Gendered Perspectives in Workplace Dynamics: Supervisory Satisfaction and Work-Life Balance

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Gender differences have been identified as significant factors in the workplace. The happiness experienced by employees with their supervisors subsequently leads to increased job satisfaction and enhanced productivity. This study endeavors to explore the interplay of gender dynamics, supervisory satisfaction, and Work-Life Balance (WLB) within an organizational framework. Utilizing a quantitative approach via survey questionnaires, the research aims to establish associations among these elements. Employing the WLB Scale and Satisfaction-With-My-Supervisor Scale (SWMSS) instruments, hypotheses were formulated based on existing literature to investigate gender disparities in WLB and supervisory satisfaction. Convenient sampling across various enterprises in Pakistan yielded 200 participants meeting specified criteria. The study unfolded multifaceted insights into subordinate-supervisor relationships, gender congruence, and their impacts on WLB and supervisory satisfaction. Notable disparities emerged between same-gender and opposite-gender supervisor-subordinate pairs, elucidating the positive correlation between gender congruence and effective working relationships. While satisfaction levels varied modestly based on supervisor gender, unfavorable organizational events did not significantly impact WLB or supervisory satisfaction concerning gender. Moreover, the study identified a significant negative influence of WLB on job satisfaction, highlighting specific aspects of WLB that notably impact satisfaction levels. This investigation challenges prevalent misconceptions by revealing limited gender disparities in WLB experiences, despite statistically significant yet negligible associations favoring women in specific aspects of work-family conflict. Dissections into parental status and dual-earner couples reflected nuanced relationships, with women often experiencing higher interference with work in these scenarios. Explorations into employment duration under supervisors underscored significant correlations with supervisory satisfaction, while marital status predominantly influenced WLB. The study's focus on supervisor-subordinate dynamics aims to foster healthier relationships, acknowledging certain limitations such as the reliance on quantitative methods and sample specificity. In conclusion, this study illuminates the preferential treatment within same-gender supervisor-subordinate relationships, suggesting an inclination of supervisors toward subordinates of their gender. Moreover, the research underscores the substantial impact of employment duration under a specific supervisor on overall satisfaction. Despite criticisms, WLB remains a crucial influencer of observed outcomes, hinting at the intricate balance between work and personal life domains. The findings not only challenge common perceptions but also underscore the need for more in-depth explorations into these issues to better comprehend the impact of gender dynamics on workplace relationships and individual satisfaction.

Keywords: Work-Life Balance, Gender Difference, Satisfaction Level, Subordinate Dynamics.

Introduction:

In the evolving landscape of the modern workplace, gender dynamics play a pivotal role

in shaping organizational structures and interpersonal relationships. Understanding the intricate interplay between gender, supervisory satisfaction, and work-life balance has become increasingly imperative in deciphering the nuanced fabric of professional environments. Gender has been a significant focus in numerous studies exploring work-family dynamics, sparking both theoretical and empirical debates about its relationship with related constructs. One of the most widely studied concepts in this realm is work-life balance, which involves challenges in one role (work or family) affecting engagement in the other. Gender dynamics are an inherent part of interpersonal, societal, and professional spheres, shaping beliefs, values, and interactions. These dynamics, rooted in prevalent gender roles and conventions, impact how individuals perceive and engage with others. Beyond personal realms, these influences extend into the professional domain, exerting considerable consequences. Diversity within organizations is a prevailing aspect, historically encompassing differences in gender, race, and socio-cultural attributes among the employed workforce [1][2][3]

The contemporary idea of diversity encompasses numerous facets: socio-cultural backgrounds, education, lifestyles, religious affiliations, physical traits, abilities, sexual orientations, and beyond. Within communities, gender roles and labor distribution frequently originate from stereotypes and individuals' perceptions of their own attributes, often linked to presumed biological traits. These biases endure through the socialization process that begins in early life. Moreover, the formation of gender stereotypes primarily occurs through communication processes shaped by interactions and sociocultural elements, serving as influential forces in socialization [4][5][6][7].

Absolutely, the family serves as a fundamental influencer in an individual's early socialization, shaping their understanding and knowledge base. Within this unit, entrenched gender and social roles take root, profoundly impacting individuals' perceptions. Considering these foundational elements, this study delves into the gender-specific aspects of one's professional journey, exploring how gender dynamics shape and steer their professional experiences. In particular, the research investigates how discrepancies in gender representation within supervisory roles impact the performance and satisfaction levels of their respective subordinates [8].

In today's landscape, there's a heightened focus on the dynamics between supervisors and subordinates, regardless of gender biases, as organizations aim to cultivate strong connections within their ranks. This emphasis aims to uplift morale among lower-level employees, fostering higher job satisfaction and productivity. When supervisors exemplify prescribed values and operate within an ethical framework that prioritizes their subordinates' well-being, it nurtures satisfaction and fortifies the supervisor-subordinate relationship. Creating a conducive work environment and inspiring subordinates through shared values and beliefs tends to elevate overall workplace productivity, contrasting starkly with the negative impact of abusive behavior from supervisors. The presence of gender disparities between supervisors and subordinates significantly influences the quality of their professional relationships, underscoring its importance in shaping these dynamics [9]. Past studies have pointed out that the existence of gender differences in the workplace correlates with a greater likelihood of reduced performance and interpersonal challenges. These disparities are often attributed to variations in personality traits. This suggests that individuals tend to emulate characteristics they've observed or encountered in their professional environments. Research indicates potential gender disparities in specific behavioral tendencies. For instance, studies highlight that women often demonstrate elevated levels of empathy and support, while men tend to prioritize work-related duties and hold higher expectations for their subordinates based on their perceived abilities [10].

The study conducted highlighted workplace aggression as a pivotal factor leading to various detrimental outcomes. These encompassed depression, emotional and psychological exhaustion, interpersonal issues, deviant behavior within the organization, higher employee

turnover rates, reduced job satisfaction, and challenges with commitment. These adverse consequences primarily stem from the interactions and dynamics between supervisors, subordinates, coworkers, and external individuals, collectively molding the organizational work environment [11].

The concept suggests that work has an impact on family life, indicating that individuals experiencing higher job satisfaction and a relaxed work environment are more likely to demonstrate corresponding positive behaviors in their domestic sphere. This alignment of positive experiences in both work and family life contributes to an overall improvement in the quality of life and fosters a harmonious equilibrium between professional and personal aspects on a comprehensive level [12]. The study aimed to identify and delineate the research objectives. The objective of this study is to examine the impact of gender disparity between supervisors and subordinates on the level of work-life balance experienced by the subordinates. The objective of this study is to examine the impact of gender disparity between supervisors and subordinates on subordinate satisfaction with their supervisors [13].

This section offers a thorough examination of the current body of literature relevant to the chosen topic. Various significant aspects underscore the influential role of a supervisor. Among the factors contributing to their effectiveness is the capacity to have a comprehensive understanding and maintain a professional demeanor in their roles and interactions with subordinates. Essential to this effectiveness is the possession of knowledge and skills required to engage effectively with individuals and groups, utilizing suitable strategies and techniques [14]. In addition, a thorough understanding of each subordinate is crucial, allowing for personalized support and guidance that builds a strong connection between them. This tailored approach not only improves subordinates' grasp of their responsibilities but also contributes to heightened productivity, increased output, and overall enhanced performance, thereby fostering organizational success. The focus here revolves around the satisfaction between supervisors and subordinates in the workplace. Recognizing the importance of supervisor satisfaction in shaping and evaluating subordinates' emotional commitment to their work or manager is crucial. Subordinates achieve satisfaction when they perceive that their supervisor values their role and genuinely cares about their well-being. The relationship between supervisors and subordinates within an organization significantly impacts the efficiency and motivation levels of subordinates, as well as the overall productivity of the company, provided the interaction between them is positive [15].

The subject of women's participation in the workforce has become a focal point in academia. Contemporary trends showcase a noticeable surge in the integration of women into the workplace, notably in key leadership positions [16] observes a rising inclination among women to pursue employment, attributable to anti-discrimination laws and the broadening scope of educational and professional opportunities for females. This evolution in job roles has concurrently shifted traditional gender norms, diminishing women's financial dependence on men. The attainment of similar levels of proficiency in work between genders has led to a gender-diverse labor market, evident in global recruitment practices [16].

The research delves into the gender dynamics impacting how employees are managed and treated within organizational settings. Many studies have explored the differences between men and women in their approaches to the labor market. For example, some research indicates that women excel in problem-solving and demonstrate a natural aptitude for effectively resolving conflicts. Campione conducts a detailed examination of this claim and presents findings suggesting that women's superior conflict resolution abilities might stem from certain advantageous qualities they possess [17].

Women often showcase a heightened understanding of personality traits and excel in comprehending the diverse array of personalities in the workforce, surpassing their male counterparts in this regard. Prior research suggests that women might lean toward recruiting,

promoting, and compensating other women. Various studies have unveiled that women are inclined to offer more mentoring, networking, and career development opportunities to individuals of the same gender. Moreover, the presence of women in higher positions correlates with a decrease in gender stereotypes. However, it's noteworthy that certain women in supervisory roles might negatively influence the progression and bonuses of other women within the organization by leveraging their authority to impede their advancement [18].

In his study, the researcher applied the sexual selection theory to elucidate gender differences in aggression. He suggested that men often show a higher inclination toward intense competition in the workplace, especially in high-risk scenarios. In contrast, women tend to exhibit less inclination toward risky and violent forms of aggression, prioritizing strategies for their survival. The study emphasized that men tend to display higher levels of physical and verbal aggression compared to women. Additionally, it noted that, on average, women are more inclined to listen and remain silent rather than resort to retaliatory behavior [19].

The term "work-life balance" encapsulates the challenges individuals face while juggling work duties and family responsibilities. Another pivotal aspect of this study focuses on this phenomenon. Notably, it's been observed that work-life balance is less prevalent in several Asian countries, a trend attributed to the predominant collectivist culture in this region. The emphasis on familial ties and societal responsibilities within this cultural framework potentially mitigates the occurrence of this conflict compared to other regions [20]. In some regions, work is seen primarily as a means to support one's family, differing from Western societies where work holds a more central place in an individual's life. The concept of work-life balance revolves around the difficulties in achieving a balanced blend between work and personal life. It arises as individuals bring their familial stressors into the workplace, complicating their efforts to maintain equilibrium between these two spheres. The 21st century has notably influenced employee relationships and working arrangements [21].

Moreover, the efficacy and quality of communication employed by the supervisor play a crucial role in fostering trust, enabling subordinates to effectively communicate their work and family-related issues and challenges. When there exists a shared understanding and alignment of goals between the supervisor and subordinate, a robust work-life balance can be achieved. A significant portion of one's time is dedicated to engaging in communication with subordinates, encompassing both work-related and non-work-related interactions. These interactions have a notable influence on the dynamics of the relationship [22].

Method:

The methodology adopted for this study encompasses a quantitative approach utilizing a survey questionnaire as the primary data collection method. The research aims to investigate the association between work-life balance, supervisory satisfaction, and gender dynamics within an organizational context.

Research Design:

Survey Questionnaire:

Constructed to gather data on work-life balance and supervisory satisfaction.

Instruments:

Utilized the Work-life balance Scale (10 items, Cronbach's alpha = 0.67) and Satisfaction-With-My-Supervisor Scale (SWMSS) (10 items, alpha = 0.92 - 0.95).

Hypotheses:

Formulated based on literature review findings regarding gender disparities in work-life balance and supervisory satisfaction [23] [24].

Participant Selection and Criteria:

Sampling Technique:

Employed convenient sampling across various enterprises in Pakistan, totaling 200 participants.

Inclusion Criteria:

Participants required a minimum of three years of cumulative work experience and at least one year under their present supervisor, with permanent job status.

Sample Size Justification:

A chosen sample size of 200 aimed for a 92% confidence level with a margin of error of ±6% in an infinite population.

Ethical Considerations:

Informed Consent:

Participants provided informed consent, ensuring confidentiality and anonymity of their responses.

Ethical Principles:

Emphasized participant autonomy, confidentiality, and the right to withdraw from the study.

Participant Profiling:

Equal gender representation (49% each), varying percentages of male and female supervisors. Distribution of married (25%) and single (75%) participants, living in nuclear (59%) and joint family (41%) arrangements.

Data Collection Procedure:

Utilized face-to-face interactions and distributed Google Forms via social media platforms. Participants received a comprehensive briefing on the research, completed the questionnaire, and were acknowledged for their participation.

Data Analysis:

Software Used:

Microsoft Excel for data compilation, and SPSS 21.0 for statistical analysis.

Statistical Analysis:

Employed descriptive statistics, inferential statistics, correlation analysis, independent sample t-test, and Cronbach alpha coefficients to evaluate the internal consistency of scales [25][26][27].

Table 1: Demographic data obtained for this study.

Aspect	Details
Research Design	Quantitative approach with a survey questionnaire
Instruments	WLB Scale (10 items, $\alpha = 0.67$) SWMSS (10 items, $\alpha = 0.92 - 0.95$)
Hypotheses	Based on gender disparities in WLB & satisfaction
Participants	Total: 200 participants
Sampling Technique	Convenient sampling in various enterprises
Inclusion Criteria	Min. 3 years' work exp., 1 yr under present sup.
Sample Size Justification	Aimed for 92% confidence level, ±6% margin error
Ethical Considerations	Informed consent, confidentiality assured
Participant Profiling	Equal gender representation (49% each) Married (25%), Single (75%), Nuclear (59%) Joint Family (41%)
Data Collection Procedure	Face-to-face, Google Forms via social media
Data Analysis	Microsoft Excel for compilation, SPSS 21.0 used
Statistical Analysis	Descriptive & inferential stats, correlation

Independent sample t-test, Cronbach alpha

The study utilized these methodologies to comprehensively investigate the relationship between work-life balance, supervisory satisfaction, and gender dynamics within the workplace, ensuring ethical compliance and statistical rigor in data analysis [28]. The study explored various elements encountered by subordinates in their work environment, focusing on aspects influencing work motivation and satisfaction with supervisors or the job itself [29]. This satisfaction profoundly impacts mental health, overall well-being, and the level of psychological discomfort experienced by employees, regardless of gender. Positive organizational attitudes are linked to improved mental well-being, positively affecting personal life and marital satisfaction. Studies on climate change's effects on agricultural productivity revealed adverse impacts on crop yields due to rising temperatures and changing precipitation patterns [30]. Extreme weather events like droughts and floods exacerbated these effects, underscoring the need for urgent adaptation measures.

In a seminal work, researchers proposed a theoretical framework emphasizing the role of effectively managing professional and personal demands in achieving a satisfactory quality of life. Equitable time allocation between work and family responsibilities, alongside task delegation by supervisors, was deemed crucial [31][23] and highlighted individuals' unique work-life ideologies shaping their perceptions of the work-life relationship, influencing their preferences. Findings supported prior research indicating a significant influence of supervisor gender on subordinates' work-family life and satisfaction with supervision. The results aligned with the data's conclusions, barring a single hypothesis.
[30].

Results and Discussion

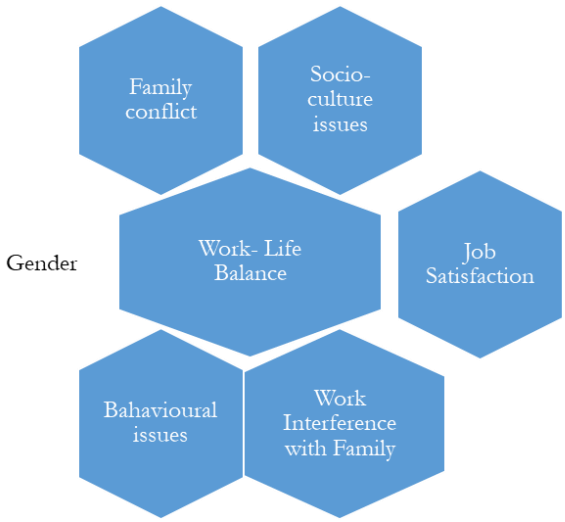

Figure 1: Flow Diagram Explaining Various Factors Related to Gender-Based Work-Life Balance.

The study delved into several hypotheses centering on work-life balance, supervisor satisfaction, and gender dynamics within subordinate-supervisor relationships. The analysis illuminated distinct disparities between same-gender and opposite-gender supervisor-subordinate pairs regarding work-life balance, showcasing a significant statistical divergence ($p = 0.001$). This finding underlined the positive correlation between supervisor-subordinate gender congruence and work quality, as well as the establishment of effective working relationships, as indicated by the Satisfaction-With-My-Supervisor Scale (SWMSS). Similarly, the investigation into satisfaction levels between subordinates with same-gender versus opposite-gender supervisors revealed a modest yet statistically significant difference ($p = 0.010$). Notably, the

study indicated that women in higher positions may not exhibit the expected favoritism towards their gender, impacting the overall satisfaction levels of subordinates. However, when exploring work-life balance and supervisor satisfaction concerning supervisor gender, the research revealed no significant differences. Unfavorable organizational events such as communication barriers did not notably influence either supervisory satisfaction or work-life balance concerning gender. Nonetheless, while the hypotheses about the duration of subordinate-supervisor relationships and subordinate marital status on work-life balance and supervisor satisfaction were anticipated, specific findings in this regard were not explicitly outlined in the provided information.

Work-life Balance Impact on Job Satisfaction:

Work-life balance detrimentally influences job satisfaction. The data in Table 2 indicates a negative impact of WLB on job satisfaction, where an incremental increase in WLB results in a notable 0.251 reduction in job satisfaction, significant at less than 1% (p-value < 0.001). The comprehensive regression model also exhibits significance at a one percent level, with an F-statistic of 59.29. The R-square value, standing at 0.13, implies that 10% of job satisfaction variance is influenced by work-family conflict. In Table 3, it's evident that Behavior-based WLB, Socioeconomic factors of WLB, and work interference with family significantly and adversely affect job satisfaction. Specifically, an increase in conflict due to behavior and time significantly reduces job satisfaction by 0.24 and 0.38, respectively.

Table 2: Impact of Various Factors on Work-Life Balance.

Factors	Impact on Job Satisfaction
Work-life Balance	-0.251
Behavior-based WLB	-0.24
Social factors of WLB	Adversely affects
Work Interference with Family	-0.38

Discussion:

This investigation aimed to empirically establish the link between WLB and gender, a connection frequently discussed in media yet debated in research circles. Our meta-analytic synthesis illuminates this paradox by demonstrating that substantial gender differences in work-life balance are scarce. While statistically significant associations between gender and Work interference with family and family interference with Work favor women, these correlations are minute, and practically negligible. Notably, variations emerged when dissecting different types of conflict. For instance, men reported marginally more time-based WIF than women. Some scholars propose that the absence of gender disparities may stem from distinct roles men and women typically hold in work and family settings. To empirically address this idea, we analyzed work-life balance in samples of parents, full-time workers, individuals in the same job, and dual-earner couple dyads. Although significant differences surfaced in some relationships, particularly regarding parental status and dual-earner couples, these effects, while present, remained relatively small. In the context of parental status, our findings align with expectations as mothers reported higher Family Interference with Work than fathers, likely due to increased family time demands on women, especially those with children. Similarly, in dual-earner couples, wives reported more Family Interference with Work than husbands, possibly influenced by social comparison processes, where working husbands may view their wives' roles as more salient, impacting perceptions of interference with work. While variations in gender-work-life balance relationships were observed, factors like societal gender egalitarianism or publication date did not explain these differences significantly. Future research should explore micro-level factors such as organizational policies or work culture to better understand the gender-work-life balance nexus. Ultimately, our findings challenge popular perceptions, revealing that men and women share more similarities than differences in their experiences of work-life balance. Despite

observed variations, the determinants behind these differences remain elusive and warrant further investigation.

This study scrutinized the influence of employment duration under a supervisor on work-life balance and supervisory satisfaction among subordinates. Contrary to expectations, there wasn't a significant divergence in the work-life balance based on years worked under the same supervisor [23] perspectives on supervisory styles shaping personality traits were considered, yet a notable correlation emerged between employment duration and supervisory satisfaction. This correlation possibly stems from subordinates acclimating to their supervisor's behavior, improving their ability to engage effectively. Marital status's impact on supervisory satisfaction and work-life balance was another focal point. The study highlighted a significant relationship between marital status and work-life balance, particularly in same-gender and opposite-gender scenarios, unlike findings for supervisory satisfaction. Married status seemed more predictive of work-life balance than affecting supervisor satisfaction. This research aimed to explore the intricate dynamics of supervisor-subordinate relationships, particularly regarding supervisor gender. The study aimed to provide insights into interactions between supervisors and subordinates of the same or opposite gender, potentially fostering healthier relationships between these parties. However, limitations were apparent, primarily reliance on quantitative methods without qualitative inputs, possibly limiting a comprehensive understanding of the subject. The study's focus on organizations in Karachi raised concerns about the findings' generalizability. Potential biases due to social desirability and the need for more objective metrics for assessing supervisor satisfaction were recognized. Future studies could benefit from integrating qualitative data, considering broader organizational elements, and utilizing more objective evaluation tools for supervisor satisfaction.

Conclusion:

The study's findings shed light on a significant disparity evident in same-gender supervisor-subordinate relationships. Empirical evidence suggests that supervisors tend to favor subordinates of their own gender, often involving them more in tasks requiring collaboration. For instance, there's a perceptible strength disparity between same-gender supervisor-subordinate relationships compared to male supervisors and female subordinates. Additionally, the study highlighted the substantial influence of employment duration under a specific supervisor on the supervisor's overall satisfaction. Comfort levels established with supervisors greatly impact individuals, supported by the study's findings. While work-life balance may face criticism, it undeniably influences the outcomes observed. Given the diverse tasks and domains between work and home, conflicts are expected. The study hints at the potential for deeper exploration of these issues, possibly yielding more expedited data acquisition. Notwithstanding, there's a suggestion of a positive correlation between supervisor gender and subordinate satisfaction with supervision, hinting at the nuanced impact of gender dynamics in these relationships.

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