



## An Empirical Study Of Work-life-balance With Special Reference To Government & Private Teachers In India

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### ABSTRACT

*The purpose of the study is to elucidate the necessity of embracing Work-Life Balance strategies for every class of employees. The paper examines elements of Work-Life Balance essentiality with special reference to Government and Private Teachers and proposes empirical evidence which enunciates the essentiality. The data has been collected from about 100 teachers working for Government and Private Schools, Colleges, Universities and Professional Courses. The findings of the study indicate that, there is an acute need of designing the policies and programs to implement at National level to enable the teaching community to balance their work and life needs.*

*Through this empirical study an attempt is made to identify the kinds of personal motives and its priority among different Genders, Ages, Levels of Position and Number of Dependents and then ideated the policies to balance Work and Life of Teachers working for both Government and Private Institutions.*

**Key word : Life Balance, Teachers, India, Educational Institutions**

### Introduction

In today's context the essentiality of embracing Work-Life Balance strategies is indispensable among every class of employees. The Human Resource Departments of organizations has to continuously strive to plan and execute the policies to enable them to balance their personal and professional life. This is inevitable as in the process of enhancing the productivity, reducing absenteeism, enabling retention and ultimately more employee satisfaction which can only lead to Employee Commitment. Further, with increasing number of DISK couples (Dual Income Single Kid) and members from nuclear families at organizations has intensified the purpose of proposing the WLB practices.

This study is an attempt to understand the intensions of employees working with Educational Institutions and the modus of operandi adopted by them to effectively balance their work and personal life. And also to commend suggestions to the Institutions, to house with WLB policies, to enable their employees enrich the Organizations with contentedness.

This study is conducted among teachers teaching in Schools, Colleges and Professional Courses both in Government and Private Sector. The teaching fraternity is chosen as they need to deliver high quality work and the Nation has a whole is driven by the contour whetted by these teachers' exertion. Since the teachers are paving for future generations, it is imperative to see that the work is not swayed with the inclination towards life needs.

The teachers associated with different Institutions are with different demographic variables and different priorities both at Work and Life. It is little more difficult to understand their requisites and propose policies to WLB. In India especially in Education Industry it is not felt to induce the WLB

practices either at Government or Private sector whether in School or College level of Education. In spite, sometimes Institutions naively attempt to provide some allowances to expedite their employees in balancing their personal work. These grants are in terms of flexible working hours, job sharing, telecommuting etc. These grants requirement is not in equal to the varied demographics of working classes.

Through this study it is an attempt to identify the kinds of personal motives and its priority among different Genders, Ages, Levels of Position and Number of Dependents. Then ideate on the policies to balance Work and Life of Teachers working for both Government and Private Institutions.

### Review Of Literature

Jim Bird defined Work/life balance as 'A state of equilibrium in which the demands of both a person's job and personal life are equal with meaningful achievement and enjoyment in everyday life'.

Sara J. Wilkinson's (2008) study provides evidence that awareness of the issues and options is unevenly spread amongst professional surveyors in the region. With shortages of professionals and an active economy the pressures on existing employees looks set to rise and therefore this is an area which needs to be benchmarked and revisited with a view to adopting best practice throughout the sector. The implications are that employers ignore work-life balance issues at their peril.

Fiona Moore (2007) enunciated that "flexible" working practices are good for work-life balance, that managers are better able to maintain a good work-life balance than workers, and that the development of an appropriate work-life balance policy assists in ensuring company loyalty and positive attitudes to work.

Liz Doherty (2004) explores the main barriers to women's progression and highlights the long hours associated with managerial roles as a major problem. The research presents the business case which underpins diversity management and a voluntary approach to work-life balance may only deliver positive benefits to women when the labor market is tight, and, even then, the benefits for women in management are far from demonstrated. A stronger equal opportunities approach is also shown to be problematic as it draws attention to women's "difference" to men and their need for special treatment. Given the contingent nature of the business case, it is argued that a strong floor of rights is still needed to protect the most vulnerable employees, especially in an industry where trade unions have virtually no "voice". It is further argued that more work needs to be done with male managers in order to humanize the workplace for men and women who wish to lead rounded lives.

Job characteristics were positively related to all the measures of job outcomes. Rupashree Baral and Shivganesh Bhargava (2010) in their study report that, supervisor support and work-family culture was positively related to job satisfaction and affective commitment. No significant association was found between work-life benefits and policies (WLBPs) and any of the job outcome measures. Job characteristics and supervisor support were positively related to work-to-family enrichment. Work-to-family enrichment mediated the relationships between job characteristics and all job outcomes and between supervisor support and affective commitment.

Jeff Hyman & Juliette Summers (2007) pronounce that Employees do influence work-life balance issues in the financial services sector, and work-life balance initiatives had greater breadth, codification and quality where independent unions were recognized. In all cases however, the extent of departure from minimal statutory levels of provision was not great.

Jennifer Tomlinson and Susan Durbin (2010) in their research find that the part-time managers of the sample chosen in the study held varied careers while working full-time but careers stalled once a transition to part-time work was made. The majority were career focused, worked intensively and felt frustrated with their lack of mobility and career progression while working part-time. The majority worked in excess of their contracted hours and did not experience an appropriate reallocation of work when they reduced hours.

**Objectives**

- To know about level of work-life balance among teachers of different educational institutions
- To analyze gender wise work-life balance issues
- To know how the age factor influences work-life balance
- To find out different work-life balance practices adopted by govt. and private educational institutions

**Methodology**

As indicated in the earlier sections, a Descriptive Study is planned with a well-structured questionnaire to collect primary data from 100 members of teaching fraternity working at Schools, Colleges and Universities of both Government and Private sectors. This sample is chosen from Nalgonda District in the state of Andhra Pradesh of India.

The sample is drawn using non-probability sampling approaches like Judgment and Convenience Sampling.

The data is collected during the period of October 2010 to Feb 2011.

The collected data is coded and analyzed using SPSS 17.0

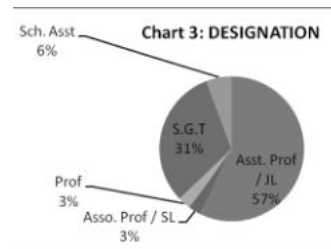
with analytical tools like, Percentage analysis, Cross-tabulation and Chi-Square.

**PRIMARY DATA ANALYSIS:**

The chosen sample of the study is dominated by 25-35 years age group individuals constituting 65.7%, and male constituting to 67%.



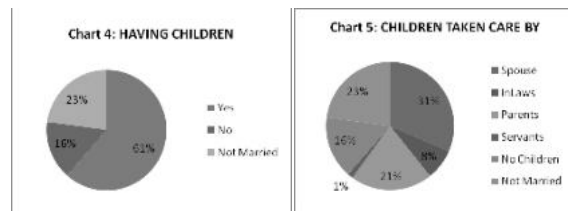
The respondents compose of all the levels of teaching professions and majorly Assistant Professors / Junior Lectures by 57.1%.



The majority of respondents (90%) are working 6 days per week and working about 8 hours /day with 55.7% constitution. The majority of respondents (42.9%) are traveling for one hour to reach their work places.

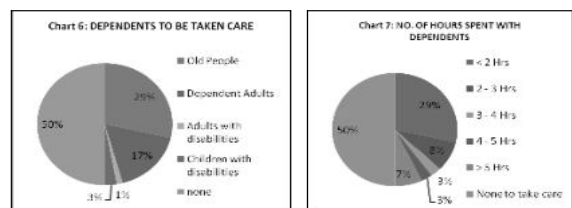
94.3% of the respondents of the study feel that they are balancing work and personal life effectively, and about 54.3% of the respondents are worried about work sometimes, 30% rarely. And almost all the respondents i.e., 98.6% are only working in general shifts.

The sample of the study is dominated by married people with around 77.1% and of these 42.6% individual's spouse are working. Among the married respondents, 79.6% are having children taken care by spouse, if spouse is not working. Where in spouse is working, 33.7% respondents' children are taken care by their parents.

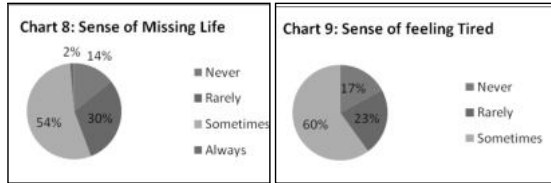


Among the married respondents with children, 23.3% are spending 2-3 Hrs. of time with their children and about an equal percentage of respondents spend for about 3-4 Hrs. with their children. Among these respondents having children 62.8% are meeting their child's teacher once in a month.

In the total sample, 28.6% respondents have dependent parents and about 17.1% are having dependent adults to be taken care, in which 57.1% respondents (ie. 29% of total sample) are spending less than two hours with these dependents.

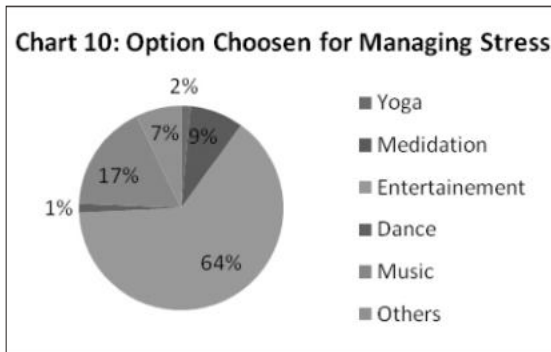


72.9% people of the respondents have feeling of happy at work.

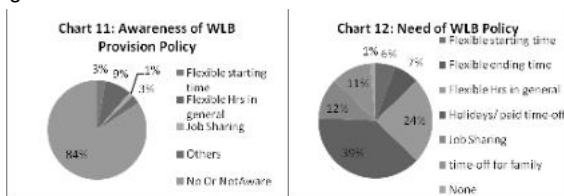


54.3% respondents have feeling of missing their qualitative life sometimes, 30% respondents are rarely feeling of missing their life.

60% of respondents are feeling tired at work and to manage stress arisen 64.3% of them, have opted for entertainment.



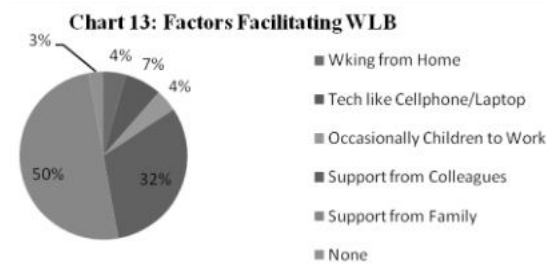
72.9% respondents said that there is no work-life balance policy (total of 84% when included Not Aware also) in their organization and 38.6% of total respondents are expecting work-life balance policy should be in the form of holidays / paid-time offs and 24.3% are opting flexible hours in general.



52.9% of the respondents are feeling that there are no facilities or provisions at work which can enable them with effective work life balance. 92.9% respondents have said there are no family involvement social functions at work place.

91.4 % respondents have said that health checkup camps are not prevailing at their work place. 72.9% respondents are feeling that nothing hinders them to maintain work-life balance.

50% respondents are feeling that support from family members facilitates them to maintain proper work-life balance and 34% are feeling that support from colleagues will enable them.



82.9% respondents have replied that they don't have any stress related problems. And about 65.7% respondents specifically stated that they don't manage their diet. 91.4% respondents replied that they prefer homemade food.

64.3% respondents are reliant on workout for physical fitness of which 36% are spending more than one hour. 52% of these respondents are preferring workouts at their residence. 100% respondents have reinstated that work-life balance will definitely lead to their effective work.

Chi-Square Tests:

The chi-square test is conducted on various attributes of the responses and data is depicted in this section.

Testing Having Children Independency on Quality of Time at Work, Sense of Missing Life & Sense of Feeling Tired:

Table 1:

Pearson Chi-Square		Value	df	Asymp. Sig. (2-sided)
Having Children	Quality of Time at work	4.129 <sup>a</sup>	3	.248
Having Children	Sense of Missing Life	2.965 <sup>b</sup>	3	.397
Having Children	Sense of Feeling Tired	20.675 <sup>c</sup>	2	.000

- a. 5 cells (62.5%) have expected count less than 5. The minimum expected count is .41.
- b. 3 cells (37.5%) have expected count less than 5. The minimum expected count is .41.
- c. 1 cells (16.7%) have expected count less than 5. The minimum expected count is 3.26.

The above chi-square results state that:

- 1. Having Children and Quality of Time at Work are dependent on each other.
- 2. Having Children and Feeling of Missing Life are dependent on each other.
- 3. Having Children and Feeling Tired are independent of each other.

Testing Having Dependent Adults Independency on Quality of Time at Work, Sense of Missing Life & Sense of Feeling Tired:

Table 2:

Pearson Chi-Square		Value	df	Asymp. Sig. (2-sided)
Having Dependent Adults	Quality of Time at work	62.099 <sup>a</sup>	12	.000
Having Dependent Adults	Sense of Missing Life	23.968 <sup>b</sup>	12	.021
Having Dependent Adults	Sense of Feeling Tired	17.131 <sup>c</sup>	8	.029

- a. 14 cells (70.0%) have expected count less than 5. The minimum expected count is .03.
- b. 12 cells (60.0%) have expected count less than 5. The minimum expected count is .03.
- c. 7 cells (46.7%) have expected count less than 5. The minimum expected count is .34.

The above chi-square results state that:

- 1. Having Children and Quality of Time at Work are independent of each other.
- 2. Having Children and Feeling of Missing Life are independent of each other.
- 3. Having Children and Feeling Tired are dependent on each other.

Testing Gender Independency on Factor Facilitating Work Life Balance:

Table 3:

Pearson Chi-Square		Value	df	Asymp. Sig. (2-sided)
Gender	Factor Facilitating Work Life Balance	1.593 <sup>a</sup>	5	.902

- a. 7 cells (58.3%) have expected count less than 5. The minimum expected count is 1.31.

The above chi-square result states that:

Gender and Factor Facilitating Working Balance are dependent of each other.

Testing Hours of Travel to reach work place's Independency on Factor Facilitating Work Life Balance:

Table 4:

Pearson Chi-Square		Value	df	Asymp. Sig. (2-sided)
Hours of Travel	Factor Facilitating Work Life Balance	40.698 <sup>a</sup>	15	.000

18 cells (75.0%) have expected count less than 5. The minimum expected count is .23.

The above chi-square result states that:

Hours of Travel and Factor Facilitating Working Balance are independent of each other.

Testing Hours of Travel to reach work place's Independency on How often work worries:

Table 5:

Pearson Chi-Square		Value	df	Asymp. Sig. (2-sided)
Hours of Travel	How often work worries	22.113 <sup>a</sup>	15	.105

18 cells (75.0%) have expected count less than 5. The minimum expected count is .11.

The above chi-square result states that:

Hours of Travel and How often work worries are dependent of each other.

Testing Hours of Travel to reach work place's Independency on Hours of work out to get relieve from stress:

Table 6:

Pearson Chi-Square		Value	df	Asymp. Sig. (2-sided)
Hours of Travel	Hours of workout	23.316 <sup>a</sup>	9	.006

12 cells (75.0%) have expected count less than 5. The minimum expected count is .64.

The above chi-square result states that:

Hours of Travel and Hours of workout are independent of each other.

### Conclusions:

The teaching fraternity from India both affiliated to

Government and Private sectors aren't exposed to Work Life Balance Practices and even their employers haven't exerted in designing and implementing the Work-Life Balance. There is an acute need of designing the policies and programs to implement at National level to enable the teaching community to balance their work and life needs. Demographics of employee are prime factors that vary the need of Work Life Balance. As also because in India, the working classes has to take care their aged adults and crèches for children are confined to tier I cities, it is prudent of necessity and in coming years to see the law into existence. The International studies from Europe, USA and Hong Kong reveal the fact that, the WLB practices will certainly bring lot of Employee Satisfaction and Organizational Commitment.

The non-Education related Industries are already on the due course of implementing the policies and reaping the benefits.

5 day work is one such policy which can enable the employees to plan their life part and manage it effectively. As because the study is about education sector there can't be a plan of implementing flexi working hours or work from home policies, which can be applied only to other Industrial sectors.

There is Stress related issues in the Educations sector as not because of the work but because of the amount of distance they travel to reach their work. When an employee travels a long hours to reach the work place, there is always a need by corresponding employer to see the quality of work is not hindered by the amount of stress they incur in doing so. The employer needs to direct or suggest either a nearest work place or habitation which can only make them to travel less time to reach work.

The employer needs to program the events which will relieve the employee stress. In addition they should encourage their employees towards workouts to enable them fit.

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