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Work Life Balance among Faculties in B-Schools and Non-B Schools in Bangalore

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Abstract:

The study examined whether Work Life Balance among Faculties has a positive outcome that leads to Job Embeddedness and Organisational Commitment. It focussed on Faculties in B-schools and Non B-schools .The theoretical model is based on the literature that includes Job Embeddedness, Organisational Commitment. The study covered Faculties among various institutions in Bangalore. In both B-schools and Non B-Schools 100 samples were collected by convenient sampling technique. The outcome of the study showed that Work Life Balance can directly cause Job Embeddedness and it can be achieved indirectly through Organisation commitment. Suggestion emphasises the role of striking the right balance between Work and Life .The changes are significant.

Keywords: Work Life Balance, Job Embeddedness and Organisational Commitment.

Introduction: In the modern society, there are many challenges to face with the evolving patterns of work and personal aspects of life. This gives rise to manage both personal work and professional tasks. With the increase in number of working women, the growing figures of families in which both spouses work, there have been many changes in the traditional family unit and the progressive ageing of the population (Kreitner& Kinicki, 2004).All these facts highlight a command need for reconciliation between work and private life. Hence there is a radical change in the values and importance that people attribute to their job (Smola and Sutton 2002)

High scoring targets and pressure at work have intensified in the past decades. Due to this situation work dominates personal life (Guest 2002) This imbalance of work life leads to personal issues and hampers job performance (Singh 2010)

There has always been a need to strike the right amount of balance between work and life which would have a broader quality of life. Hence many institutions have increased the standard of employees by improving their organizational commitment, enhancing job satisfaction and by reducing stress related to work.

Many research studies have been carried out on teachers work life balance and has been found that teaching is a stressful profession(Rosser 2004)Another significant reason or studying teachers on the aspect of work life balance is that this is the profession that has overwhelmingly female than in any other profession(Acken 1996)

Studies pertaining to Work Life Balance in the Indian context are few. Sandeep (2012) studies indicate Work Life Balance initiatives and their impact on employees personal and professional performance .The study also indicates the relationship between Work Life Balance initiatives and employees attitude towards Work life conflicts. Matthew and

Panchamathan (2010) examined the relationship of various facets of work-family balance with Organisational commitment (OC) and its different dimensions among employees in the service sector in India.

Work Life Balance is a term that is generally used in the context of employees in organizations, however even faculties are over burdened due to their academic work load and career issues (Hakanam et al, 2006)

All of these increase stress level among teachers which in turn leads to imbalance among teachers which in turn leads to imbalance in the work life and personal life. Therefore there arises a need to study Work Life Balance among Faculties.

Review of Literature:

Every organization is in need to attract and retain employees. Finding the right talent has become more challenging than ever, given the opportunities available for employees to switch jobs at will. (Cieri, Holmes, Abbot, Petit, 2005). Balancing work and family demands has been a key challenge for employees and organizations (Valcour, 2007), while balanced living is in the best interest of the employee, though it has very many challenges such as changing demographics, and time demands. (Aryee, Srinivasan, Tan, 2005). Many studies have worked on the idea of firmly establishing the fact that work and family roles can have both positive and negative effects on worker outcomes. (Hanson et al, 2006). Empirical studies have also proved that family enrichment happens on account of a good work life balance, which is a result of strong positive outcomes that include mental health, family, life and Job satisfaction. (Edwards and Rothbard, 2000; Hill 2005)

What happens when employees cannot find balance between their working and non working life, results in an inter-role conflict creating tensions and problems to the individuals. (Moen, Kelly and Huang 2008). Though much of the existing literature in the WLB gravitate towards gender neutrality, some of the studies do confirm that, work-conflict variables have a greater impact on women at work, since women are the major stakeholders in family upkeep and child care obligations. (Webster, 2002). For instance, studies on women software workers found that women value their career and experience as a sign of empowerment and identify with their work profoundly. (Shaffer *et al.*, 2003; Fuller and Narasimhan, 2007; and Bures *et al.*, 2011).

Presently there are various theories that aid organizations in adoption of work life policies by the management. All these theories classify varied set of predictive conditions. (Felstead et al., 2002). Besides, there are also new dimensions to the WLB such as preference tensions. It denotes the gap between people's own preferred work hours and hours their partners prefer them to work. When partners agree on how many hours each of them must work then, there is no case for preference tension. (Reynolds, 2014). From the early 1980's organizational psychology and social issues on work and family practises flourished as areas of work life balance and parenthood. (Lewis *et al.* 2007; Özbilginet *al.* 2011). The description of work life balance (WLB) is a familiar term, a subject which offers a means for analysing complex debates around discourses and practices which surrounds working couples and work life balance Burnett *et al.* (2010a,b), Fleetwood (2007a), Ford and Collinson (2011), Gatrell (2007), Gregory and Milner (2009, 2011), Lewis *et al.* (2007), Özbilginet *al.* (2011) and Tomlinson (2007).

Previous studies have approached through the lens of conventional attitude approaches, such as job satisfaction and job commitment. For instance, there are studies on

job satisfaction that exhibits empirical evidences to prove relationship while ascertaining the predictors of job satisfaction among technical teachers. Among most of the occupations, the teaching profession is reported to have positive and negative experiences about work life. WLB is a contributor towards job satisfaction and male teachers feel more burned out compared to female teachers (Mohd Abdul Nayeem, 2012). Job embeddedness is a novel idea that has come to take the measurement of attitude in the sphere of retention and work life balance beyond traditional attitude approaches such as Job satisfaction and job commitment.

Job embeddedness is a concept of influencing a decision of an employee remaining through the level of links which a person has towards other people or activities, to the extent the person's job or community are aligned with the other aspects of their life, subsequently the sacrifices the person would like to make in the process of leaving (Mitchell, et al, 2001).

It is a set of collective influences on an employee's retention in the organization. Embeddedness has been used as a way to explain how social relations influence economic actions.(Granovetter,1985). More extensive the web, which means more connections with multifarious activities within an individual results in a stronger influence over the individual making changes in that part of the web, while the changes have potential to affect other aspects of their life. Building on the social relations thought, job embeddedness views an individual as a part of the system that is complex and webbed.

Organizational commitment and WLB

Organizational commitment is highly valuable and essential too. Previous studies have indicated that organizational commitment has great impact on the successful performance of an organization, for a highly committed employee identifies with the goals and values of the organization, has a stronger desire to belong to the organization and is willing to display greater organizational citizenship behaviour, which means to go beyond the role description, to walk the extra mile for the sake of fulfilling companies objectives. (Luxmi& Yadav,2011).

Organizational commitment is defined as "strength of individual identification with the job. Commitment to an organization consists of three attitudes 1) Sense of identification with the organizational goals. 2) Feeling of Involvement in Organizational duties and 3) feeling of loyalty towards organisation. (Clayton, 2007). Allen and Meyer (1990) proposed a three component model of Organizational commitment such as affective commitment, normative commitment and continuance commitment.

Stress is an important psychological concept that can affect health, job performance and well being in negative dimensions. Organizational role stress arises from difference between role expectations from the various role senders in an organization.(Luxmi& Yadav, 2011). Stress arising out of lack of organizational commitment is associated with reduction in productivity, absenteeism, lack of organizational commitment, low business turnover, and these factors affect the organizational effectiveness.(Lingard, 2003). Colarado and Fernandez, (2011) have studied the stress levels of doctors from various categories. The findings suggest that hospitals in general fail to address issues connecting to doctor's well being, such as experience of work related stress. The regular occurrence of stress prevents employees from meeting organizational expectations can evoke a variety of outcomes recognized as symptoms of role strain. These include low job satisfaction, absenteeism, lower organizational commitment, poorer job performance and negative attitude towards tension and anxiety. (Zohar, 1994). Meyer (2001) also observes that understanding of the antecedents of organizational commitment is important given the meta analytic work, it is found to be

significantly associated with a whole range of positive outcomes such as WLB, Job performance, Job satisfaction, absenteeism and Organizational citizenship behaviour.

Objective of this research:

- To assess the constructs like WLB, Job Embeddedness and Organization commitment among the various faculty members in Bangalore.
- To determine the relationship between WLB and Job Embeddedness
- To determine the relationship between WLB and Organisational Commitment

Research Design:

Descriptive research approach has been adopted for this study in order to test the theory which is largely based on the previous literature work. Survey research strategy is employed; Structured Questionnaire is used to collect the data from both B-School and Non B School in Bangalore, India. The data was collected at the educational institutions. Totally 100 filled samples are used for the data analysis. Sample units are derived with help of convenient sampling method. Each faculty's response has been documented through Questionnaires.

Research Constructs:

The research instrument was based on dimensions of Work Life Balance Hayman J (2005). The constructs and dimensions of the study are:

1. Work Interference with Personal Life (WIPL): This construct measures the impact of work on personal life it includes items like: "Personal life suffers because of work"
2. Personal Life Interference with Work (PLIW): This construct measures the impact of personal life on work; it includes items like: "Too tired to be effective at work"
3. Work Personal Life Enhancement (WPLE): This construct shows that how personal life and work support each other; it includes items like "Personal life gives me energy for my job"
4. Job embeddedness (JE): All dimensions related to Job Embeddedness
5. Organisational commitment (OC) :All dimensions related to Organisational commitment

Job embeddedness (JE) and Organisational commitment (OC) are the dependant variables in this study.

Research Hypothesis:

H1 - There is relationship between WLB dimensions and Organisational Commitment
Ha - There is no relationship between WLB dimensions and Organisational Commitment

H2 - There is relationship between WLB dimensions and Job Embeddedness
Ha- There is no relationship between WLB dimensions and Job Embeddedness

H3 - There is relationship between Org commitment and Job Embeddedness
Ha - There is no relationship between Org commitment and Job Embeddedness

Data Analysis:

Reliability test

Constructs	Cronbach's alpha	No of items
Work Interference With Personal Life	.713	7
Personal Life Interference With Work	.783	4
Work/Personal Life Enhancement	.667	4
Organisational commitment	.627	4
Job Embeddedness	.900	7

All the constructs have attained Cronbach's alpha which is more than .6, which showed the instrument and data is very reliable. The alpha is ranged between .627 to .900, Hence it is proved that the data is reliable for further use of statistics techniques.

Testing of Hypotheses:

H1 - There is relationship between WLB dimensions and Organisational Commitment

Ha – There is no relationship between WLB dimensions and Organisational Commitment

			Organization Commitment
Work Interference With Personal Life	Pearson Correlation		-.269**
	Sig. (1-tailed)		0.00
Personal Life Interference With Work	Pearson Correlation		-.187*
	Sig. (1-tailed)		0.00
Work/Personal Life Enhancement	Pearson Correlation		.204*
	Sig. (1-tailed)		0.00

*. Correlation is significant at the 0.05 level (1-tailed).

** . Correlation is significant at the 0.01 level (1-tailed).

The above table, explained the relation between WLB dimensions and Organization commitment, among WLB. The first two constructs are negatively related namely Work Interference With Personal Life and Personal Life Interference With Work with Organization commitment which is -.269 and -.187 respectively. Work Personal life Enhancement is positively related with Organization commitment which is, .204. All the relation are statistically significant at least 5% level. Therefore H1 is accepted.

H2: There is relation between WLB dimensions and Job Embeddedness

Ha: There is no relation between WLB dimensions and Job Embeddedness

			Job Embeddedness
Work Interference With Personal Life	Pearson Correlation		-.028**
	Sig. (1-tailed)		0.01
Personal Life Interference With Work	Pearson Correlation		-.194*
	Sig. (1-tailed)		0.00
Work/Personal Life Enhancement	Pearson Correlation		.101*
	Sig. (1-tailed)		0.00

*. Correlation is significant at the 0.05 level (1-tailed).

** . Correlation is significant at the 0.01 level (1-tailed).

The above table, explained the relation between WLB dimensions and Job Embeddedness, among WLB, the first two constructs are negatively related namely Work Interference With Personal Life and Personal Life Interference With Work with Job Embeddedness which is .028 and -.194 respectively. Work Personal life Enhancement is positively related with Job Embeddedness which is, .101. All the relation are statistically significant at least 5% level. Therefore H2 is accepted.

H3 - There is relationship between Org commitment and Job Embeddedness

Ha - There is no relationship between Org commitment and Job Embeddedness

		Job Embeddedness
Organization Commitment	Pearson Correlation	.274**
	Sig. (1-tailed)	.000

*. Correlation is significant at the 0.05 level (1-tailed).

** . Correlation is significant at the 0.01 level (1-tailed).

The above table, explained the relation between Organisational commitment and Job Embeddedness. Organisational Commitment is positively related with Job Embeddedness which is, .274 .It is statistically significant at least 5% level. Therefore H3 is accepted.

Findings and Conclusions:

Based on the above study WLB consists of 3 constructs:

- Work Interference with Personal Life
- Personal Life Interference with Work
- Work /Personal Life Enhancement

Organisational Commitment - Work Interference with Personal Life is inversely proportionate to Organisational commitment that is, when Organisational Commitment increases Work Interference with Personal Life decreases and vice versa similarly

Personal Life Interference with Work is also inversely proportionate to Organisational Commitment that is, when Organisational Commitment increases Personal Life Interference with Work decreases and vice versa similarly where as

Work/Personal Life Enhancement is proportionate to Organisational Commitment that is, when Organisational Commitment increases Work/Personal Life Enhancement increases and when Organisational Commitment decreases Work /Personal Life enhancement decreases.

Organisational commitment brings about a sense of identity for the employee with the organisational Goals. It inculcates the spirit of Pride and Belongingness .This fosters the growth of Citizenship behaviour among the employees which in turn would have an impact on the performance and efficiency.

Job Embeddedness - Work Interference with Personal Life is inversely proportionate to Job Embeddedness that is when Job Embeddedness increases Work Interference with Personal Life decreases and vice versa similarly

Personal Life Interference with Work is also inversely proportionate Job Embeddedness that is when Job Embeddedness increases Personal Life Interference with Work decreases and vice versa similarly where as

Work/Personal Life Enhancement is proportionate to Job Embeddedness that is when Job Embeddedness increases Work/Personal Life Enhancement increases and vice versa that is when Job Embeddedness decreases Work /Personal Life enhancement decreases.

Job Embeddedness has a positive impact only when it strikes the balance between Work and Personal Life, this helps the organisation to retain the right pool of talented professionals which in turn is the cause of striking the right amount of balance between work and life.

Job Embeddedness benefits the organisation by reducing absenteeism, increasing job performance which increases the productivity of the organisation.

Organisational commitment and Job embeddedness are positively related which indicates that increase in Organisational commitment will result increase in Job Embeddedness, similarly decrease in Organisational Commitment will result decrease in Job Embeddedness.

In conclusion the study indicates that Work Interference with Personal Life and Personal Life Interference with Work have a negative impact on Organisational Commitment which is the cause of imbalance in Work Life Balance. There has to be equal amount of contribution from both the Faculties and Educational Institutions towards striking the balance between Work and Personal life. Both of them have to adopt a Win-Win approach so neither of the parties loose out but are still able to manage both Work life and Personal Life. This research and other research will contribute to the knowledge of the various factors that are involved in striking the right amount of balance between Work and Life. An overall result of the study suggests that we have much more to learn about Work Life Balance and its impact on Faculties.

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