WORK LIFE BALANCE OF FACULTIES IN HIGHER EDUCATION WITH SPECIAL REFERENCE TO PRIVATE INSTITUTIONS: A CONCEPTUAL FRAMEWORK

Ms. Gayatri Negi¹
PhD Research Scholar
Shri. Ramswaroop Memorial University
Lucknow, India
Email: gayatrinegifaculty@gmail.com

Dr. Ruchi Singh²
Associate Professor
Shri Ramswaroop Memorial University
Lucknow, India

ABSTRACT

With the increasing inter and intra organizational competition in the higher education institutions specially the private ones owing to the changes in organizational dynamics due to several factors like placement, counseling, remuneration issues, maintaining Work life Balance has become a tough challenge for faculties. Due to the dual pressure from personal and professional front they have to face difficulty to get any time for leisure, rest and recuperation. It causes imbalance between their personal and professional life which affects their health, productivity and overall well-being adversely. Besides, it has negative impact on the organization due to absenteeism, high rate of attrition and occupational stress. Therefore, to get the optimum output, minimizing the training cost and retention of faculties every organization needs to devise suitable work life balance policy.

This paper focuses on extracting the factors affecting the work life balance of the faculties in private higher education institutions by undergoing the existing literature. The paper is conceptual in nature and is based on exploratory research.

Keywords: WLB of female faculties

INTRODUCTION

The concept of Work life balance (WLB) supports the efforts of employees to divide their time and energy among work, family and the other important aspects of their lives. In the recent years it has occupied a significant place in the field of research and academia as well. Work-life balance enables workers to pay attention to all the important aspects of their life be it personal, societal or professional. Management has realized the need of devising and implementing work life balance policies to increase productivity in qualitative and quantitative terms as well. Many organizations have started introducing innovative policies on work life balance by offering opportunities like flexible work schedules, shared job responsibilities and family events and activities sponsored by the organizations. It aims at bridging the huge gap between personal, professional and social life of an individual and thereby bringing harmony in relations, better work culture and organizational effectiveness.
Faculties are the most important human resource of any academic organization. Attributed to the tough competition, admission and placement issues among private organizations, the life of a faculty has become all the more demanding and thereby causing an imbalance in his personal and professional life.

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

**OBJECTIVES OF THE STUDY**

1. To understand the concept of Work life balance
2. To find out the factors affecting work life balance of faculties in private higher education institutions

**RESEARCH QUESTIONS**

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

**SIGNIFICANCE OF THE STUDY**

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 faculties

**Contribution towards disciplines**

The research work will contribute to Human resource management, Psychology and Sociology by bringing out issues like management-faculty relation, relationship with peer group, relationship with family, friends, relatives and society in general.

**Further Research**

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

**Society**

Society is a sum total of interwoven relationships. A teacher is an individual who influences the whole society by playing the roles of faculty and family member, friend, relative and a citizen. The study brings out the factors affecting Work Life Balance of the faculties in private higher education institutions.

**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 and exploratory approaches.
Dependent and independent factors

Work life balance is the dependent factor and factors affecting work life balance 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 related aspects

The term ‘work life balance’ was first coined in 1986 in America. At that time there was a sudden increase in the working hours and work pressure which started affecting their health and family. The decades of 1990s witnesses the recognition of work-life balance as a crucial issue for everyone women, men, parents and non-parents, singles and couples. The decade of nineties witnessed a rise in the number of working women and dual-income families. The workers experienced many challenges in balancing the work and family domains. The existing literature encompasses different aspects of Work Life Balance such as the evolution, need, significance strategies for the implementation of WLB programme, cost- benefit analysis etc. 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.” Subash Nath, Soumendra Patra (2010).

Work–life balance is the maintenance of a balance between responsibilities at work and at home. Work and family have increasingly become antagonist spheres, equally greedy of energy and time and responsible for work–family conflict (WFC) (Coser,1974).

Moreover, longer working hours mean a declining interest and participation in local communities and civic activities, which threatens community sustainability, civic spirit and the care of community members (Lewis, Rapoport & Gambles, 2003). “Dissatisfaction with working life is a problem, which affects almost all workers at one time or another, regardless of position or status. The frustration, boredom and anger common to employees, disenchanted with their work life, can be costly to both individual and organization.” Greenhaus J h 1987). Role overload is the result of having too many things to do in a given time period (Bachrach S B 1991). Having too many tasks to accomplish at work, the employee may need to use time allocated to the family role which causes WFC (Greenhaus J h 1985). Quality of work life (QWL) has significant effects on Work life balance. As per Tapomoy Deb (2006) its objectives are - to attract and retain talent, to prevent stress and burnout, to increase job satisfaction, quality and productivity through higher job satisfaction and to balance personal/family and work related demands on an individual employee for maintaining optimum levels of personal effectiveness It is further stated that if QWL could be improved, it would benefit and reward the individual employee, the customer, organization and society as a whole.

The literature undertakes the cost- benefit analysis of WLB also. According to Yasbek (2004) “the business case is established by weighing up the costs and benefits of introducing work-life balance policies and determining if the net impact is positive.”

Two kinds of inter- role conflicts are significant while discussing WLB - Work- Family Conflict (WFC) and Family- Work Conflict (FWC). 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. WFC and FWC result from an individual trying to meet an overabundance of conflicting demands from the different domains in which employees are operating.

As compared to female employees lesser work is done on the work life balance of male employees. Gerson, Katherine (2011) states that young men wants a balance between paid work and personal attachments without being victimized or exploited at work. Tahmicioglu, Eve (June 21, 2010) say “It seems that some traditional stereotypes are starting to lessen just a bit in terms of who’s responsible for care of the child.

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 problem being faced by employed women include looking after children, and elders, long work hours, transfers and job demands etc. Timothy A Judge and Shinichiro Watanable (1993) concluded that there was a strong relationship between the job satisfaction and life satisfaction.

Evolution of work life balance

Factors influencing work and family life spheres –

- **Phase I** - Early years of communal living. Entire family engaged in work for subsistence.
- **Phase II** - Pre industrialisation period. Partial segregation of workplace and family life.
- **Phase III** - Industrial revolution in mid 1800s. Strengthening of segregation of workplace and family life. Men started to dominate workforce.
- **Phase IV** - Between late 18th and early 19th century. Separation of work and family strengthened due to division of labour.
- **Phase V** - Between early 19th century and 1950. Human strength dependent technology abetted male domination at workplace.
- **Phase VI** - Between 1950s and early 1980s. Gender division reversed due to technology. Introduction of work-life balance facilities.
- **Phase VIII** - Recession - 2008 onwards. Increase in work-family related challenges and reduction in work-life balance facilities.

Models of work life balance

There are typically 5 models used to explain relationship between work and life outside work

i. **Segmentation Model**: The segmentation model states that work and non-work are two distinct domains of life and they have no influence on each other.

ii. **Spillover Model**: Spillover refers to positive and negative effects of an individual's professional life on his personal life and the effect of personal life on professional life. This model hypothesizes that one domain can influence the other in either a positive or negative way.
Compensation Model: The compensation model focuses on compensating the lacking of one domain by the contribution to and outcomes of other domain.

Instrumental Model: The instrumental model emphasizes that the activities in one sphere facilitate success in the other.

Conflict Model: The conflict model which proposes that with high levels of demand in all spheres of life, some difficult choices have to be made and some conflicts and possibly some significant overload should be identified and dealt adjusted.

**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/ THESESES</th>
<th>YEAR</th>
<th>FINDINGS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stewart Forsyth &amp; Andrea Polzer-Debruyne</td>
<td>The organisational pay-offs for perceived work–life balance support</td>
<td>2007</td>
<td>The results show inconsistent positive impacts of perceived work–life balance support on job performance.</td>
</tr>
<tr>
<td>Jennifer Smith and Dianne Gardner</td>
<td>Factors Affecting Employee Use of Work-Life Balance Initiatives</td>
<td>2007</td>
<td>Employees using more WLB initiatives report lower levels of work-to-family, family-to-work conflict and intention to leave the organisation and have higher levels of commitment to the organisation.</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>Munshi, Nisar M.</td>
<td>A Comparative analysis of Job Satisfaction Level of Management Teachers of MBA Colleges in Gujarat State</td>
<td>2010</td>
<td>There is strong and systematic association between intake capacity of students and job satisfaction.</td>
</tr>
</tbody>
</table>
| DobleNiharikaMukesh               | Work Family Enrichment And Work Life Balance                                                     | 2010  | - Antecedent effect & Mediator effect  
- Career identity salience significantly moderates relationship between other’s perception of the job and work family development, work family affect and work family capital. |
| S.M. Shariq Abbas, VandanaPremi, AnantJyoti | Job Satisfaction In Management Faculties Of A Metropolitan And Proximate Area: A Study Of Private Colleges | 2010  | Faculty members definitely associate financial factors with their overall job satisfaction  
There is no significant relationship between Advancement opportunity and job Satisfaction, organizational prestige and overall satisfaction of the faculty members, gender and job satisfaction. |
<table>
<thead>
<tr>
<th>Author(s)</th>
<th>Title</th>
<th>Year</th>
<th>Abstract</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ravindra Narmadas Hankar Shukla</td>
<td>A Study Of Burnout Syndrome In Teachers With Reference To Job Satisfaction Age Gender And Experience</td>
<td>2011</td>
<td>Burnout had negative and significant relationship with job satisfaction. There was no significant relationship between burnout and teaching experiences. burnout and age. burnout of male and female teachers.</td>
</tr>
<tr>
<td>K. Thriveni Kumari</td>
<td>Impact Of Stress On Work-Life-Balance Of Women Employees With Reference To BPO And Education Sectors In Bangalore</td>
<td>2011</td>
<td>The different type of stress related diseases suffered by the women employees- frequent headaches (26.3%), hypertension (47.4%), obesity (23.75) and diabetes (2.6%). Types of policies are followed by both the sectors- different type of policies followed by them right to request flexible working hours (23.5%), maternity leave 17.6%, job sharing(8.8%), career break (8.8%), child care facilities (2.9%).</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 look for promotion, Designation and efforts recognized, salary of the respondents and financial problem.</td>
</tr>
<tr>
<td>David Boohene et al.</td>
<td>A Critical Study on Work-Life Balance. A Case of Teaching Faculty at Loyola Institute of Technology and Science, India and All Nations University College Ghana</td>
<td>2012</td>
<td>Productivity of faculty members is dependent on work life balance programmes and policies. There is a positive relationship between productivity and work life balance programmes and policies.</td>
</tr>
<tr>
<td>K. G. Senthil kumar et al</td>
<td>An Empirical Study on Teaching Professionals' Work-Life Balance in Higher Learning Institutions with Special Reference to Namakkal District, Tamilnadu</td>
<td>2012</td>
<td>Respondents of old age category have perceived maximum level of stress. Female respondents have perceived maximum level of stress.</td>
</tr>
<tr>
<td>Authors</td>
<td>Title</td>
<td>Year</td>
<td>Summary</td>
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<tr>
<td>Roshan Lal, Sarabjit Singh Shergill</td>
<td>A Comparative Study Of Job Satisfaction And Attitude Towards Education Among Male And Female Teachers Of Degree Colleges</td>
<td>2012</td>
<td>There is no significant difference between the job satisfaction of male and female teachers of degree colleges.</td>
</tr>
<tr>
<td>Raman Kumary</td>
<td>Retention Of Teaching Faculty In Business Schools</td>
<td>2012</td>
<td>- There is high positive correlation between the dissatisfaction on salary and tendency for leaving the job. - As the teachers grow older there is a sense of dissatisfaction with salary. Teachers are not satisfied with weekly teaching hours. - 26% of the respondents Flexible hours of working pattern is followed, keeping the total weekly working hours same. - For moral and ethical values, equity and fair play 50% have rated their organisations highly high or high - On the issue of rating the organisation on equity and fair play’ responses are neutral. 34% rate their organisations highly satisfactory or satisfactory.</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>Madhusudhan Goud and K. Nagarajun</td>
<td>Work Life Balance of Teaching Faculty with Reference to Andhra Pradesh Engineering Colleges</td>
<td>2013</td>
<td>Factor analysis arrived at two factors for work life balance for teaching faculty. Management has to concentrate on time flexibility, role clarity, co-worker support, working hours and head support for managing work life balance of teaching faculty. Management also need to emphasis on dependents of the teaching faculty.</td>
</tr>
<tr>
<td>S. Saranya and A. Gokulakrishnan</td>
<td>Work Life Balance among Women Academician with Reference to Colleges in Chennai</td>
<td>2013</td>
<td>the top management of organization should take this issue seriously and set some rational objectives for female at Academician level, in which they can fully participate. The next recommendation of the present study is again for top management to facilitate women by giving them periodic relief from monotonous life routines and the</td>
</tr>
</tbody>
</table>
management also creates the environment in which females don’t feel any barriers in communication with their colleagues.

<table>
<thead>
<tr>
<th>Authors</th>
<th>Title</th>
<th>Year</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Shruti Rana &amp; Shwetang Panchal</td>
<td>Work Life Balance of Academic Sector Employees: A Study in Vadodara City</td>
<td>2014</td>
<td>- No. of hours employees spend travelling to work place is a hindrance factor in balancing the work and life of employees. Job stress and work life balance are dependent on each other. Professional job demands have forced employees to compromise personal responsibilities.</td>
</tr>
<tr>
<td>Sneha Paryani</td>
<td>Study of work-life balance of faculties of engineering &amp; management institutes with special reference to Mumbai &amp; Pune region</td>
<td>2014</td>
<td>There is an association between the facilities provision and Work-Life Balance to a certain level but, it is not that significant.</td>
</tr>
<tr>
<td>Dhanya J S, and Kinslin D</td>
<td>A Study on Work Life Balance of Teachers in Engineering Colleges in Kerala</td>
<td>2016</td>
<td>There are work life balance issues that need to be addressed. It is a pertinent aspect for promoting Gender Equity and Women Empowerment. Organizational climate was found to have positive impact on WLB among engineering college teachers.</td>
</tr>
</tbody>
</table>

**Factors affecting work life balance of faculties in private higher education institutions**

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

<table>
<thead>
<tr>
<th>Personal domain factors</th>
<th>Professional domain factor</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marital status, Spouse support, Family support, Number of dependents, Type of family structure, Gender, Life stage, Qualification, Personality traits, Experience, Self-expectations, Psychological factors, Mobility from native place</td>
<td>Peer support, Leave policy, Performance appraisal, Gender bias, 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, Flexi Timings, Nature of employment: Permanent/ Temporary, Domain of Teaching</td>
</tr>
</tbody>
</table>
Benefits of work life balance of 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 enrichment, Better relations with peer group, Career growth</td>
<td>Better management-faculty relationship, employee retention, Healthy working environment, Goodwill, Cost effectiveness, Optimum utilization of resources, Better productivity</td>
</tr>
</tbody>
</table>

Gaps identified

1. Few researches have been found on the weekly working load as a factor affecting work life balance of the faculties.
2. Few researches have been found on the strength of the class as a factor affecting work life balance of the faculties.

FINDINGS

1. Work Life Balance is affected by a number of factors which can be categorized into:
   1. Personal domain factors
   2. Professional domain factors
   3. Family Work Conflict and Work Family Conflict are the two dimensions of Work Life Balance.

CONCLUSION

The personal and professional domain factors affect the work life balance of the faculties in private higher education institutions significantly. In fact, these two domains affect each other and are interlinked. Therefore, maintaining the work life balance of the faculties is the responsibility of the faculty and the organization as well. It will benefit both of them.

SUGGESTIONS FOR FUTURE STUDY

1. More researches can be done on the impact of weekly working load as a factor affecting work life balance of faculties.
2. More researches can be done on strength of the class as a factor affecting work life balance of faculties.
3. Research on the male faculties has been found very less, so future researches can focus on this.
4. More researches can be done on the impact of Mobility from native place as a factor affecting work life balance of faculties.

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8. Stewart Forsyth and Debruyne (2007), The organisational pay-offs for perceived work–life balance support Andrea Polzer, Published by: http://www.sagepublications.com, downloaded from Asia Pacific Journal of Human Resources 2007 45(1)


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2. Doble Niharika Mukesh (2010), Work family enrichment and work life balance, Anna University Chennai


Dissertation

1. Sneha Paryani (2014), Study of work-life balance of faculties of engineering & management institutes with special reference to Mumbai & Pune region Submitted to the D. Y. Patil University, Navi Mumbai Department of Business Management in partial fulfillment of the requirements for the award of the Degree of Master Of Philosophy In Business Management

Books