    b) A Moderate Amount

    c) A Little

    d) None At All

8. My marital status has impacted my opportunities for career advancement and leadership roles within the company. Hy2

f) Strongly agree

g) Agree

h) Neutral

i) Disagree

j) Strongly disagree

9. Married women in my workplace face different challenges in career progression compared to unmarried women.

a) Strongly agree

b) Agree

c) Neutral

d) Disagree

e) Strongly disagree

10. Which of the following coping mechanisms do you employ to manage work-life balance?
    a)   Flexible Working Hours
    b)   Delegation Of Responsibilities
    c)   Seeking Support From Family Or Friends
    d)   Time Management Techniques
    e)   Others

11. My organization provides support and policies that facilitate work-life balance for women employees.

a) Strongly agree

b) Agree

c) Neutral

d) Disagree

e) Strongly disagree