A CONCEPTUAL FRAMEWORK OF WORK LIFE BALANCE OF FEMALE FACULTIES IN PRIVATE HIGHER EDUCATION INSTITUTIONS

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ABSTRACT
In the recent years, Higher Education has witnessed a significant development resulting into the growth of a number of institutions in private and public sector as well. Private sector has its own work culture and intricacies. Several factors like placement, counselling, remuneration issues, etc. make it unique in its own way. While considering female faculty’s Identity crisis, financial challenges and gender bias are some pertinent issues which make their life so complex that they hardly get any time for personal care and enrichment. This is affecting their physical, mental and emotional well-being adversely making it difficult to attain a balance in their personal and professional life. Apart from this, it may have a negative impact on the education institutions also as it may lead to lower productivity, fatigue, absenteeism and attrition.

In such a situation female faculties have to face a tremendous pressure due to the increasing responsibilities in their personal life and ever increasing work pressure in professional life. Therefore, maintaining Work life Balance has become a tough challenge for them. This paper focuses on extracting the factors affecting the work life balance of the female faculties in private higher education institutions. It is conceptual in nature and is based on exploratory research.

Keywords: WLB of female faculties

INTRODUCTION
Work life balance aims at enabling the employees to divide their time between their personal and professional life. Management needs to realize that devising and implementing work life balance policies have become essential not only to increase the productivity and enhance the quality education but to retain the talented workforce too. Organizations have started introducing the policies on Flexible working hours, job sharing, conducive working environment in this regard. Work life balance will lead to better work culture, organizational productivity and effectiveness.

Female Faculties in private higher education institutions have their own challenges in personal and professional life both. They have to play different roles in personal domain where they may not have the responsibility sharing by their spouses and family members. Further, the timings, gender bias,
admission and other issues in the professional life add to the challenges to maintain their work life balance.

This paper aims at finding out the factors that affect the work life balance of the female faculties in private higher education institutions.

OBJECTIVES

The objective of the study is to find out the factors that affect the work life balance of the female faculties in private higher education institutions.

RESEARCH QUESTIONS

Following are the research questions guiding the study:

1. What is work life balance?
2. What are the factors affecting work life balance of the female faculties in private higher education institutions?
3. What are the benefits of the female work life balance of faculties in private higher education institutions?

SIGNIFICANCE

The research work is expected to have implications on the following parties

Academics

Academic Institutions

1. Harmony, empathy and cordiality in management – faculty relations
2. Increased quality of education due to optimization of productivity of female faculties

Contribution towards disciplines

The research work will contribute to Human resource management, Psychology and Sociology by bringing out issues like management-faculty relation, challenges of female faculties in personal and professional domain.

Further research

Extensive literature review and analysis thereof is expected to provide input for the future researches.

Society

A female faculty has multiple roles in personal domain which includes society also. The study brings out the factors affecting work life balance of the female faculties in private higher education institutions. Work life balance will help female faculty to perform well in society too.

LIMITATIONS OF THE STUDY

Only private institutions have been undertaken for the study.

RESEARCH DESIGN AND METHODOLOGY

Research approach

The research is based on Qualitative, Descriptive and exploratory approaches.
RESEARCH METHODOLOGY
Dependent and independent factors
Work life balance is dependent factor. The factors affecting the work life balance of the female faculties in private higher education institutions are the independent factors.

COLLECTION OF DATA
The data collection for the research is based on secondary data collected from different Journals, websites, books, conference proceedings and PhD theses.

LITERATURE REVIEW
Literature Review on work life balance and women professionals
In the recent years, the term “work-life balance” (WLB) has replaced what used to be known as “work-family balance” (Hudson Resourcing, 2005). Various life activities that need to be balanced with employment may include study, travel, sport, voluntary work, personal development, leisure. “Work-life balance is a broad concept including proper prioritizing between career and ambition on one hand, compared with pleasure, leisure, family and spiritual development on the other.” Work and family have increasingly become antagonist spheres, equally greedy of energy and time and responsible for work–family conflict (WFC) (Coser, 1974).

Long working hours affect family relations adversely and cause loneliness, anger and frustration. People who are unable to spend time with their children and other family members are often left with a sense of irreparable loss and guilt (Gambles, Lewis & Rapoport, 2000; Jones, Burke & Westman, 2006; Pocock et al., 2001). Greenhaus JH (1985) states that WFC is a type of inter-role conflict in which some responsibilities from the work and family domains are not compatible and have a negative influence on an employee's work front.

WFC is related to a number of negative job attitudes and consequences including lower overall job satisfaction. Negative job attitude may include being late at work, lethargic attitude, repetitive mistakes, resistance to change etc. Greenhaus JH (1985) states further that Family–work conflict (FWC) is also a type of inter-role conflict in which family and work responsibilities are not compatible. FWC is more likely to cast its negative influences at the home front, resulting in lower life satisfaction and greater internal conflict within the family.

Kopp R G (1993) says multiple role-playing has been found to have both positive and negative effects on the mental health and overall well-being of professional women. In certain cases, women with multiple roles were found to have better physical and psychological health than women with less roles. They cherished motivational stimulation, self-esteem, sense of empowerment and control, physical stamina, and bursts of energy (Doress-Wortes PB 1994). However, multiple roles have also been found to cause a variety of adverse effects on women's mental and physical health, including loss of appetite, insomnia, weakness and stress.

Chassin et al. (1985) found that women with pre-school children face different types of conflicts and concluded that self-role congruence in women leads to better mental health.

Williams, J. (2000). Although employers are offering many opportunities to help their employees balance work and life, these opportunities may be a catch twenty-two for some female employees. Even if the organization offers part-time options, many women will not take advantage of it as this type of arrangement is often seen as "occupational dead end". Even when the option to work part-time is available, some may not take advantage of it because they do not want to be marginalized. Galinsky and Stein (1990) have described that main problems being faced by employed women include looking after children, and elders, long work hours, transfers and job demands etc.
Campbell et al. (1994) have analyzed the effect of women employment on family life and the impact of family life on work behavior. The research results revealed that women with children were significantly lower in occupational commitment relative to women without children. Contrary to expectation, women with younger children out performed women with older children.

Studies also reported that women having younger children experience more role conflicts (Buetell NJ et al 1980 & Bedeian AG et al 1998). Near and Sorcinelli (1989) find out that nowadays there is increase in dual earning couple, less commuter couples, women academicians who marry and bear children, and male teachers who find themselves likely to take on family commitments. Johnsrud and Rosser (2002) The results indicated that the perceptions faculty members have of their work life had a direct and powerful impact on their morale, and subsequently on their intentions to leave at both the individual and group or institutional levels. There was modest or no direct consequence of work life and demographic variables on faculty members’ intentions to leave.

Glass and Camarigg (1992) suggested that among the major benefit of academic employment is the flexibility of these jobs, it shows that workplace flexibility is a major factor in reducing work-family conflict. Academic jobs are very demanding. Professors often criticize that the demands of their jobs never finish.

Jacob (2004) concluded that how Professors put in very long hours. It has been found that full-time male faculty work 54.8 hours per week on an average; their female counterparts report working almost 52.8 hours per week. Faculty members work more hours per week than in most other occupations. Indeed, professors account for longer work week than do most of their counterparts in white collar occupations.

Ward and Wendel (2006) focus on the boundary between work and family in different types of institutions from the viewpoint of women faculty who are on the tenure track i.e. on verge of promotion and who are mothers of young children. Such a view provides insight into institutional disparity on academic life in general, and for any new female faculty as mothers in particular.

Both women and men prefer working in such organizations which support work-life balance. Men appeared to benefit more than women (Burke 2002). Men feel more satisfied when they achieve more on the job even at the cost of ignoring the family. On the other hand, women stress that work and family are both equally important and both are the sources of their satisfaction. For them the former is more important. When work does not permit women to take care of their family, they feel unhappy, disappointed and frustrated. They draw tight boundaries between work and family and they do not like one crossing the other (Burke 2002).

Fennala Agnes Iglin (2008) states that the working women raise their standard in the eye of society and concluded that they must work very hard and should prove that they are at par with men folks. It calls for stance of mind and suitable motivation duly supported by congenial external condition.

Chalpathi B.V. et.al (2008) concludes that women equality is a pre-requisite for effective participation of women in strengthening the institutional structure of democracy. Human resources on special women power needs to be assigned a key role in any development strategy.

Deepak Chawla and Neena Sondhi (2011) have found out that Indian women organizational commitment, job autonomous and perceived work over load are strong contributors to a sense of balance for an employee work. Family conflict had a negative association and fairness of rewards had a positive relation with work-life balance. So the organizations need to be supportive and emphatic towards their employees’ multiple roles and responsibilities.

Vijay Mani (2013) in his study found out that role conflict, lack of recognition, organizational politics, and gender discrimination, elderly and children care issues, quality of health, problems in time management and lack of proper social support are the major factor influencing the work life balance of women professionals in India.
“By fulfilling their economic needs, employment has no doubt made women independent with an
identifiable social status but it has also made them to juggle into two main domains of life- work and
family. They have stepped into work place but the role responsibilities of women still remain the same,
i.e., women may be a top executive, still the “nurturing” or “care giving” roles are considered much a
part of feminine roles.” (Sunita Malhotra & Sapna Sachdeva, 2005).

**Literature review specific to the work life balance of faculties in private higher education institutions chronologically**

<table>
<thead>
<tr>
<th>RESEARCHER</th>
<th>TITLE OF RESEARCH PAPER/ THESIS</th>
<th>YEAR</th>
<th>FINDINGS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Karthick B and G. Barani</td>
<td>A study on Problem and Prospects of Women Employees</td>
<td>2001</td>
<td>The factors cause family challenges among woman employees the stress level, which can be decreased provided the family and work life flexibility and communication both met correctly. Thus women employees in educational institution do have a lot of scope and it’s all left to women employee to stand equal at par with their male counterpart.</td>
</tr>
<tr>
<td>Claramma Thomas K.</td>
<td>Work-Life Balance - A Sociological Study Of Women Professionals In Kerala</td>
<td>2007</td>
<td>69.7 percent professionals felt that they are not underplaying one role or ignoring the expectations of one of the roles while performing another role. Conflicts originate from the patriarchal ideology of our society. Work domain is a greater source of conflict than family domain.</td>
</tr>
<tr>
<td>Malarvizhi M.</td>
<td>Women’s Labour Turnover in Self -Financing Colleges</td>
<td>2010</td>
<td>The study suggested that government can regularize the pay structure of self-financing women’s Arts and Science college teachers and UGC may provide leave for doing Ph.D. under the Faculty Improvement Programme (FIP).</td>
</tr>
<tr>
<td>Vijayshree</td>
<td>Study Of Work Life Balance among Women Employees in Service Sector with Special Reference to Pune City (2009-12)</td>
<td>2012</td>
<td>Work Family Conflict and Family Work Conflict are the very important factors in the life of female employees working in service sector. Also the Marital Status, Age and the number of dependents are the crucial factors addressing the work life issues.</td>
</tr>
<tr>
<td>J.Vijayadurai , Mr.S.Venkatesh</td>
<td>A Study on Stress Management among Women College Teachers in Tamilnadu, India</td>
<td>2012</td>
<td>There is no significant association between – salary and insufficient challenging work, qualification and heavy workload. qualification and</td>
</tr>
<tr>
<td>Authors</td>
<td>Title</td>
<td>Year</td>
<td>Summary</td>
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<tr>
<td>Mohd Abdul Najeem and Manas Ranjan Tripathy</td>
<td>A Study on Work - Life Balance among Teachers of Technical Institution</td>
<td>2012</td>
<td>They inferred that the relationship between the predictions and job satisfaction among technical teachers in Andhra Pradesh. One of the key findings of this paper is that WLB (Work-Life Balance) is a major contributor towards job satisfaction and male teachers feel more burnout compared to female teachers.</td>
</tr>
<tr>
<td>G.Shiva</td>
<td>A Study on Work Family Balance and Challenges Faced By Working Women</td>
<td>2013</td>
<td>There was significant relationship between working hours and stress. There was no association between training provided and ability to balance work and family.</td>
</tr>
<tr>
<td>K.Santhana Lakshmi et al,</td>
<td>Work life balance of women employees with reference to teaching faculties</td>
<td>2013</td>
<td>That the Educational institutions should address the Work Life Balance related issues among their staff, specifically women and take a holistic approach to design and implement the policies to support the teaching staff to manage their WLB</td>
</tr>
<tr>
<td>T. SUBHA</td>
<td>A Study on Work Life Balance Among Women Faculties Working in Arts &amp; Science Colleges with Special Reference to Coimbatore City</td>
<td>2013</td>
<td>The percentage of high level of perception of the respondents towards work life balance of the women faculties was the highest (43.6%) among the respondents belong the age between 25 and 35 years. 52% of the respondents agree that employee having good work-life balance in the institution will be more effective and successful. Most (67%) of the respondents feel flexible starting time may be implemented as a policy and practice by the institution.</td>
</tr>
<tr>
<td>Aditi Aeran, Ravindra Kumar</td>
<td>Impact on life of women employees in education sector</td>
<td>2015</td>
<td>Organizational support has positive impact on working role of the women at work place by creating balance; thereby eliminating work life conflict.</td>
</tr>
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Factors affecting work life balance of female faculties in private higher education institutions

On the basis of the above study following factors affecting work life balance of female faculties in private higher education institutions have been extracted

<table>
<thead>
<tr>
<th>Personal domain factors</th>
<th>Professional domain factor</th>
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<tbody>
<tr>
<td>Marital status, Number of dependents, Type of family structure, Gender, Life stage, Qualification, Personality trait, Experience, Self-expectations, Psychological factors</td>
<td>Peer support, Leave policy, Performance appraisal, Promotion, Job security, Type of leadership, Size of organization, Admission pressure, Placement pressure, Publicity pressure, Remuneration policy, Faculty development opportunities, Career growth, Training, Communication, Managerial Support, Faculty participation in decision making, Organizational culture, Working conditions, Technical know-how, Working hours, Weekly load of Teaching, Nature of employment: Permanent/Temporary, Working hours, Domain of Teaching,</td>
</tr>
<tr>
<td>Family support, Spouse support, Social norms, Attitude of relatives</td>
<td>Gender bias, Conveyance facility, Moral and ethical issues, Child care policy</td>
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Gaps Identified

1. Few researches have been found on the weekly working load as a factor affecting work life balance of female faculties.
2. Few researches have been found on the moral and ethical issues as a factor affecting work life balance of female faculties.
3. Very less work has been found on the flexible working hours as a factor affecting work life balance of female faculties.

Benefits of work life balance of female faculties

Benefits to female faculties

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<tr>
<th>Benefits to the male faculties</th>
<th>Benefits to organization</th>
</tr>
</thead>
<tbody>
<tr>
<td>Better personal relations, Better societal relations, Sense of fulfillment, Personal care, Better relations with peer group, Career growth, Economic empowerment, Improved health and well-being, Autonomy in work, Reduced stress level</td>
<td>Better management-faculty relationship, Reduced turnover, Healthy working environment, Goodwill, Cost effectiveness, Optimum utilization of resources, Better productivity, Lower absenteeism, Increased commitment, Employee engagement</td>
</tr>
</tbody>
</table>

Summary

Work Life Balance of female faculties is affected by a number of factors which can be divided into:

1. Personal Domain Factors
2. Professional Domain Factors
Both the personal and professional domains of female faculties are challenging in their own ways.

**SUGGESTIONS**

1. More researches can be done on the impact of weekly working load as a factor affecting work life balance of female faculties.
2. Comparative study of male and female faculties in private higher education institutions can be undertaken as topic of research.
3. More researches can be done on the moral and ethical issues as a factor affecting work life balance of female faculties.
4. Impact of flexible working hours on the work life balance of female faculties can be undertaken as topic of research.

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Theses