

## **Women as Managers in Sports and Its Effect on Their Work Life Balance**

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### **ABSTRACT**

*Women in Leadership in Sport and Work Life Balance. Using data from 50 females managers, and female player from different sports. The research focuses on women in leadership in sport and how they manage their work-life balance, which is an increasingly relevant issue in today's sports industry. With increasing numbers of women attaining management positions, it is more important than ever to understand how female leaders balance their work with their home life. In order to accomplish this purpose a mixed method design was used that employs both quantitative survey data and qualitative interview data to give a holistic view of women in several different leadership roles within the sports organization. The employ a quantitative approach using structured questionnaires and statistic analysis including correlation and regression. the finding indicates the managerial role alone does not significantly predict women's work life balance. Moreover, the outcomes derived from this research are extremely important for sports governing bodies and those involved in creating sport-related policies because they highlight the need for targeted interventions that help promote work/life balance for women leaders in those organizations. This research contributes to the body of literature on gender and management in sports but, more importantly, calls stakeholders to action by focusing on work-life balance as a fundamental aspect of organizational success.*

**Key word;** women as managers; modern sports; effective strategies; work-life balance challenges

### **INTRODUCTION**

Traditionally, the sports industry has been a male-dominated field where women have had to face huge barriers in entering and progressing into leadership positions. Even with more women engaging in physical activity and sport, sports remains a masculine industry where men still occupy most leadership roles and women are still underrepresented in major decision-making positions (LaVoi, 2021; Adriaanse & Claringbould, 2022; Burton & Leberman, 2021).

Work-life balance (WLB) is the practices followed by an individual to attain balance between demands on his or her work life and obligations of non-work roles, such as spouse and parent to mention but a few. Work-life balance, simply put, is all about employees having some level of control over where, when, and how they work as a means of helping to meet needs from their lives outside the job. Substantial debate has been accorded to this subject in recent literature on sports training, especially as a result of the high demands of the occupation, which tend to result in work life conflict and emotional burnout (Pitney et al., 2022; Mazerolle et al., 2021).

Prior to the late 19th century, women's physical education was generally limited to socially approved "feminine" exercises like dancing, walking, or calisthenics, while administrative and leadership positions

in sport were dominated by men a trend that set the stage for long-standing gender imbalance in sport institutions (Adriaanse, 2022; LaVoi, 2021).

This time renewed patriarchal norms, in which women's place was the home. Historically, women's social status was also directly associated with caregiving and nurturing, not leadership, which made it extremely challenging for them to enter sports management or governance roles a challenge that has had enduring influences on gender equity in sport leadership (Toffoletti & Symons, 2021; Adriaanse & Claringbould, 2022).

Women in Sport Leadership face significant difficulties in their ability to manage both work and family due to many factors including high demands of their position combined with societal expectations around gender roles. Research indicates that women have been given the label of the "double burden," as they are expected to meet both the high expectations of their profession while also performing all traditional caregiver roles (caregiving and homemaking).. Current studies affirm that women sport administrators and coaches at the college level still face problems achieving work-life balance, experiencing stress and feelings of guilt regarding family obligations and perceptions of neglecting personal life (Taylor, Hardin, & Bertram, 2023).

Working women in Pakistan face distinct cultural challenges influenced by strongly ingrained gender roles, religious beliefs, and socio-economic circumstances (Mahata et al., 2023; Ali & Kramar, 2024). The conventional construct of sport as a male field reinforces stereotypes identifying leadership and athletic ability as masculine characteristics, and thus excluding or belittling women in equivalent roles. A worldwide review by LaVoi and Dutove (2022) found that while numerous countries have introduced gender equity initiatives most notably quotas and inclusion programs systemic resistance within the sport organizations is a significant hindrance to women's leadership progress.

### **Problem Statement**

Pakistan is Undeveloped conservative country. The sports sector remains a male-dominated industry while offering limited entry and furthering opportunities in leadership with the female players in sport management still experiencing unique constraints of balancing their work with their personal life. Women don't usually find social supports for career in sports however there are nominate in sports. This study examines women's role as a manager in sports and how job effects there work life balance.

### **Objectives**

The research objective of this study are as follows: To assess the influence of managerial role on work life balance of women sports managers.

### **Hypotheses**

**H0:** The line of job (managerial role in sports) has no impact on the work-life balance of women managers in sports.

**H1:** The line of job (managerial role in sports) has a Significantly affects on the work-life balance of women managers in sports.

### **Limitations of the Study**

The research also concentrates mainly on women in the formal employment system, thus leaving out possibly those employed in informal or part-time sports jobs (Shaw & Frisby, 2006). Finally, as work-life balance is an ongoing and changing process, the cross-sectional nature of this study might not accurately reflect changing patterns over time (Greenhaus & Powell, 2006).

## **REVIEW OF LITERATURE**

### **Cultural and religious restrictions on women's involvement in sports**

women are also under religious and cultural restrictions. For example, Saudi Arabia, Qatar and Brunei never included women in their team until the 2012 Olympic Games because of Islamic dress codes. Kuwaiti women remain under strong cultural constraints that inhibit their sport and public life participation, as conservative values and gender roles constrict their mobility, visibility, and opportunities for leadership in sport (Al-Kandari & Al-Sabah, 2023).

In Pakistan, social expectations are to follow those women must attend first to domestic duties rather than to physical or public pursuits, including sports. Recent studies show that Pakistani female athletes tend to experience opposition from both society and family, where public or coeducational physical exercise tends to be perceived as inappropriate or dishonoring, thus restricting their entry into sport as well as sporting careers (Sarwar, 2024).

These same conclusions were reached in a recent cross-nationally comparative investigation that found cultural standards of women's physical attractiveness, modesty, and deportment continue to exclude them from the sporting world and constrain their access to leadership and competition roles (Elling & Knoppers, 2022).

Women still encounter strong obstacles to sport participation in most cultural environments, such as prohibition of competing with men, traditional dress rules, restricted access to resources, and prejudice against women's participation in sport (Mansour & Al-Khalifa, 2023).

### **Culture and challenges faced by working women in Pakistan**

Women workers in Pakistan have to face severe challenges formed by religious, societal, and cultural traditions. Strongly rooted patriarchal attitudes still see the fundamental role of women as household managers, which restricts their professional opportunities and acceptability. This attitude influences not only women's entry into employment but also their capacity for handling the balance between work and family. In accord with a study conducted by International Institute of Population Sciences (IIPS, 2023), women who work in most areas of Pakistan, especially rural and conservative areas, are perceived as being against traditional family morals.

According to Pakistan Today (2024) these factors not only impact the physical security of women, but their mental health, and increased dropout rates from employment. Where women do work they are marginalized, discriminated against and viewed through a gendered lens that prevents similar job advancement opportunities. The gender pay gap remains a significant factor and men occupy the majority of managerial roles. Research conducted by Ashraf & Khan in 2024 notes that Pakistani working women complain of receiving less pay than working men and often get passed over for promotions through blatant gendered discrimination (Ashraf & Khan, 2024).

### **Managerial Role & Work-Life Balance in Women Sports Managers**

For women, such situations are seldom accompanied by adequate institutional support, particularly when additive to family responsibilities and the ongoing requirements of balancing work and life in male-dominated settings (LaVoi & Baeth, 2021; Hancock, Agyemang, & Cunningham, 2022).

Success in many sports organizations is often defined by visible presence, high availability, and endurance—all characteristics that reflect masculine norms of work. Women who take time out for their families or refuse engagements outside of working hours may be seen as less dedicated. This thinking gives women a disincentive to create boundaries between work and life and often works against their career advancement, given that women are often under gendered imperatives to prioritize loyalty to the organization ahead of personal needs (Adriaanse & Claringbould, 2022; Hancock et al., 2022). Further complications arise when considering broader societal demands.

## **MATERIALS AND METHODS**

This section outlines the research methodology for exploring Women as managers on sports and its effect on their work life balance.

### **Place of work and facilities available**

The proposed place of work for this research is the university of Lahore, Lahore College for women university and Punjab university located in Lahore, Khawaja Fareed university & information technology located in Rahim yaar khan. Using data from 50 females managers, and female player from different sports. These institution offers a supportive platform for academic and field research in the area of [insert area, e.g., sports management, public health, etc.], with provision of relevant resources and qualified faculty members

### **Plan of work and methodology adopted**

This research takes a cross sectional approach with qualitative methods to completely study how women in managerial positions at sports institutions experience and balance work–life. Quantitative data is gathered through structured questionnaires administered to female managers at sports clubs, university athletic departments, and sporting federations throughout Pakistan. The questionnaire contains demographic information, role details (e.g., working hours, leadership tasks), and established Likert-scale scales for measuring work–life balance, emotional exhaustion, organizational support, and job satisfaction

### **Variables studies**

#### **Independent variable**

Work life balance (measured through questionnaires)

#### **Dependent variable**

Women as a manager (measured through questionnaires)

### **Methods Of Data Collection**

Data were collected through an online survey hosted on Google Forms. The survey consisted of:

WLB: to assess work life balance (Hayman in 2005)

WM: to assess women as a manager

### **Sample size**

The number of participants for this study will be 40-50.

### **Sampling technique and procedure**

Purposive sampling will be adopted in this research. It is a non-probability sampling technique that enables researchers to select participants based on certain criteria, such as being women in managerial roles within sports organizations. Purposive sampling ensures that individuals with appropriate expertise and experiences are included in the study, which is essential for understanding the subtle dynamics of work-life balance among women managers in the sports industry.

### **Inclusion Criteria**

Female sports managers, directors and coaches of various universities

Gender: Female participants

Age range: 18-40 years old

### **Exclusion Criteria**

Women who are in non-managerial roles in sports will not be included in the study

Women who attend institutions other than the four universities mentioned will not be included.

### **Result**

**Table 1**

	Kolmogorov-Smirnov <sup>a</sup>			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Mang	.181	50	.290	.818	50	.123
WLB	.090	50	.200*	.967	50	.171
*. This is a lower bound of the true significance.						
a. Lilliefors Significance Correction						

Note: The results of the Kolmogorov-Smirnov and Shapiro-Wilk tests show that both variables Managerial Role (Mang) and Work-Life Balance (WLB) have p-values greater than .05. This indicates that the data for both variables are normally distributed.

**Table 02 Correlations**

	Mang	WLB	
Mang	Pearson Correlation	1	.102
	Sig. (2-tailed)		.481
	N	50	50
WLB	Pearson Correlation	.102	1
	Sig. (2-tailed)	.481	
	N	50	50

Correlations					
		Mang	WIPL	WLIW	WPLE
Mang	Pearson Correlation	1	.081	.227	-.134
	Sig. (2-tailed)		.578	.113	.353
	N	50	50	50	50
WIPL	Pearson Correlation	.081	1	.614**	.158
	Sig. (2-tailed)	.578		.000	.272
	N	50	50	50	50
WLIW	Pearson Correlation	.227	.614**	1	.045
	Sig. (2-tailed)	.113	.000		.756
	N	50	50	50	50
WPLE	Pearson Correlation	-.134	.158	.045	1

	Sig. (2-tailed)	.353	.272	.756	
	N	50	50	50	50

\*\*. Correlation is significant at the 0.01 level (2-tailed).

Note: The correlation analysis shows a weak positive relationship between managerial roles (Mang) and work-life balance (WLB), with a Pearson correlation value of  $r = .102$ . However, the relationship is not statistically significant ( $p = .481 > .05$ ). This means that, based on the data from 50 participants, women's managerial responsibilities in sports do not have a measurable or meaningful impact on their work-life balance.

**Table 03**

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df 1	df 2	Sig. F Change	
1	.102 <sup>a</sup>	.010	-.010	.36255	.010	.503	1	48	.481	1.529
a. Predictors: (Constant), WLB										
b. Dependent Variable: Mang										

Note: The regression analysis revealed that Work-Life Balance does not have a significant effect on Management Role. The model explained only 1% of the variance ( $R^2 = .010$ ), and the overall model was not statistically significant ( $F(1,48) = .503$ ,  $p = .481$ ). Therefore, WLB is not a meaningful predictor of Management Role in this sample.

**Table 4 ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.066	1	.066	.503	.481 <sup>b</sup>
	Residual	6.309	48	.131		
	Total	6.376	49			
a. Dependent Variable: Mang						
b. Predictors: (Constant), WLB						

Note: The ANOVA table tests whether the overall regression model using Work-Life Balance (WLB) to predict Management Role (Mang) is statistically significant.

The ANOVA results indicated that the overall regression model was not statistically significant,  $F(1, 48) = 0.503$ ,  $p = .481$ . This suggests that Work-Life Balance does not significantly predict Management Role among the respondents. The regression sum of squares (.066) was minimal compared to the residual sum of squares (6.309), indicating that the model explains only a very small proportion of the variance in the dependent variable.

**Table 5 Coefficients<sup>a</sup>**

**Overall:** WLB does not significantly impact women's managerial roles in sports

		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2.892	.375		7.717	.000		
	WLB	.081	.113	.102	.710	.481	1.000	1.000

a. Dependent Variable: Mang

Note: The regression results show that Work-Life Balance (WLB) has a positive but very weak effect on women's managerial role ( $B = 0.081$ ). However, this effect is statistically insignificant ( $p = 0.481 > 0.05$ ). This means that WLB does not meaningfully predict or influence women's managerial effectiveness in this sample. The constant value (2.892) represents the baseline level of managerial effectiveness when WLB is zero. The VIF (1.000) indicates no multicollinearity issue.

## DISCUSSION

The present study focused on the relationship between holding managerial roles in sport organizations and the work-life balance of women managers. The key quantitative findings demonstrate that managerial role per se does not strongly predict work-life balance in the current sample ( $R = .102$ ,  $R^2 = .01$ ,  $p = .481$ ). Instead, the extent of work's interference with the personal life dimension (WIPL) is significantly associated with work-life integration/well-being dimensions (WLIW) ( $r = .614$ ,  $p < .001$ ). The sample included older managers, but 68% of the sample is comprised of younger managers aged 18–25 years old which has implications for how interpret the responses, because they are likely at the beginning phases of their careers where career demands and personal life demands are developing. Our finding that managerial title in and of itself does not predict WLB therefore resonates with this conditional view: without accounting for resources and culture, title-level analyses may oversimplify the causal story. (Næss, Hans 2023), Contemporary research on athletic trainers and coaches documents high WFC, burnout, and guilt, especially



where organizational climates fail to provide the resources to buffer such outcomes-just as our finding suggests that it is interference, not title, which is the critical mechanism. (athletic staff (2022–2023)

## CONCLUSION

The final conclusion is that Women in Sport require systemic changes to Balance Work & Life. The economies of scale achieved by Flexible Work Arrangements (FWAs), reduced workloads (especially during peak seasons), Mentoring and Gender Responsive Policy are key to this success. Success in all of these areas leads to improved well-being for Women working in Sport. Although Women may not specifically benefit from Managerial positions, their overall Organizational Structure/Culture will greatly determine the health of Women in Sport. By creating a more Equitable and Supportive Work Environment, Women can achieve their Maximum Potential in both Professional and Personal Life.

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