

Work Life Balance Among Women Teachers of Self Financing Colleges (SFC) in Thanjavur District, Tamilnadu

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Abstract: The study enlists certain dimensions and its implications over work life balance were identified. It also learnt from the present study that managing work life balance is channelized by the psychological makeup of an individual's especially women and that is purely as an attitude based issue. Therefore, the study concludes that work life balance practices improve the quality of work life of working women. Further work life balance among women teachers lead to job satisfaction. The current study is confined only to the working women teachers who are working under the Self-financing colleges. Further studies on bigger population and comparative studies among the colleges under government and aided may bring out lot of valuable results in the education sector. Further research on testing the conceptual model developed and validated in this study may be tested with different populations such as Information Technology, Banking and Manufacturing sectors may throw more light on the issues of working women.

Keywords: Work Life, Women Teachers, Personal Satisfaction and Professional Satisfaction

I. INTRODUCTION

Changes in the social, political and economic fabric of societies have influenced and continue to influence both the nature of employment and its relationship to life outside work. Work-life balance has emerged as a hot topic in recent years– fuelled in part by changing trends in women's social roles. Whilst labour market participation has increased for women of all ages, women continue to shoulder the main responsibility for organizing and undertaking unpaid caring work. Changing employment patterns together with changes in the demographic structure of the workforce have resulted in a different reality for the 21st century. Instead of trying to manage copious amounts of leisure time, many employees are instead trying to juggle numerous responsibilities with the increased, intensified demands of work.

II. EVOLUTION OF WORK LIFE BALANCE

The term "Work- life Balance (WLB)" was coined in 1986, although its usage in everyday language was being made for a number of years. Interestingly, work/life programs existed as early as the 1930s. The policies and procedures established by an organization with the goal to enable employees to efficiently do their jobs and at the same time provide flexibility to handle personal concerns or problems at their family front In fact; dual-wage-earning families in general are working longer hours. A balance work and life is supposed to exist when there is a proper functioning at work and at home with a minimum of role conflict. Therefore, the incompatibility between the demands from the work and non-work domain give rise to conflict and consequently, people experience a lack of Work- life balance. There is confirmation of the fact that people entering the workforce today are laying emphasis on the importance of Work- life balance more than their predecessors

III. EDUCATION INDUSTRY IN INDIA - AN OVER VIEW

Education in India is provided by the public sector as well as the private sector, with control and funding coming from three levels such as central, state, and local. Education in India falls under the control of both the Union Government and the states, with some responsibilities lying with the Union and the states having autonomy for others. The various articles of the Indian Constitution provide for education as a fundamental right. Indian education system recognizes the role of education instilling the value of secularism, egalitarianism respect for democratic tradition, civil liberties and quest for justices. Government policies such as Right to Education (RTE) are aimed to providing compulsory and free education to all including the economically weaker section in the society. Initiatives such as National Policies on Education (NPE) focus upon the uniformity in education with special emphasis on education of girls' establishment and of pace-setting schools like Novodaya Vidyalaya in each district. Special schemes like Kasturiba Gandhi Balik vidyalaya (KGBV)

focused on girls education and Jan Shikshan Sansthan (JSS) a multi faced adult education programme are further fuelling the growth of education sector in India

IV. STUDY AREA OF THE RESEARCH

The significance of this research concerns with work life balance among faculty at higher education institutions. This research may also yield some discoveries concerning individuals' abilities to achieve work life balance while managing a career as an institutional advancement professional. This information may encourage changes in policy and practice within their workplaces or those of other institutions. Additionally, as turnover of faculty in this profession continues to be a problem (Collins, 2002), it was hopeful that this study definitely identifies reasons why faculty leave their positions and reveals some strategies to reverse the trend. Several groups may be interested in the results and conclusions of this research study. They include institutional such as academic institutions and universities in achieving higher levels of employee retention, institutional advancement hiring officers, and other development professionals who are striving to achieve work life balance in their lives. Further, this research study highlights the role of working women and their balancing of work and personal life. The role and participation of women both in family and social lives are inevitable.

V. PAST LITERATURE

Literature review related to the study is an important step in undertaking research. It helps in clarifying and defining the problem, stating objectives, formulating hypotheses, selecting appropriate design and methodology of research as well as interpreting the results in the light of the research work already undertaken. In this chapter, an endeavour has been made to provide an overview of various aspects of this study through the review of existing literature. Their view begins with a discussion of literature that relates to the various factors that contribute to work and life balance. Next is an elucidation on practices of work and life balance and how it can contribute to the overall faculty job satisfaction. The literature review provides an insight on the gaps pertained in the research. The study is done with a set of paradigms correlated with each other in turn mutualized positively or negatively to provide an impact on the balancing of work and personal life by the women employees considered for the study. These paradigms are separately reviewed and are listed out with their empirical findings and recommendations.

VI. TERMS AND CONCEPTS

6.1 Age and marital status

Fub 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. Hsieh et al. (2005) and Fub 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.

6.2 Education

It has been found that higher education and more working experience could instill more confidence in that individual and increased self-efficacy (Chong & Ma, 2010). Work-life balance is greater among those with a high school degree or less, while it is lower among those with an undergraduate degree or advanced university degree (Tausig & Fenwick, 2001). Those currently attending school also tend to report less balance (Tausig & Fenwick).

6.3 Family and children

Over the last few decades, global demographic changes such as an increased participation of women in the workforce, two-income households, single-parent families and eldercare have resulted in increased challenges faced by workers who tried to balance demands of work and family life (Tennant & Sperry, 2003; Young, 1999). These challenges and higher demands from work and family life have been found to have negative effects on the wellbeing of workers and their families (Hochschild, 1997), and resulted in family-work conflicts and work-family conflicts (Aryee, Srinivas& Tan, 2005).

6.4 Work Life Balance

SeemaArif and Maryam Ilyas (2013) focused on quality of work life of private universities in Lahore, Pakistan. They explored various dimensions of quality of work life which affect life and the attitude of teachers. This quantitative study took 360 members of university and analyzes their perception of QWL. This study also investigated the QWL effects on employee commitment, engagement, job involvement and reputation of the

university. This research suggested that the perceived value of work, work climate, work-life balance and satisfaction are the main factors which shaped the work attitude and also improve employees work life.

6.5 Personal Satisfaction

As suggested by researcher Tymon et al. (2011) that employees can improve their perceived career success by balancing long and short –term goals, improving their competence, and communicating openly with their managers. There are four factors as revealed by Rasdi et al. (2009) which have predictive potential on manager’s career success are individual – related factors, organizational- related factors, managerial competencies- related factors, and the person environment fit factor.

6.6 Professional Satisfaction

Ramezani (2004) studied the relationship between principals’ quality of life and their performance in high schools of the city of Hamedan in Iran and concluded that if the quality of working life increases, performance will improve.

Dr. L. Buffardi, K. Baughman and K. Morse (2004) conducted a survey on the task force in George Mason University’s employees to correctly measure the quality of work life. Using Eisenberger’s construct of perceived organizational support (POS) survey was done to know which key factor influencing employee commitment to the organization, job satisfaction, and general quality of work life. According to this survey researcher said that employees are looking for various factors which comes under the quality of work life constructs these are-: salary, health care benefits, retirement benefits, job security, work space, special recognition for achievements, availability of on-campus child care, adequate input in the decision process and fair and equitable performance appraisal equitable distribution of resources .

6.6 Organizational Supports

Organizations adopt strategies such as ‘separation’ and ‘integration’ as responses to non-work. Kirchmeyer (1995) identified three types of organizational responses to non-work (separation, integration, respect) and used the data collected from 221 managers, active in multiple domains, to assess the effectiveness of these organizational responses. “Separation” was a response where employers were concerned mainly with workers’ fulfilling their work responsibilities, and viewed workers’ non work lives as solely the concern of workers themselves. In the case of “integration” response, employers treated work and non-work as related worlds that affected one another, and acted to reduce the gap between them in an effort to help workers manage their multiple domains. “Respect” referred to the employer acknowledging and valuing the non-work participation of workers, and committing to support it.

6.7 Work Environment

Many studies have suggested that flexible work arrangements would help the employees to attain a better blend between work and non-work activities and help the organizations to recruit, retain and motivate their employees. Christensen and Staines (1990) identified that flexible time work arrangement reduced late comings, absenteeism, and turnover. The study concluded that flexible time strategy improved employee productivity by minimizing absenteeism, turnover and work family conflict. Wayne et al. suggested that limiting work hours may benefit workers to increase the level of work family balance because fewer work hours may contribute to reduction in work family conflict.

6.8 HR Intervention Polices Supporting WLB

Balasundaram Nimalathan,(2010) identified four factors of QWL practices These four practices such as, job benefits for family, physically safe, payment for work, and creativity of outside. Policy implications may be useful for overall improvement of QWL of academic professions. The research suggests Universities should provide job security, conducive working environment, research facilities, and overall career advancement opportunities for their academic professionals. The study suggests Universities should offer minimum reasonable salaries and benefits to their academic professionals.

6.9 Professional Pride

Madipelli, Sarma & Chinnappaiah (2013) investigating on factors influencing work life imbalance among female teachers at home and at work place observed that, organizations having ineffective work arrangements, poor working conditions, long working hours, lower income, pressurized work environment etc., may be responsible for monotony, frustration and stress towards work and home among employees, which leads to work life imbalance. Marital relationship, attitude and cooperation of husband and family members were the other factors may also relate to Work life balance amidst working women. Padma and Reddy (2013) conducted

a study among teachers from various schools located in Hyderabad and Andhra Pradesh, India to investigate the influence of child demographics namely; number of children and their age on WLB.

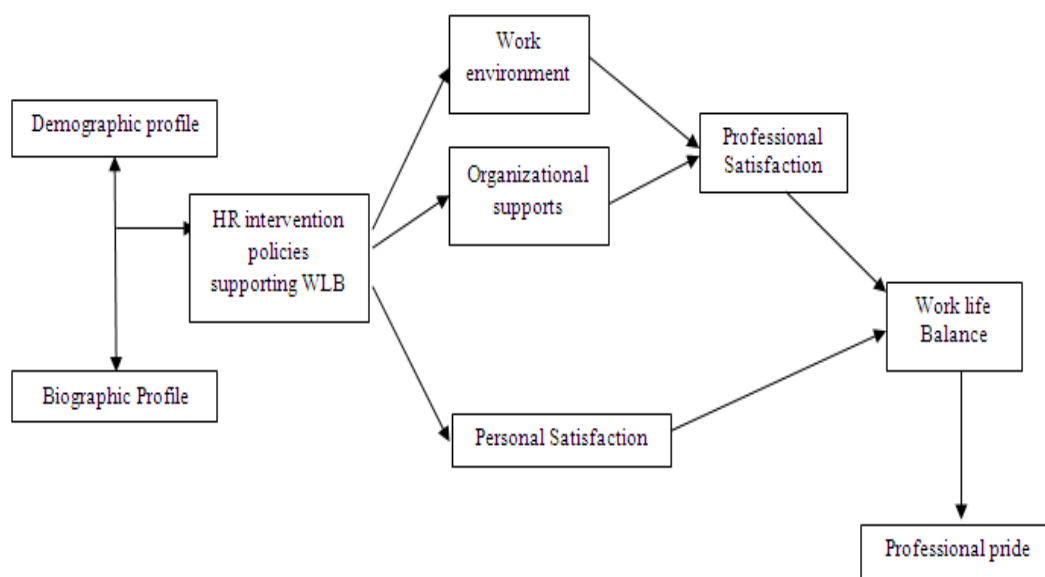
VII. IMPORTANCE OF THE STUDY

The significance of this research concerns with work life balance among faculty at higher education institutions. This research may also yield some discoveries concerning individuals' abilities to achieve work life balance while managing a career as an institutional advancement professional. This information may encourage changes in policy and practice within their workplaces or those of other institutions. Additionally, as turnover of faculty in this profession continues to be a problem, it was hopeful that this study definitely identifies reasons why faculty leaves their positions and reveals some strategies to reverse the trend. Several groups may be interested in the results and conclusions of this research study. They include institutions such as colleges and universities in achieving higher levels of employee retention, institutional advancement hiring officers, and other development professionals who are striving to achieve work life balance in their lives.

VIII. STATEMENT OF THE PROBLEM

This study sought to identify how work life balance is achieved or not achieved in their lives and how higher education and the development profession can help to minimize competing demands on them and increase their job satisfaction among academic disciplines. It attempts to analyze the problems encountered by married women professionals by virtue of combining family and career roles and to understand how they achieve equilibrium between family and profession. Women, especially in teaching profession are studied in order to understand the common as well as the unique problems experienced and the strategies adopted to balance family and professional roles.

IX. PROPOSED RESEARCH MODEL



9.1 Demographic profile- A demographic profile is a business tool that identifies several characteristics when companies attempt to define a market segment. Common characteristics in the profile include age, sex, income, household size and education.

9.2 Biographic Profile or Personal life - Personal life is the course of an individual's life, especially when viewed as the sum of personal choices contributing to one's personal identity.

9.3 Personal Satisfaction - Many factors, including personal experience and personality traits, contribute to the emotional difficulties that psychiatrists experience in their professional work.

9.4 Professional Satisfaction - Professional satisfaction or job satisfaction is, quite simply, how content or satisfied employees are with their jobs. Employee satisfaction is typically measured using an employee satisfaction survey. These surveys address topics such as compensation, workload, perceptions of management, flexibility, teamwork, resources, etc.

9.5 Work Environment - Location where a task is completed. When pertaining to a place of employment, the work environment involves the physical geographical location as well as the immediate surroundings of the workplace, such as a construction site or office building. Typically involves other factors relating to the place of

employment, such as the quality of the air, noise level, and additional perks and benefits of employment such as free child care or unlimited coffee, or adequate parking.

9.6 Organizational Supports - When the organization gives resources to employees in a voluntary manner rather than under circumstances beyond their control, employees will view such aid as being genuinely valued and respected by the organization (Cotterell, Eisenberger, & Speicher, 1992).

9.7 Professional Pride - On the contrary, a satisfied individual is likely not to be stressed out by work that also helps them in maintaining its quality. Thus satisfaction can be referred to as an effective benefit of work life balance in place.

X. RESEARCH METHODOLOGY

The role of research has greatly increased in the field of business and economy as a whole. The study of research methods provides us with the knowledge and skills you need to solve the problems and meet the challenges of today's modern pace of development. The usefulness and contribution of research in assisting management decisions is so crucial that it has given rise to the opening of a new field altogether called 'research methodology'. Research in common context refers to a search for knowledge. It can also be defined as a scientific and systematic search for gaining information and knowledge on a specific topic or phenomena. It requires a strong base to research and it leads to a reliable as well as valid interpretations. In this sense, the research methodology acts as a basement of any type of research.

10.1 Pilot Study

Pilot testing of the questionnaire was done with work life balance among women teachers of self-financing colleges in Thanjavur District. After conducting the pilot study the following changes were made to make the questionnaire more understandable and purposeful.

- a. In the question related type of area open end question was made changed into multiple choices.
- b. Few statements in personal satisfaction related factors which were irrelevant were deleted.
- c. Few statements in professional related factors which were irrelevant were deleted.
- d. Few statements in HR policies related factors which were irrelevant were deleted.

10.2 HYPOTHESIS

The following hypotheses are used for this analysis.

H01: There is no significant association between demographic characteristics and attitude towards different contextual variables such as activities at home, biological hazards, committing errors, impact of overtime, fatigue, and empathy towards self, students of self-financing colleges in Thanjavur.

H02: There is no significant association between biographic characteristics and attitude towards different contextual variables such as activities at home, biological hazards, committing errors, impact of overtime, fatigue, and empathy towards self, students of self-financing colleges in Thanjavur.

H03: There is no significant association between work environment and an organizational supports that impact on attitude towards WLB among Women teachers of self-financing colleges in Thanjavur.

H04: There is no significant association between professional and personal satisfaction.

H05: There is no significant association between professional satisfaction and professional pride of Arts and Science College in teachers in Thanjavur District.

H06: There is no significant association between personal satisfaction and professional pride among Women teachers of self-financing colleges in Thanjavur.

H07: There is no significant association between professional satisfaction and HR intervention policies supporting WLB among Women teachers of self-financing colleges in Thanjavur.

H08: There is no significant association between personal satisfaction and HR intervention policies supporting WLB among Women teachers of self-financing colleges in Thanjavur.

10.3 DISTRIBUTION OF SAMPLE SIZE

Sample size across women teachers working in self financing colleges

S.No	Self-Financing College Name	Total Number of Women Teachers (Population)	No. of Samples [(Population in the college / total population) X Total Samples]
1	Abi and Abi College	14	5
2	Adaikalamatha College	43	14
3	Annai College of Arts and Science	51	17
4	Bharath College of Science and Management	40	14
5	Bon Secours College for Women	103	34

6	Dharmambal Ramasamy Arts and Science College	16	5
7	Dr. Nallikuppusamy Arts College	60	20
8	Enathi Rajappa College of Arts and Science	33	11
9	Idhaya College of Arts and Science for Women	65	22
10	Maruthupandiyar College	28	9
11	Mass College of Arts and Science	39	13
12	Meenakshi Chandrasekaran College of Arts and Science	62	21
13	Rajagiri Dawood Batcha College of Arts and Science	48	16
14	S.K.S.S. Arts College	23	8
15	Swami Vivekananda Arts and Science College	19	6
16	Sri Venkateswara College of Arts and Science	33	11
17	Sri Sankara Arts and Science College	41	14
18	Sulthana Adbullah Rowther College for Women	52	17
	Total	770	257

XI. IMPLICATIONS AND DISCUSSIONS

- Majority of the respondents (46%) are from younger age groups from 18-28. Majority of the respondents (62.4%) qualified with UG & PG qualifications in teaching. 69% are married. The salary for the majority of the respondents is for 5,000/- to 10,000/- per month indicating poor wage structure for self-financing college teaching staff.
- It may descend that the respondents are able to support their hobbies, house hold activities, study, care for self, however shopping for necessities and attending family functions is one of the key areas the respondents are missing. If attending social function is also recognize as one of the work life balance variable, it will help better job satisfaction of self-financing college teachers.
- There is no significant relationship between the mean score of type of family status and the attitudes towards work life balances among women teachers of self-financing colleges. The result explores that the attitudinal factors of the women teachers towards work life do not have any interference with the family status of the women teachers. Therefore the family status of the women teachers is not identified as a factor which can instigate change in work life of the women teachers.
- The causes affecting physical health from respondents is obtained with the highest ranking of five anchored to very often and one to never. Heavy workload, long hours, man power shortages are the major causes affecting the physical health of the respondents. The causes for being stressed in the work environment are attributed to friction with colleagues, inappropriate task and insufficient skills.
- Majority of respondents (81.7%) have high to very high professional satisfaction. While (18.2%) are having moderate professional satisfactions. These results indicate professional satisfaction drives the self-financing teaching profession. Majority of respondents (70.3%) have high to very high personal satisfaction. While (29.5%) are having moderate personal satisfactions. These results indicate personal satisfaction is comparatively lower than professional satisfaction.
- The first group may be termed as High professional satisfaction about their profession group and second as low satisfaction about their profession. Two hundred twenty four women teachers of self-financing colleges in Thanjavur found to have high profession pride compared to 223 women teachers of self-financing colleges in Thanjavur having low satisfaction about their profession. Approximately 63.2% of the respondents are found to have higher professional satisfaction indicating for higher work life balance among these Women teachers of self-financing colleges in Thanjavur.
- The upshot of the analytical hierarchy process, which gives you an idea about that HR intervention polices supporting WLB construct, should be given more importance, Rarely lose my temper at work constructs are second important. Time to do something just for me every week constructs another important aspect in HR intervention polices supporting WLB.

XII. SUGGESTIONS

- ❖ The Colleges or institutions may implement their policy so as to encourage the women faculty to obtain higher degrees such as Ph.D and other qualifications as the study revealed that majority of the respondents who are having only PG and M.Phil qualifications have high career orientation and role conflict. On the

other hand it was observed that well qualified respondents having doctorate do not have high role conflict and career orientation. This will help the women teachers to enjoy better quality of work life.

- ❖ Work Life Balance initiatives can assist employers and employees to be productive and healthy in their work and community lives. Organizations can give employees greater flexibility in how they work .This will support the employers in attracting and retaining employees. Flexible work arrangements are the need of the hour, as in today's scenario most of the employees at different times in their lives work and simultaneously study courses that uplift them in their career. Some indulge in part time jobs other than their teaching profession. The Right to Request Flexible Working hours to all employees is needed to be incorporated by the organizations. The flexible working hours may be introduced by the way of insisting job rotation among the women employees in various designations.
- ❖ An innovative arrangement in employees' working hours is proposed for the better organization of working time in the education institutions. It is recommended that male and female employees working full time should be entitled to work part time for a period of between six and 12 months in their child's first three years. When this period of part-time employment ends, they should be allowed to return to their previous full-time status.
- ❖ The compensation and fringe benefits may be revised to a better levels thereby the motivation and commitment levels of the women teachers may improve significantly as the majority respondents of the study were receiving less than Rs. 15000/- and below. Since, the level of job satisfaction is more to do with the organizational HR practices; the organizations may focus more on the interventions or events that may produce better job satisfaction. In this present study, the educational institutions are responsible for creating an ambience and climate for better feeling of job satisfaction; they may focus more on the factors such as working environment that has become a prominent influencer in determining the quality of work life in this study.
- ❖ The role conflict is produced in one's mind due to the factors such as family responsibility, overall responsibility, responsibility as mother and wife and household responsibility. The job enrichment with clear job roles may be redesigned at the institution which helps them to avoid role ambiguity and work conflicts. Educational institutions may adopt to have better work-life balance practices for the women employees to help them reduce the role conflict providing training and motivational programmes inculcating multi-tasking; thereby they can help them to achieve the quality of work life.
- ❖ Work life balance can't be achieved without effective priority setting. Many people spend long hours at work without knowing the effective time they spend actually working. Setting priorities and arranging the time according to the weightage or significance of the work will help the women teachers to achieve work life balance.
- ❖ Learn to say no to a co-worker asking you to spend extra on their behalf or to share their work load or if you do only out of guilt or a false sense of obligation, so that it will make more room in your life for the activities that are meaningful to you and bring you joy.
- ❖ Organize household tasks efficiently, such as running errands in batches or doing a load of laundry every day, rather than saving it all for your day off. Put family events on a weekly family calendar and keeping up a daily to-do list will help to balance work and family.
- ❖ Including physical activity in daily routine, eating healthy and enough sleep relieves the employees from internal stress. Setting aside time each day for an activity that can be enjoyable, such as practicing yoga or reading or involve in activities that can be done with spouse, family or friends — such as outing, movie or other recreational aspects.
- ❖ Technology and utilization of innovative teaching aids do wonders for time management. Making the most effective use of internet and smart class facility will reduce the time spent on preparation and enhances the delivery of lectures making their work easier and worthier. Such a database created for each subject will never be forgotten.
- ❖ Use the facilities available for WLB in organizations: WLB initiatives give employees flexibility and help ensure that dependents are cared for whilst employees are at work. Both work-to-family conflict and family-to-work conflict can be reduced when employees use WLB initiatives but not all employees make use of the initiatives that are available to them even when those initiatives would be helpful.
- ❖ Equal sharing of work load or hours of handling classes among all faculties without any discretion with gender or experience will avoid work load imbalance thereby providing equal responsibility that enhances productivity and a balanced work life.
- ❖ The organization can provide internal residence like staff or faculty quarters with affordable rents where women teachers may find easy reaching home saving time on travel for hours and accessibility to their family made easy. This may increase their job satisfaction not bothering their salary they earn paving a way for balanced work life.

XIII. CONCLUSION

In today's trend work is likely to invade personal life and maintaining work-life balance is not a simple task. Still, work-life balance is not out of reach. The managing of work life balance among women employees continuously vary at different circumstances. It is also learnt that the invoking strategies employed by women at work and family to manage work life balances are purely depends on the situations. The study enlists certain dimensions and its implications over work life balance were identified. It also learnt from the present study that managing work life balance is channelized by the psychological makeup of an individual's especially women and that is purely as an attitude based issue. Therefore, the study concludes that work life balance practices improve the quality of work life of working women. Further work life balance among women teachers lead to job satisfaction.

XIV. SCOPE FOR FURTHER STUDY

The current study is confined only to the working women teachers who are working under the Self-financing colleges. Further studies on bigger population and comparative studies among the colleges under government and aided may bring out lot of valuable results in the education sector. Further research on testing the conceptual model developed and validated in this study may be tested with different populations such as Information Technology, Banking and Manufacturing sectors may throw more light on the issues of working women.

XV. LIMITATIONS OF THE STUDY

The following are the limitations of the present study:

- ❖ The present study is restricted only to the women employees of self-financing colleges. So we can't generalize the result to other institutions or industries.
- ❖ The time period for study was very limited. The respondents of the questionnaire were very busy and could not afford more time.
- ❖ The present study is based on the opinion of the respondents and it is based on their own experience; and their perceptions are subject to change in future.
- ❖ Findings of the study may not be applicable to the future due to organizational change.

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