



A STUDY ON WORK LIFE BALANCE AMONG UNIVERSITY EMPLOYEES

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Abstract

Work-life balance is a broad and complex phenomenon, lacking in a universal definition. Greenhaus and colleagues define work-family balance as the “extent to which an individual is equally engaged in -and equally satisfied with- his or her work role and family role”. Work-life balance consists of three components namely **time balance, involvement balance and finally, satisfaction balance** refers to equal levels of satisfaction in both work and family roles. Therefore, in order to achieve a work-life balance these components should be considered. This paper analyses the factors determining the work and life balance with respect to university employees. A total of 100 responses were included in the study. Chi square test, ANOVA and regression is used to analyze the effect of independent variables on work life balance with respect to employees.

Introduction

Work-life balance is a broad and complex phenomenon, lacking in a universal definition. Greenhaus and colleagues define work-family balance as the “extent to which an individual is equally engaged in -and equally satisfied with- his or her work role and family role”. Work-life balance consists of three components:

1. **Time Balance** refers to equal time being given to both work and family roles;
2. **Involvement Balance** refers to equal levels of psychological involvement in both work and family roles;
3. **Satisfaction Balance** refers to equal levels of satisfaction in both Work and family roles.

Therefore, in order to achieve a work-life balance these components should be considered. When individuals struggle to maintain and satisfy the demands placed on them by the work and family domains, an imbalance may occur.

Review of Literature

A number of individual variables, viz. gender, age, marital status, emotional intelligence, etc. affecting/ related to work life balance/work family conflict have been studied. Studies by Gutek et al. (1991), Williams and Alliger (1994), Higgins et al. (1994), Loscocco (1997), Aryee et al. (1999b), Grzywacz et al. (2007), Rajadhyaksha and Velgach (2009) reported gender differences with respect to work family conflict.

Gutek et al. (1991) indicated that women reported more work interference in family than men, despite spending about same number of hours in paid work as men. Although women spent more hours in family work than men, they reported the same level of family interference in work.

Williams and Alliger (1994) found that spillover of unpleasant moods occur both from work to family settings and from family to work though evidence for the spillover of pleasant moods was weak. Both family to work and work to family spill overs were stronger for women than men. Further, it was found that extent to which work interfered with family for a given day was found to be positively related to self-reported job involvement for that day. Extent to which family interfered with work on a given day was found to be positively related to distress in 38 family roles during the day, family intrusion into work during the day and self-reported family involvement for that day.

This finding is supported by the findings of studies by Loscocco (1997) and Aryee et al. (1999b). Loscocco (1997) found that there was gender asymmetry in the permeability of the boundaries between work and family lives. Family intruded more on work among women and work intruded more on family among men. Aryee et al.



(1999b) found that gender was negatively related to family work conflict, suggesting that men did not experience as much family work conflict as women.

Rajadhyaksha and Velgach (2009) also found that women experienced significantly higher family interference with work as compared to men. However there were no significant differences between men and women in the experience of work interference with family.

Hsieh et al. (2005) and Fuß et al. (2008) studied the variables of marital status and age. Hsieh et al. (2005) investigated the perspective of Taiwan hotel managers regarding work-personal life balance and its relationship to various demographic variables, such as gender and marital status, and did not find any significant differences between male and female managers, nor there any significant differences between married and unmarried male/female managers. Fuß et al. (2008) found that socio demographic factor of age group was a significant predictor of work interference in family. The younger was the participant, the higher was the perceived work interference in family. Relationship between work life balance and emotional intelligence has also been studied and significant correlation has been found between the two variables.

Statement of the Problem

Over the past few decades, a dramatic change has occurred in the labour market and demographic profiles of employees. Families have shifted from the traditional male 'breadwinner' role to dual-earner couples and single parent families. Relative to the working environment, organizations are demanding an increase in employee flexibility and productivity. The traditional "job for life" has changed into an economic environment of instability and job uncertainty. Workers' perspectives and expectations have also changed towards work. New orientations towards life-long learning, personal and career development, and an increased awareness and need for a balance between work and life have affected organizations through incentivizing the introduction of policies such as flexible working. As a result of these demographic, employment and organizational trends, both men and women have experienced an increase in demands from the familial, household and work domains.

Objectives

1. To find out the association between gender, marital status and work life balance.
2. To know the difference between gender, designation of employees with respect to work life balance
3. To understand the influence of Effect of Work support from family and friends, Work support from colleagues, Family support, Work to family conflict, Family to work conflict, Total work support on work life balance.

Research Methodology

The research design which will be used in this study is Descriptive Research which includes surveys and fact-finding enquiries. The data used for the study is primary and secondary.. The Primary data were collected from respondents through structured questionnaire. Secondary data were collected from books, journals and research articles. The population consists of annamalai university employees over the age of 18 who all are working in Chidambaram town. Due to time and cost constraint a sample of population in Chidambaram was used for this research. The responses were collected from the respondents using Convenient Sample Method. The sample size for the research was 100. The study is mainly based on primary data and instrument used for collecting primary data is pre-tested questionnaire. The Questionnaire has been given with a personal request and adequate briefing to enable the respondents to understand the concept easily. After the responses received from employees, these instruments were entered into SPSS (Statistical Package for Social Sciences) software for analysis.



Analysis and Interpretation

Gender of Respondents

It is generally observed that men balance better than female to check its validity chi-square test is computed after formulating the following hypothesis.

Null Hypothesis

There is no significant association between gender and balance.

Alternative Hypothesis

There is significant association between gender and balance

Gender	Balance		Pearson chi square value	P-Value
	Yes	No		
Male	74	8	4.329	0.040
Female	13	5		
Total	87	13		

Source: Primary data

From the table it is found that majority of respondents form both male and female category are balancing the work and life well. To test the association between male and females and balancing the work and life Pearson chi square test was applied. The Pearson chi-square value is found to be 4.329, the P value is also 0.040, the null hypothesis is rejected. Thus there is significant association between gender and balances

Marital status of Respondents

It is generally observed that unmarried peoples balance better than married to check its validity chi-square test is computed after formulating the following hypothesis.

Null Hypothesis

There is no significant association between marital status and Balance.

Alternative Hypothesis

There is significant association between marital status and Balance

Marital status	Balance		Pearson chi square value	P-Value
	Yes	No		
Married	56	10	0.269	0.609
Un married	25	09		
Total	81	19		

Source: Primary data

From the table it is found that majority of respondents form both married and unmarried category is balancing the work and life well. To test the association between married, unmarried and balancing the work and life Pearson chi square test was applied. The Pearson chi-square value is found to be 0.269, the P value is also 0.609, the null hypothesis is accepted. Thus there is no significant association between marital status and balances

One Way ANOVA

Gender is an important variable which influences the work support from friends and family. Hence, it is important to study the variables based on gender. From the table, it is found that 82 respondents are male and 18



respondents are female. So the male respondents dominate in the study. To know the difference between male and female with respect to work support from friends and family, the independent t-test was applied. The following hypothesis is formed and tested.

Null Hypothesis

There is no difference between work support from friends, family and Gender.

Alternative Hypothesis

There is significant difference between work support scale for family, friends and Gender.

Table 4.16 t test between gender and work support scale from family, friends.

Factors	Gender and Mean value		T-test	
	Male	Female	t-value	P- value
Work support Scale from family, friends	13.6707	17.2778	-3.6021	.003*

Source: Primary data

From the mean values of both male and female respondents, it is observed that both females are getting more work support from family and friends than males. From the t-values in Table no. 4.2, it was found that the difference between male and female was identified. So male and female have different levels of support from family and friends for their work.

Designation

From the table it is found that the first place is occupied by non teaching category, second place is occupied by assistant professor category, third place is occupied by professor category, fourth place is occupied by associate professor category. From the mean values, it is observed that among all levels of employee’s professor are getting more work support from family and friends than others.

Factors	Designation and Mean value				ANOVA Result	
	Professor	Associate Professor	Assistant Professor	Non- Teaching Staff	F- value	P- value
Work support from family and friends	21.55	8.28	16.22	12.20	8.05	.001*

Source: Primary data

The following hypothesis is formed and tested.

Null Hypothesis

There is no variance between work support from family, friends and designation.

Alternative Hypothesis

There is significant variance between work support from family, friends and designation.

From the ‘F’ value it is found that getting help from family and friends differs significantly with designation of respondents. So there is significant variance between work support from family, friends and designation

Table - 4.23: Effect of Work support from family and friends, Work support form colleagues, Family support, Work to family conflict, Family to work conflict, Total work support on work life balance

R	R Square	Adjusted R Square	Std. Error of the Estimate	F-value	p-value
.787 ^a	.820	.814	.40	103	.000*

Source: Primary data, * Significant at one percent level



Variables	B	Std. Error	Beta	T-value	P-value
(Constant)	.807	.159		5.064	.000
Work support from family and friends	.027	.027	.033	.997	.319(NS)
Work support form colleagues	.070	.033	.082	2.157	.031**
Family support	.067	.034	.078	1.973	.049**
Work to family conflict	.127	.015	.232	8.275	.000*
Family to work conflict	.070	.028	.086	2.516	.012**
Total work support	.278	.033	.317	8.386	.000*

Source: Primary data, * Significant at one percent level, ** Significant at five percent level, NS-Not Significant

There are many factors that influence the work life balance. To test the influence of independent variables on dependent variable, regression analysis was applied. The independent variables are Work support from family and friends, Work support form colleagues, Family support, Work to family conflict; Family to work conflict, Total work support, and dependent variable is work life balance. Based on the variables taken up for the study, the regression equation and hypothesis were framed below.

Y (Work life balance) = $b_0 + b_1$ Work support from family and friends + b_2 Work support form colleague+ b_3 Family support + b_4 Work to family conflict + b_5 Family to work conflict + b_6 Total work support + Standard error.

H₀: Work support from family and friends, Work support form colleagues, Family support, Work to family conflict, Family to work conflict, Total work support do not influence the on work life balance

From the ANOVA table, the R square value was .820.It implies that independent variables explain 82 percent of variance in adoption. The value of 'F' is found to be significant at 0.001 level. So there is an influence of independent variables namely Work support from family and friends, Work support form colleagues, Family support, Work to family conflict; Family to work conflict, Total work support on dependent variable work life balance. So the hypothesis is rejected at one percent level.

From the Beta value, it is further observed that total work support (.278) is found to be the most significant related factor affecting the work life balance. Work to family conflict the second important factor followed by Work support form colleagues, Work to family conflict, Family support, Work support from family and friends So total work support had a notable influence on the work life balance. From the significant value, it is found that 2 factors are strongly significant at 0.001 level and 3 factors are significant at 0.05 level. and one factor are not significant. The work life balance of university employees is expressed by the equation.

Y (Work life balance) = $b_0 + (0.070)$ Work support form colleague+ (0.067) Family support + (0.127) Work to family conflict + (0.070) Family to work conflict + (0.278) Total work support + Standard error. From the equation it is observed that to have one unit increase in work life balance, the following variables namely Work support form colleague+ (0.067) Family support + (0.127) Work to family conflict + (0.070) Family to work conflict + (0.278) Total work support increased by 0.070, 0.067, 0.127, 0.070, 0.278 respectively, while the other factors remain constant.

Findings

- ❖ There is significant association between gender and balance
- ❖ There is no significant association between marital status and balance
- ❖ There is significant difference between work support scale for family, friends and gender.
- ❖ There is significant variance between work support from family, friends and designation
- ❖ Work support from family and friends, Work support form colleagues, Family support, Work to family conflict, Family to work conflict, Total work support influence on work life balance



- ❖ It is further observed that total work support (.278) is found to be the most significant related factor affecting the work life balance. Work to family conflict is the second important factor followed by Work support from colleagues, Work to family conflict, Family support, Work support from family and friends

Suggestions

- ❖ There is a need for educational institutions to develop and implement effective work life balance policies and encourage employees to make use of available policies.
- ❖ Issues of work life balance have to be addressed from the angle, like Mentoring, Counseling and coaching people to face the issues as they arise.
- ❖ Counseling sessions for better work - life balance for employees to be organized on regular basis
- ❖ Prominence should be given to create female friendly work place viz: pay quality policy, telecommuting options, job sharing etc.

Conclusions

Work Life Balance study has attracted the attention of many researchers over a decade's time because of its vital impact over one's financial status. Even though many women prefer to stay at home as house maker because of financial needs and for betterment in life style they do full time or part time work. Also married men may have their difficulties to find balance between work and family. By doing this work researcher personally found even ladies didn't find time for answering my questionnaire as many had their family commitments to attend. The results that gender, designation of job, marital status of a person has an edge over other factors on work life balance is already expected. Also the support from friends and family are found to be better than colleagues support in general.

The major drawback in generalizing the conclusions is limited time and limited sample size (100). Also it is distributed to Annamalai University staffs only and not to working persons in general. As work spot freedom and norms vary from institution to institution these results cannot be generalized. During the survey almost many people feel that if things can be brought under one roof like using virtual classrooms and virtual lab, online library, interaction with eminent scholars of other countries we can do the work more effectively which may be a future happening in our country.

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