Work Life Balance of Employees in Private Higher Education Institutions

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Abstract: Technology has changed today's world entirely. Globalization unites the entire world. Society has changed accordingly too. Every organization muddles through it. Every organization is driving for the customer satisfaction through offering lucrative quality of service. Organizations desire those employees who are ok with it, but employees now a day's are facing some challenges and difficulties. One of the most important challenges are work life balance. Several inevitable influences are there to destroy the balance between work life and family life. Continuous work pressure, strict target, night shift, nuclear family etc are the example of such influences. Education industry is not an exception. For that reason like other industry, employees are facing challenges to maintain work family balance. In this paper we are trying to find out the factors affecting the work-life balance amongst employees and analyze the factors regarding work life balance to identify the critical issues in this context. This study has also developed a model which clearly emphasizes the importance of work life balance of employees in Private Higher Education Institutions.

Index Terms - **Work life balance, Employees, Private Higher Education Institution**

Introduction

Work life balancing is necessary for every employee in any organization. During the job tenure, every person has to perform different roles. Like in the office as boss or as employee or as colleague etc and at home as son or as daughter, as husband or as wife, as mother or as father and so on. Every role requires certain amount of service, and most of the time there is no room for negotiation. If one of the roles is not performed correctly or neglected then there will be generation of grievances. Those grievances will disturb the whole mental stability of the person. It is also to be noted that family expectation changes as the age advances. For that reason role playing is also required to be changed accordingly. Like a married person is dealing with different family expectation than a bachelor person, in the other hand parental life has huge number of different kinds of family expectation. Most of the time it is misunderstood that there is no relation between job life and family life but this is completely wrong. An employee having disturbed family life could not be able to give full output in the office job and disturbed office environment is able to ruin the entire family peace. The impact on each other is inevitable. So every organization is supposed to give full attention to the work life balance of every employee, so that the organization can get full output from them. A healthy work life is able to be offered only by the structure or system of the organization. Organization should always look into the employee satisfaction. There are many reasons when people become unhappy and dissatisfied towards their organization. Unhappy employee is a curse and failure for an organization. Organization can be able to get full output from the employee if they are not happy with their organization and their family. For that reason every organization should take work life balance of every employee very carefully.

Objective of the Study

In this paper we are trying to find out the following objectives

➢ To identify the factors affecting the work-life balance amongst employees in Private Higher Education Institutions

➢ To analyze the factors regarding work life balance to identify the critical issues in this context

Literature Review

I. ORGANIZATIONAL INTERVENTION IN THE WORK-FAMILY LIFE BALANCING:

According to ***Huagui Zhu (2011)*** about 38% of women think they are suffering from indiscrimination in the workplace. 14 % of women employee are supporting the pick and drop facilities. Organizational culture is changing day by day. In the era of globalization every organization is fighting for their existences for that reason an ever building competitive environment is growing day by day. Changes in the organizational culture have huge impact on the internal environment of the organization

(Juris, 2015). Every organization is requiring those employees who are ready to work from heart and brain *(Roy, 2009)*. For that reason the employees are always trying to find the way to satisfy the need of the organization. At the same time it is undeniable that a good family life is always required for every person. *Vijayakumar Bharathi et al. (2015)* have found few factors which affect the work life balance of women employee in IT companies. The factors are travel time, level of availabilities of leaves, availabilities of crèche facilities in the organization, available facilities of work from home, frequencies of job rotation etc. According to *Carly S. Bruck et al. (2002)* the relation between Work family conflict and job satisfaction has high in both global and composite job satisfaction. The study also shows the necessity of the implication of steps regarding that. *Diego Montano et. al. (2014)* has studied 39 intervention studies and it reveals that organization intervention affects the health and success of the employee. According to *Paula Brough (2010)*, workers health and performances are exclusively depending on the management's level of interests on fulfilling the work non work demands of employees.

II. FAMILY INTERVENTION IN THE WORK FAMILY LIFE BALANCING

Family expectation is varied according to the social, psychological and economical structure of the family, like a member from nuclear family is dealing with different kinds of family expectation than those members who are from joint family. Single parents are dealing with different expectation than who are not. A peaceful family life or personal life gives energy and motivation. The personal life affects the work life tremendously. In a research paper by *Hellmund (2012),* was mentioned that stressed and unhappy personal life creates negative impact in the work performance. The interference of family life over job life or job life over family life ruined the performance of the employee. As those employees are not able to balance their personal or family life so it leads to poor performance in the workplace *(Lubna, 2013)*.

III. INDIVIDUAL INTERVENTION IN THE WORK- LIFE BALANCING

Work life balance is also depending upon the individual state of mind. Every human being has different state of mind so it will be wrong if someone says, same event will be able to create same degree of impact on every one's mind. Organization should also look into the matter carefully. According to *Nidhi Kotwal and Bharti Prabhakar (2017)*, majority of single mothers is suffering from loneliness, hopeless, lack of confidence and depression. Numbers of women employee are increasing day by day and in Indian context working women are dealing with huge family pressure and work pressure. According to *Kamini B. Dashorathe (2013)* working women of India are suffering from different kinds of negative issues like mental harassment, sexual harassment, unfairness etc.

IV. NEED OF WORK LIFE BALANCING (INDIVIDUAL, FAMILIAL, ORGANIZATIONAL INTERVENTION ON WORK LIFE BALANCE)

So a balancing is required between family life and work life. For that reason every person is supposed to perform different kinds of role play in office and in home as they have equal importance. Work life balance is not as easy as it sounds; there are so many influences which can destroy such balance. *Thomas Kalliath (2008)* reviewed six factors which affects work life balance such as - many roles; fairness in every role; level of mental satisfaction towards different role; prioritizing the roles; conflict management and lastly full control over different roles. According to *Mohanty A. et al. (2016)*; the work life balance gets disturbed when time and energy demand is not fulfilled in different roles. India is experiencing worsening of quality of personal life and social life. Many HR specialists are relentlessly trying to find out the way to cope up with this situation by implementing different policies, procedure and offering some physical facilities. Recently working environment is changing as the technology is upgrading, instance working pressure is growing, demography is changing, strict deadline are happening day by day. That is why people are always found the way to balance the work and family life. Number of women employee is increasing day by day in India. Family friendly environment is not only beneficial for the employee but also for the employers too. It helps to retain the skilled employee in the organization. In India very few organizations are having family friendly atmosphere. The researcher has found that the women who are staying with her family i.e. either with husband or parents; are less stressed. The study also shows that the employee who are religious and spiritual; are more productive *(Singh, 2013)*. Every organization should provide opportunity for every employee to express their opinion on work life balance. Today's world is changing. The timing of the office is not concentrated on 10 to 5 boundaries. Night shift, overtime, works from home are showing its existence very frequently. If the organization wants to have such employees who are ready to give such service; then organization should develop such kind of policies and procedure which give facility to their employee to develop work life balance. A research paper was published by *A. Meenakshi and Metilda Bhuvaneshwari (2013)* in this context. The paper is about the work life balance of the BPO employees. It states that the demand of balance between work life and personal life is looked carefully by the human resource practitioners now a day. The paper suggests that every BPO sector should inspect the existing working environment, policies and procedures; they should also aware of existing government's policies and procedures regarding working environments; guideline is to be implemented at every level such as government level, industrial level and sector level. Work life balance is able to minimize the negative impact of work life and enhances the productivity of the employee. The flexible working environments, healthy working hour, leave policy, child care facilities etc are able to maintain the work family balancing. Work life balance is to be maintained and taken care *(Natalie, 2013)*. Quality of work life is bridging the gap between social life and work life. Any organization will not be able to get full output from the employee unless they are adopting work life balance programs. Satisfied employee can only raise productivity and fulfilling the management objective *(Mahesh, 2016)*. Quality of life of every employee is important as they will be able to give maximum output. *He Lu Calvin Ong and Senthu Jeyaraj(2014)* have thrown light on the different issue.

They have analyzed the difference between work life balance (WLB) and work life harmony (WLH). They have found those employees who are in work life balance group are having higher level of 'cognitive dissonance' than who are in work life harmony. Study also shows that the ingenuity, performances are increased in those person who are having either WLB or WLH. Now organizations are arraigning different workshop on work life balance. Various organizations in India are now arraigning different work life balance benefits and programs (WLBPs). It is proved that proper WLBPs are able to grow employee satisfaction rate and that ultimately increases the productivity of the organization. It is also suggested to implement the WLBPs and simultaneously employee need and organizational values are to be nurtured. During and post industrial era many organization of government of India are starting different welfare program to meet the statutory and voluntary practice. Such programs are regulation of working hour, maternity benefit, leave policy etc. Now India is changing socially and economically that leads to think about the implementation of different WLBPs to meet the employee need (*Baral, 2011*). According to *Ansumalini Panda (2017)* the "training and development, teamwork and communication, and financial and non-financial rewards" have direct influence in the work life balance of the employee. In this perspective, *Rajesh Ranjan and T. Prasad (2013)* published a paper. In that paper work life balance and working conditions of railway driver was discussed. The study shows that the there are very few number of occasion when work life balance and quality of job environments are addressed or taken seriously. So work stress and quality of life of railway driver can be improved. Work life balance drives different positive outcome like holistic satisfaction, commitment, general wellbeing. The main challenge to maintain work life balance is multiple roles playing like family roles and work roles. The paper also suggested that many people believe in the quality of the balance instead of frequency of the balance. Time boundary is not necessary to maintain the quality of balance in work life; rather it should be concentrated on the outcome based. There are large verities of opinion in people's life, someone of them prioritizing their family life and for some of them it is work life. Proper management in life is needed to maintain work life balance. Time changes life and changed life requires different responsibilities and role playing. So it is important to maintain and change the strategies to preserve the work life balance. *(Potgieter et al., 2010).*

V. WORK LIFE BALANCE IN EMPLOYEES OF HIGHER EDUCATION INSTITUTE

Job in higher education institute is one of the most crucial jobs for the society. The fate of future generation is mostly depending upon the higher education institutions. Every institution is supposed to accept the change in the society and technology. For that reason environment of higher education institutions are changing day by day. Now teachers are trying to implement new innovative teaching methods and they are always trying to cope up with the changing social, economical and technological situation besides that institutions are also renovate the college administration to facilitate the initiatives. That is how every employee of higher education institutions are in same quest. Also now a day's employees are finding themselves in a peculiar situation, an employee of a college is supposed to satisfy both the students need and employers need but in most of the time it is became very difficult for them as those requirements are contradictory with each other. If one group's desire is fulfilled other group could be dissatisfied. There is no scope for negotiation as both students and employers requires best service from the teacher *(Soni, 2014).* Like other job, importance of work life balance is also important for teachers too. *Robert Daniel Jijena Michel et al. (2012)* have made a study to analyze the relationship between job satisfaction and work- family enrichments of teachers. The study shows that the work family satisfaction boots the teacher to improve their skills. It shows that a flexible Human resource environment ensures good balance in work and family life of a teacher. Every educational organization should adopt such policies and procedure so that the work and family life of teacher will be ensured and by that organization will have more job satisfied employees and that gives immense benefit to the organization.

Hypotheses Development

H1: 'Organizational Intervention' positively influences the 'Work life Balance'.

H2: 'Familial Intervention' positively influences the 'Work life Balance'.

H3: 'Individual Intervention' positively influences the 'Work life Balance'.
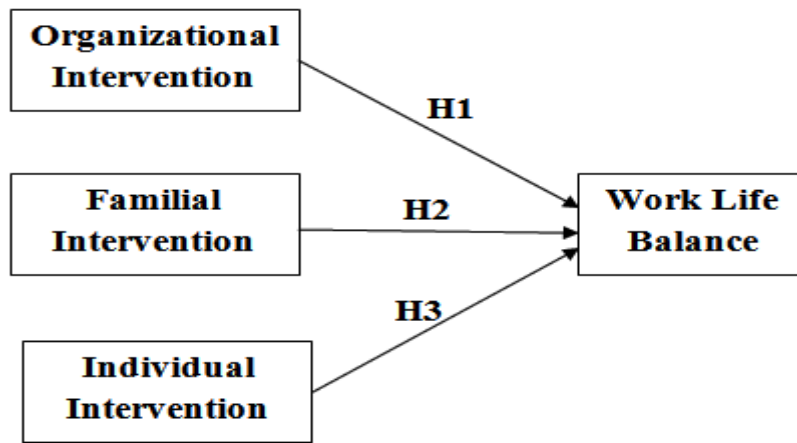
Hypothesized research model establishment

Research Methodology

Our Hypothesized Research Model (**Figure 1**) has been structured and proved by the help of secondary literatures and primary data respectively. A structure questionnaire (**Annexure: 1**) was framed with related factors and items for survey. 5 point Likert scale is used for evaluating the responses of employees in Private Higher Education Institutions. We focused the sample elements for our study from 20 Private Higher Education Institutions in West Bengal through convenience sampling technique. 188 responses were collected (out of 200 distributed questionnaire) for this study. The survey period was from 15th February, 2018 to 25th April, 2018.

Analysis and Results

Structure equation modeling (SEM) has been used for structuring the model and setting up the hypothesis by the help of AMOS 20.0 software. Model fitness has been judged through different indexes. Exploratory Factor Analysis (EFA) by the help of SPSS-20 describes the questionnaire validation through data reduction technique.

Table 1: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.814
Bartlett's Test of Sphericity	Approx. Chi-Square	3041.792
	Df	120
	Sig.	<0.001

In this study, KMO and Bartlett's Test (**Table 1**) shows the suitability of Exploratory Factor Analysis (EFA).

Table 2: Overall Reliability Statistics

Cronbach's Alpha	N of Items
0.765	**16**

Here, Cronbach alpha (greater than 0.70) shows acceptable reliability in **Table 2**. Variables with factor loading of above 0.5 have created 4 different factors which are extracted from Rotated Component Matrix (**RCM**). These factors describe total 82.646 % of the variations (**Table 3**).

Table 3: result of factor analysis - rotated component matrix (a)

Rotated Component Matrixª				
	Component			
	Organizational Intervention	Individual Intervention	Familial Intervention	Work life Balance
q11	**.925**	-.180	.110	-.005
q9	**.924**	-.106	.192	-.017
q10	**.832**	-.088	.241	-.130
q12	**.799**	-.156	.133	-.029
q1	-.113	**.933**	-.166	.181
q4	-.097	**.917**	-.139	.173
q3	-.146	**.829**	-.215	.184
q2	-.251	**.763**	-.164	.229
q6	.223	-.150	**.933**	-.084
q8	.167	-.083	**.914**	-.132
q5	.323	-.171	**.862**	-.116
q7	.053	-.301	**.752**	-.094
q13	-.053	.141	-.096	**.944**
q16	-.029	.190	-.046	**.860**
q15	-.082	.189	-.063	**.844**
q14	-.011	.156	-.189	**.832**
% of Variance Explained	**20.887**	**20.766**	**20.688**	**20.305**
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.				
a. Rotation converged in 5 iterations.				

Then, the fitness indexes were examined as follows and hypotheses were tested.

table 4: fit indices of confirmatory factor analysis for structural model

Fit Index	Acceptable Threshold Levels	Structural Model Values
χ2/df (Chi-square / degree of freedom)	Values less than 3	**1.002**
RMSEA (Root mean-square error of approximation)	Values less than 0.06	**0.004**
GFI (Goodness of fit index)	Values greater than 0.90	**0.973**
AGFI (Adjusted goodness of fit index)	Values greater than 0.90	**0.945**
NFI (Normed fit index)	Values greater than 0.90	**0.988**
CFI (Comparative fit index)	Values greater than 0.90	**0.991**

Here the fit indices (**Table 4**) of hypothesized model (**Figure 2**) indicate the acceptable ranges with good model fit.
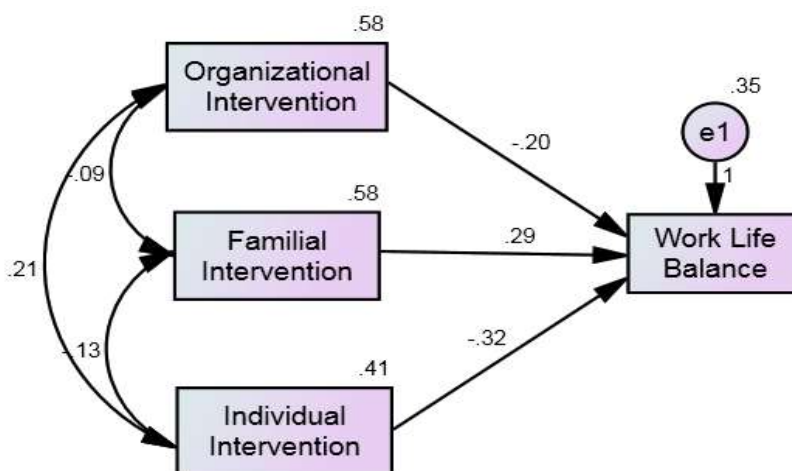
Figure 2: path diagram of hypothesized model

table 7: path analysis of structural model

Measurement Path			Hypothesis	Estimate	S.E.	C.R.	P	Assessment
Work Life Balance	←	Organizational Intervention	H1	-.200	.063	-3.186	.001	Supported
Work Life Balance	←	Familial Intervention	H2	.288	.059	4.857	***	Supported
Work Life Balance	←	Individual Intervention	H3	-.316	.076	-4.139	***	Supported

*Significant Regression co-efficient (P<0.01 and 0.05)

Path Analysis for Hypotheses Testing and Research Findings (Table 7)

H1: 'Organizational Intervention' positively influences the 'Work life Balance'.

The path coefficient is significant (p<0.01) statistically and it did not provide positive sign (-0.200) which means 'Organizational Intervention' negatively influences the 'Work life Balance'. It implies that organizational environment adversely affect the work life balance because of work pressure, lack of facilities to the employees provided by the organizations etc.

H2: 'Familial Intervention' positively influences the 'Work life Balance'.

The P-value for the path co-efficient from Familial Intervention is positive (+0.288) and significant (p<0.01), indicating that 'Familial Intervention' positively influences the 'Work life Balance'. Therefore hypothesis is supported. It implies that family support helps to overcome all the work life balance related issues.

H3: 'Individual Intervention' positively influences the 'Work life Balance'.

The path coefficient is (p<0.01) statistically significant and it provided negative sign (-0.316) which means 'Individual Intervention' negatively influences the 'Work life Balance'. It implies that individual psychological barriers adversely affect the work life balance because of different personal issues.

Conclusion

Though now organizations are trying to address the work life balance of employee but still it is not enough. Very few organizations perform investigation on work life balance though it has immense value. It was found in the same research paper that the organizations are overlooking the proper survey methods by which the actual scenarios can be yield. The policies and procedures which are covering those areas are needed to be implemented. From the above

discussion it can be concluded that the work life balance is depending upon three factors; organizational intervention, familial intervention and individual interventions. Each factor has direct influences on the work life balance of every employee. So the employees should always try to balance those factors so that a healthy and productive work life and family life can be ensured.

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Annexure: 1

Factors	Variables / Items
Organizational Intervention	Your organization permits to enjoy all leaves.
	Your organization does not pressurise you to do official job after working hours.
	Your organization permits work from home.
	Your organization manages your work when you are in leave.
Familial Intervention	Your family supports you in all situations.
	Your family involvement always makes you happy.
	Your family involvement gives you energy for good performance in job.
	You get ideas and plans for fighting against the issues in job place through family involvement.
Individual Intervention	You make yourself available for your family in working hours.
	You make yourself available for official work in your vacation.
	You entertain job related activities on personal time.
	You bring job related issues in your home which may make you disturb.
Work Life Balance	You skip personal activities because of work.
	You sacrifice your personal life for job through involving beyond working hours.
	Your work is disturbed because of your personal life.
	Job provides energy to do personal work.