NEEDS, DIFFICULTIES AND COPING MECHANISMS OF WOMEN AS PROFESSIONALS AND FAMILY MANAGERS

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ABSTRACT

The study examined the needs, difficulties and coping mechanisms of women professionals. A researcher-made questionnaire was utilized and administered to women professionals in selected private schools in the Philippines. Five hundred thirty-four usable questionnaires were retrieved and analyzed using frequency, percentage, mean, simple ranking and analysis of variance (ANOVA). Findings indicate that respondents consider spiritual and aesthetic needs, intellectual or cognitive needs and social needs to be their primary concerns. Difficulties that they encounter as they juggle the demands of career and home responsibilities included managing relationships, time and personal rest and recreation. Coping mechanisms most often employed by women to mitigate the impact of pressures of maintaining work-life balance included praying, eating and watching movies which are adaptive, emotion-focused coping behaviours. Recommendations are put forward to help women cope with expectations required of their dual role of career and motherhood.

Key words: *needs, difficulties, coping mechanisms, women*

INTRODUCTION

In the past, the sole responsibility of women focused on childrearing and on attending to the needs of the spouse and children. Women stay at home to wholeheartedly assume the roles of partner, mother, counsellor, cook, cleaning lady, fiscal manager, disburser of funds and peacekeeper. As partners and spouses, women ensured the wellbeing of the other members of the family and maintained a lively, safe and healthy home environment.

As the pressure of making ends meet intensified and made an impact on families, women felt the need to contribute to the family's finances. They began to explore opportunities outside the home that would bring in additional income and help augment the husband's capacity to provide for the family. They began to engage in occupations and roles previously regarded as the sole prerogative of men.

Roles are expectations inherent in a position or status. For example, in most cultures, mothers are expected to regard the care of children as their foremost concern. When women assume multiple roles of mother, wife and professional, among others, role overload and role conflict may ensue. Role overload refers to the experience of having inadequate resource, such as time and energy, to meet the demands of being spouse, mother and career

woman. Role conflict describes the inconsistencies between the expectations of one role – such as that of a spouse – and those of another – such as a woman professional. Hence, the conflict between work and family may produce negative effects on women such as psychological distress and emotional strain. Role accumulation theory, on the other hand, emphasizes the positive effects of performing multiple roles and engaging in a variety of activities that are, in fact, beneficial to a person's well-being. Four types of reward are derived from role accumulations which are role privileges, overall status security, resources for status enhancement and role performance, and enrichment of the personality and ego gratification.

The duality of home and career and its concomitant challenges for working mothers striving to maintain a work-life balance engender feelings of anxiety. As women encountered difficulties in the workplace such as finding access to good quality and affordable child care and faced issues of changing family relationship patterns, these feelings of anxiety resulting from unmet needs exacerbated. Barnes call these working mothers "the tired class," since they constantly battle with issues of balancing family and work responsibilities. Hence, women who experience conflicting agendas of home and the workplace sought and developed coping mechanisms that enabled them to deal with challenges and difficulties and find inspiration as they perform their roles as professionals and as family managers.

Abraham Maslow theorized that individuals seek the satisfaction of five basic needs that could be ranked in hierarchical order. These human needs are physiological, safety, love/belonging, esteem and self-actualization. Over the years, this five stage model evolved into seven- and eight-stage models which now include cognitive needs, aesthetic needs and transcendence needs in addition to the five basic human needs as depicted in the earlier model. According to Maslow as cited by Sadri and Bowen (2011), "each need has to be satisfied substantially in order for an individual to progress to the next level."

As one of the fundamental theories of motivation, Maslow's hierarchy of needs provides a framework for understanding an individual's level of motivation and felt need. For women professionals who are expected to respond positively and satisfactorily to the demands of family responsibilities as well as meet their need for self-actualization which is the highest in Maslow's five-stage model of the hierarchy of needs, these women are ridden with feelings of anxiety, stress and in the extreme, overload and burnout. The study of Higgins, Duxbury and Lyons (2010) points to the difference in the coping mechanisms adopted by men and women in dual-earner families. The study confirmed that "men are more likely than women to respond to overload by scaling back and less likely to respond by work-role restructuring."

Previous studies likewise examined the influence of age on an individual's level of self-actualization. The study of Ivtzan, Gardner, Bernard, Sekhon

and Hart validated the results of previous work which revealed that "people over the age of 36 have a tendency to be concerned with higher motives and people under this age with lower motives" and thus confirmed that participants over the age of 36 showed higher levels of self-actualization than participants under the age of 36.

Difficulties are associated with the inability of women to satisfy their needs. Because women play the dual role of career and motherhood, they experience various stressors. This dual role was not found to be a predictor of sexual health difficulties in women, but for older women, difficulties and concerns tend to be physical such as mobility decline, the coexistence of sensory difficulties and fear of falling. For women suffering from eating difficulties (ED), the study of Rortveit, Astrom and Severinsson (2009) suggests that these women experience problems in both the physical and emotional areas. Overeating and alcohol drinking have been resorted to by women under difficult and challenging situations.

Coping mechanisms are "survival skills" that people utilize in order to handle stress, pain and natural changes they experience in their lives. These may be positive or negative coping mechanisms. Negative coping mechanisms may include, among others, violence and abuse, denial, self-harm and addiction while positive coping mechanisms entail an individuals' ability to maintain a positive disposition and a healthy lifestyle, establishing supportive structures and creating effective and creative avenues for "letting go" of all negativity.

The different types of coping mechanisms include adaptive mechanisms that offer positive help, attack mechanisms that push discomfort unto others, avoidance mechanisms where individuals avoid the issue, behaviour mechanisms where individuals change what they do, cognitive mechanisms where individuals change what they think, conversion mechanisms where one thing is changed to another, defense mechanisms and self-harm mechanisms where individuals hurt themselves. Coping may likewise be emotion-focused which involve changing one's attitude towards a problematic situation or problem-focused which aimed at resolving issues at hand by finding solutions or making compromises.

Individuals differ in the way they use these coping mechanisms. Avoidant coping responses are more often employed by women with alcoholic parents, black women, women with negative childhood family environments and those who lack adolescent social support. The use of prayer was reported in women aged 50-64, unmarried and with a high school education. Religiosity as a coping mechanism has helped women deal with conflicts generated between the demands of work and responsibilities in the home. While women workers develop "self-help" strategies to alleviate their work and health burdens, senior women use self-distraction as a coping strategy which is an adaptive coping that allows them to adjust and adapt to critical life-events such as loneliness, illness,

widowhood, parental death or oncoming personal death and maintain an active lifestyle as well as improve their quality of life. Moreover, women are more likely than men to respond constructively to stress by seeking social support or translating stressful events into meaningful experiences.

With these considerations, the researchers sought to examine the needs and difficulties encountered by women and the coping mechanisms they use to deal with difficult situations as they play multi-roles in the family and at work. The study is deemed to be important to women professionals who endeavour to meet the demands of the home and the profession. Findings of the study can shed light on issues facing women professionals and propose measures that will help mitigate the strain resulting from work-life conflict, thus enabling women to live a healthier and a more satisfactory lifestyle.

OBJECTIVES OF THE STUDY

The study aimed to examine the needs and difficulties of women as professionals and as family managers and identify the most common coping mechanisms which they utilize to deal with life events and associated issues.

Specifically, the study sought to answer the following questions:

1. What is the profile of the respondents in terms of:

    1.1 age;

    1.2 civil status;

    1.3 educational attainment;

    1.4 position in the company/institution; and

    1.5 number of children?

2. What are the needs identified by the respondents?

3. What are the difficulties encountered by women as professionals and as family members in finding a balance between occupation and managing the household?

4. Are there significant differences in the needs, difficulties and coping mechanisms identified by the respondents when grouped according to profile?

5. What coping mechanisms could help women maintain work-life balance based on insights drawn from the study?

Hypothesis: There are no significant differences in the needs, difficulties and coping mechanisms identified by women respondents when grouped by profile.

MATERIALS AND METHODS

Participants

The study was conducted on a convenient sampling of women in selected private schools in the Philippines. Of the 1,000 women professionals solicited, 534 returned a completed questionnaire, for a response rate of 53.4%.

Table 1 presents the distribution of respondents across regions.

Table 1. Number and Percentage of Respondents

Age Range (years)	f	%
NCR	264	49.44
Region 1	10	1.87
Region 2	12	2.25
Region 3	40	7.49
Region 4A	60	11.24
Region 4B	2	0.37
Region 5	14	2.62
Region 6	22	4.12
Region 7	30	5.62
Region 8	9	1.69
Region 9	15	2.81
Region 10	8	1.50
Region 11	10	1.87
Region 12	6	1.12
CAR	18	3.37
CARAGA	12	2.25
ARMM	2	0.37
TOTAL	534	100.0

Instruments

A survey questionnaire containing a covering letter, questions asking demographic characteristic such as age, civil status, position in the company/ institution, educational attainment and number of children and several Likert scales on needs, difficulties and coping mechanisms was developed, validated and administered to 1,000 participants country wide via courier and e-mail through the University President/ Vice President for Academic Affairs/ Deans or Principals for distribution to the administrators, faculty and non-teaching staff. Questionnaires were retrieved and data were collected and organized for analysis and interpretation.

Data Analysis

Data generated on demographic profile and self-report on needs, difficulties and coping mechanisms were analyzed using SPSS 14.0 for Windows. Frequency and percentage were used to describe the profile of the respondents. Mean differences, rank and ANOVA were used to analyze the

data and ascertain if significant differences exist among the variables as a function of the demographic profile.

RESULTS AND DISCUSSION

Profile of the Respondents

The demographic characteristics of the participants (N=534) of the study are shown in Table 2.

Table 2. Participants when grouped according to Profile

	f	%
Age Range (years)		
21 to 29	69	12.9
30 to 39	168	31.5
40 to 49	165	30.9
50 to 59	96	18.0
60 and above	36	6.7
Civil Status		
Single	72	13.5
Married	420	78.7
Separated	30	5.6
Widow	12	2.2
Highest Educational Attainment		
High School Graduate	18	3.4
Bachelor's Degree	321	60.1
Master's Degree	144	27.0
Doctorate Degree	51	9.6
Position		
Administrator/ Department Head	183	34.3
Faculty Member	132	24.7
Supervisor	198	37.1
Rank and File	21	3.9
Number of Children		
None	45	8.4
One Child	132	24.7
Two Children	156	29.2
Three Children	144	27.0
Four Children	33	6.2
Five Children	15	2.8
Six or More Children	9	1.7

An almost equal number of respondents are within 30 to 39 years (f=168, 31.5%) and 40 to 49 years age (f=165, 30.9%) range. A small number (f=36, 6.7%) are 60 years old and above.

Majority of the participants are married (78.7%) and more than half (60.1%) have earned a Bachelor's degree, followed by a little over one-

fourth (27.0%) with a Master's degree. Almost of equal numbers of the respondents occupy administrative (34.3%) and supervisory (37.1%) positions.

More than 25% of the respondents have two children (29.2%), three children (27.0%) and one child (24.7%). Only 1.7% of the respondents have six or more children.

Needs

Respondents identified needs that are paramount to their wellbeing. These include emotional/social, intellectual and spiritual needs as reflected in Table 3.

Table 3. Identified Needs of the Respondents based on Self-Assessment

Indicators	Mean	VD
Physiological Needs	**3.45**	
I never starve through lack of food, nor lack of money to buy food.	3.42	Agree
I have no worry at all about having somewhere to live.	3.47	Agree
I generally feel safe and secure and protected from harm.	3.44	Agree
Emotional Needs	**3.45**	
My life has routine and structure.	3.16	Agree
I am part of, and loved by, my family.	3.84	Strongly Agree
I am successful in life and/or work, and I am recognized by my peers for being so.	3.37	Agree
I am satisfied with the responsibility and role that I have in life and/or work, my status and reputation, and my level of self-esteem.	3.43	Agree
Intellectual Needs	**3.47**	
Improving my self-awareness is one of my top priorities.	3.53	Strongly Agree
The pursuit of knowledge and meaning, other than is necessary for my work, is extremely important to me.	3.55	Strongly Agree
I receive recognition for my work.	3.33	Agree
Social Needs	**3.46**	
My friends accept me for who I am.	3.62	Strongly Agree
The most important thing to me is helping others to reach their ultimate potential, whatever they may be, even at my own expense.	3.30	Agree
To experience a sense of belonging is essential to me.	3.46	Agree
Spiritual Needs	**3.57**	
I actively seek beauty, form, balance and meaning in things around me.	3.51	Strongly Agree

My faith is central to my life.	3.75	Strongly Agree
The most important thing to me is realizing my ultimate personal potential.	3.44	Agree
Financial Needs	**3.04**	
My income provides for my needs.	3.04	Agree
What I earn is sufficient for myself and my family.	2.78	Agree
I have to earn more to provide for myself and my family.	3.29	Agree

Emotional and social needs can be ascribed to the individual's need to belong and to be loved by another person which is a fundamental human need. Respondents place great importance on this need (I am part of, and loved by my family, 3.84 and my friends accept me for who I am, 3.62) as essential to their happiness. Feelings of inadequacy in the performance of their multiple roles may render women lacking, unhappy and unfulfilled; hence, social support and peer acceptance contribute positively to the emotional and health outcomes of women professionals in dual-earner families. Maintaining work-life balance is ensured when women are appreciated, respected and cared for. This finding is supported by empirical studies that highlight the importance of social support for women with multiple role responsibilities (Black, Murry, Cutrona, Chen, 2009; Achour, Grine & Roslan, Mohd. 2014).

Intellectual needs are otherwise referred to as cognitive needs in Maslow's hierarchy. Respondents likewise underscored this need (Improving my self-awareness is one of my top priorities, 3.53 and the pursuit of knowledge and meaning is extremely important to me, 3.55) as extremely important to their personal motivation and well-being. Mental stagnation and apathy can have a negative impact on the individual's work competence. As educators, life-long learning is part of the job description. The privilege of teaching requires proficiency and skills that are consistently updated, enhanced and made relevant to the dynamic landscape of Philippine education and the changing attributes of learners.

In this study, spiritual needs are taken to be synonymous with aesthetic needs since beauty, nature and the search for meaning are reflective of the essence of the Divine. Data on participant responses (I actively seek beauty, form, balance and meaning in things around me, 3.51 and my faith is central to my life, 3.75) reflect the importance of spirituality in the lives of the respondents. Being a predominantly Christian country, it can be expected that respondents view the value of sustaining one's spiritual growth to be a crucial step towards fulfillment and self-actualization. Once this need is satisfied, they can advance towards satisfying still higher motives of self-actualization and transcendence.

Table 4. Summary of Identified Needs of Respondents

Need	Mean	Rank
Physiological	3.45	4.5
Emotional	3.45	4.5
Intellectual	3.47	2
Social	3.46	3
Spiritual	3.57	1
Financial	3.04	6

In the order of priority, it can be gleaned from Table 4 that spiritual/aesthetic needs ranked the highest among the identified needs of the respondents, followed by intellectual/ cognitive needs and social needs/ need for love and belonging. This implies that respondents are advancing towards the need to satisfy higher motives of self-actualization and transcendence. This finding is consistent with the study of Ivtzan, Gardner, Bernard, Sekhon and Hart (2013), the results of which indicated the relevance of age to the individuals' level of self-actualization by revealing that individuals 36 years old and above have higher levels of self-actualization than those under 36 years of age. Since respondents in this study are mature professionals, it can be expected that they have met their physiological/financial and emotional needs and will tend to satisfy higher motives.

Difficulties

Difficulties arise from an individual's inability to meet a need or cope with a difficult situation. The self-report of the respondents on difficulties encountered while performing multi-roles in the family and at work are summarized in Table 5.

Table 5. Difficulties of the Respondents based on Self-Assessment

Difficulties	Mean	VD
Managing Time	**2.68**	
Not enough time for work and household chores and other family needs	2.75	Agree
Not enough time for self and "personal space"	2.61	Agree
Managing Resources	**2.58**	
Not enough money for the needs of the family	2.60	Agree
Not enough money for my own needs	2.55	Agree
Managing Rest and Recreation	**2.59**	
Not enough time for rest and sleep	2.58	Agree
No time for recreational activities or vacations	2.60	Agree
Managing Family Needs	**2.52**	
Difficulty to meet demands on time to address family needs	2.71	Agree
Stress from spouse and family members	2.33	Disagree

Difficulty to attend to household chores	2.69	Agree
Managing Relationships	**2.93**	
Not enough time to do fun activities with family	3.19	Agree
Not able to attend to the sexual needs of spouse/partner	2.65	Agree
Not able to gain help and support from spouse	2.96	Agree

Of the individual indicators for failing to address the expectations of roles assumed by working mothers, managing relationships with family members (not enough time to do fun activities with family, 3.19 and not able to gain help and support from spouse, 2.96) as well as time management (not enough time for work and household chores and other family needs, 2.75) were found to be the leading concerns of the respondents.

Table 6. Summary of Difficulties as Identified by the Respondents

Difficulties	Mean	Rank
Managing Time	2.68	2
Managing Resources	2.58	4
Managing Rest and Recreation	2.59	3
Managing Family Needs	2.52	5
Managing Relationships	2.93	1

Highest among the difficulties encountered by respondents involve managing relationships with spouse and children (2.93). This is followed by difficulty in managing time (2.58) and rest and recreation (2.59). Work-life imbalance resulting from conflicts between employment and raising children is apparent in this regard which can result to women experiencing feelings of anxiety and regret for not being able to spend quality time with and attention to their families and ensuring personal space and time for themselves. Findings of the study undertaken by Achour, Grine and Roslan (2014) underscored that housework and childcare are major constrains to the performance of women professionals which hinder them from sustaining meaningful relationships with their partners and their children and curtail activities that contribute to their personal well-being.

Coping Mechanisms

Coping is a natural tendency for individuals to solve personal and interpersonal problems and to reduce stress or conflict. Coping strategies adopted by respondents are summarized in Table 7.

Table 7. Coping Mechanisms Used by Respondents

	Mean	Rank

Eating	3.04	2
Shopping	2.67	10
Praying	3.79	1
Window-Shopping	2.65	11.5
Malling	2.70	7
Watching TV	3.01	3
Watching Movies	2.59	16
Traveling	2.65	11.5
Chatting with friends through social media	2.68	8.5
Texting friends	2.74	6
Seeking help from professionals/ friends or support groups	2.68	8.5
Indulging in alcoholic drinks in the company of friends	1.49	18
Playing bingo/mah-jong/cards	1.32	19
Becoming involved in church organizations and activities	2.80	5
Reading novels/ books	2.59	16
Studying	2.61	14
Surfing the internet	2.97	4
Being active in social or professional organizations	2.59	16
Engaging in charity work	2.64	13
Others		

Praying (3.79), eating (3.04) and watching TV (3.01) ranked as top three coping strategies employed by the respondents. These findings are supported by literature which indicate the value of prayer as a coping strategy (Wachholtz & Sambamthoori, 2013), eating as a coping mechanism for women suffering from eating difficulties who are experiencing problems in the physical and emotional areas (Rortveit, Astrom & Severinsson, 2009) and self-distraction for senior women who anticipate or experience critical life-events such as loneliness, illness or death (Krzemien, Monchietti & Urquijo, 2005). These are emotional and adaptive coping mechanisms that help women overcome work demands and family responsibilities. Results of the study likewise revealed that playing bingo/mahjong/ cards (1.32) and indulging in alcoholic drinks in the company of friends (1.49) were seldom used by the respondents as coping mechanisms. While these activities can provide temporary distraction, respondents recognize that they can lead to addiction and self-harm when uncontrolled and abused.

Needs, Difficulties and Coping Mechanisms by Profile

The null hypothesis of no significant differences in the needs, difficulties and coping mechanisms of women respondents was tested in this study. Results of the Analysis of Variance (ANOVA) are presented in the following matrices.

Grouped by Age

Variable	f-value	sig. value	Decision on H_o	Interpretation
Needs	19.489	.000	Reject H_o	Significant
Difficulties	9.221	.000	Reject H_o	Significant
Coping Mechanism	1.938	.103	Accept H_o	Not Significant

Significant at below 0.05

Findings of the ANOVA indicate the mean differences for both needs (sig. value = 0.000) and difficulties (sig. value = .000) to be statistically significant while the mean difference for coping mechanism (sig. value = 0.103) is not significant when respondents are grouped by age. This implies that women of various ages view their needs and difficulties differently. Analysis of the mean differences for the identified needs indicate that older women tend to satisfy higher motives as compared to younger women (Ivztan, Gardner, Bernard, Sekhon, & Hart, 2013). Mean differences of the identified difficulties across ages indicate that perception of difficulties become more pronounced as women grow older. This can be attributed to the growing responsibilities that women assume as they advance in years and as they assume roles that demand more of their time, energy and competence. The coping mechanisms that women adopt as they struggle with meeting their needs and overcoming their difficulties are not associated with age.

Grouped by Civil Status

Variable	f-value	sig. value	Decision on H_o	Interpretation
Needs	5.225	.001	Reject H_o	Significant
Difficulties	34.137	.025	Reject H_o	Significant
Coping Mechanism	6.585	.000	Reject H_o	Significant

Significant at below 0.05

When grouped by civil status, the mean differences for all variables of needs (sig. value = 0.001), difficulties (sig. value = 0.025) and coping mechanisms (sig. value = 0.000) were found to be statistically significant. Analysis of the mean differences indicate that women who are separated or widowed have more unmet needs, encounter more difficulties and thus employ varying ways of coping. For married women, dissatisfaction with unmet needs and coping with difficulties in the course of their personal and professional lives may be mitigated by the presence of a spouse or a "significant other" and even children who can provide support during difficult times, support structures that may not be available to women who are separated from or have lost their spouses. Interestingly, single women do not place much weight on unmet needs and difficulties, thus their responses reflect the lowest composite mean among the clusters. Findings

also suggest that civil status is associated with women's use of coping mechanisms.

Grouped by Educational Attainment

Variable	f-value	sig. value	Decision on H_o	Interpretation
Needs	17.024	.000	Reject H_o	Significant
Difficulties	13.857	.000	Reject H_o	Significant
Coping Mechanism	4.608	.003	Reject H_o	Significant

Significant at below 0.05

The mean differences for needs (sig. value = 0.000), difficulties (sig. value = 0.000) and coping mechanisms (sig. value = 0.003) were likewise found to be statistically significant based on the analysis of variance (ANOVA) when respondents are grouped according to educational attainment. Analysis of the mean differences revealed that as women earn more degrees -advancing from a Bachelor's degree to a Doctorate degree- their perceptions of their needs is magnified. Women with doctorate degrees perceive greater needs and seek to satisfy higher motives as compared to those with master's and bachelor's degrees and those with a high school diploma. This can be associated with the tendency of women with higher educational attainment to exhibit higher aspirations and greater compulsion for achievement and excellence. On the other hand, analysis of the mean differences for difficulties encountered indicate that women with Bachelor's degrees perceived difficulties more strongly as compared to those with Master's and Doctorate degrees and those with a high school diploma. An explanation for this perceived difficulty may be their difficulty in juggling their various activities in the home and at work in their desire to promote their own personal and professional development.

Grouped by Position in the Company/ Institution

Variable	f-value	sig. value	Decision on H_o	Interpretation
Needs	31.739	.000	Reject H_o	Significant
Difficulties	10.023	.000	Reject H_o	Significant
Coping Mechanism	.880	.451	Accept H_o	Not Significant

Significant at below 0.05

Results of the analysis of variance revealed that the mean differences for needs (sig. value = 0.000) and difficulties (sig. value = 0.000) are statistically significant while the mean differences for coping mechanisms (sig. value = 0.451) are not statistically significant when respondents are grouped by position in the company or institution. Analysis of the mean differences implies that women who hold administrative and supervisory positions have greater needs and experience more difficulties compared to women in the teaching and non-teaching positions. This can be ascribed to the greater work demand expected of women in leadership positions.

Hence, work-life conflict may stem from the desire of these women to fulfil the expectations of the work demand and the family role.

Grouped by Number of Children

Variable	f-value	sig. value	Decision on H_o	Interpretation
Needs	8.806	.000	Reject H_o	Significant
Difficulties	3.433	.002	Reject H_o	Significant
Coping Mechanism	1.859	.086	Accept H_o	Not Significant

Significant at below 0.05

When grouped according to the number of children, the mean differences for the variables of needs (sig. value = 0.000) and difficulties (sig. value = 0.002) were found to be statistically significant whereas the mean difference for coping mechanisms (sig. value = 0.086) was not statistically significant. Analysis of the mean differences reflects that working mothers have greater unsatisfied needs and experience more difficulties as the number of children increases. This finding is supported by the study of Achour, Grine and Roslan (20150 which revealed that mothers with children, particularly when these children are young, are more susceptible to feelings of distress over marital issues and family matters. The use of coping mechanisms does not vary significantly with the number of children.

CONCLUSION AND RECOMMENDATION

This study had four major findings. First, women professionals recognize their need for spirituality, greater self-awareness, knowledge and love/belonging. Second, difficulties in managing relationships, time and rest and recreation are the primary concerns of for women with multi-roles in the family and at work. Third, women employ emotion-focused and adaptive coping strategies to deal with difficult and challenging situations in their lives as professionals and as managers of their households. Finally, significant differences are noted in the respondents' perceptions and self-report of their needs and difficulties when they are grouped according to profile. However, coping mechanisms generated statistically significant values only when associated with civil status and educational attainment.

Implications of these findings emphasize the need to promote gender-sensitive policies in the workplace that will enable women to maintain work-life balance. The availability and access to child care, flexible work arrangements, maternity and parental leaves, allowing faculty to avail of parental and health leaves with no effect on their tenure, manageable work or teaching schedules, scaling back by voluntarily reducing one's demand from oneself, and soliciting spousal support are measures that can be put in place to permit women to satisfactorily perform their roles in the family and at work and at the same time, achieve self-fulfilment and self-actualization.

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