EMPLOYEE'S PERCEPTION TOWARD WORK LIFE BALANCE AND ITS IMPACT ON JOB SATISFACTION IN EDUCATION INDUSTRY

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ABSTRACT

This study tries to find out the perception of an employee toward the WLB policies and how they affect the job satisfaction of them. Sample of 300 employees was selected and further this sample is divided in three quotas, primary education, Secondary level education, and higher education. So finally, quota sampling technique was used. Data was collected through questioner from respondents. Collected data was analyzed and interpreted by different statistical techniques. Findings of the research shows that there are many factors which affect the level of job satisfaction in employees although WLB is one out of them but it affects it silently. It means that WLB does not a vital role in perception of employee toward job satisfaction of employee. Findings have several different aspects too which can help the management in Field of human resource while drafting policies related to JS and WLB among employees.

Key words: Job Satisfaction (JS), Work Life Balance (WLB), Education Industry

Cite this Article: Motunrayo Helen FALAYE and OGUNDIPE, Adebayo Tunbosun. Impact of Debt Accumulation on the Nigeria Economic Growth, *International Journal of Management*, 11(12), 2020, pp 1902-1909.

<http://iaeme.com/Home/issue/IJM?Volume=11&Issue=12>

1. INTRODUCTION

1.1. Work Life Balance

The expression work-life balance first started to use in the UK during the latter half of 1970s in order to set-out the equilibrium betwixt work life and personal life in relation with working mothers (Smeltzer, et al., 2016; Burnett, 2011; Barb Clews & Associates). Though the work-life balance is coined as a gendered concept; because of pervasiveness of the concept, it has got eclectic applicability irrespective of cultural dimensions. By 1990s the 'work-life balance'

become very hot topic across the Europe and the United States of America, not only in the academic world but also in the corporate philanthropy. However, the states belong to Asia as well as Oceania realized the magnanimity of work-life balance only in the 21st century. Together with the geographical expansion around the globe, the work-life balance concept has expanded conceptually too. From a gendered subject it has now become a gender-neutral subject which encompass the magnitude of equilibrium betwixt work and all non-work-related activities which are relevant to an individual in his day-to-day life. The subject has now grown up to a matter of concern not only from the employee perspective but also from the employer perspective. By realizing the importance of work-life balance for employees; nations (for example European Union and New Zealand) have formulated work-life balance regulations in order to ensure the proper administration of WLB policies by the institutes. WLB is recognized as a subject which is highly dynamic in nature and expected to have shatterproof bond with psycho-social factors. Because of the contextual nature of work-life balance concept, together with the absence of researcher's conscience over psycho-social interactions of work-life balance. During the early days of conceptualization, researchers failed to have a conscience over work-life balance definition. The multiplicity of definitions as well as lack of conscience over psycho-social interactions often intricacies the realm of work-life balance research. On the contrary, researchers unanimously confirmed 'the role theory' which articulate the human life as the conjunction of multiple roles, as the theoretical framework that ground the concept of 'work-life balance'. Subjective perception about role balance across various life domains and self-upliftment is considered as the core theme which constitute the basis of work life balance. Even during the eve of controversies with regard to the content and scope of the WLB concept, there is conscience among researchers that work-life balance is not a concept which is of 'the eye of beholder' nature. Similarly, the researchers (see Hildenbrand, 2016; and also Abubaker, 2015; Ojo, 2012) work-life balance is a necessity for each and every employee. Furthermore, the work-life balance being a concept which is of domain generic nature its impact is also domain generic (Joshin & Deepu, 2016). Having work-life balance result in the positive outcome within as well as across various life domains such as job satisfaction, family satisfaction, life satisfaction, happiness, reduced turnover intention, wellbeing, and reduced stress. And vice versa

2. DOES WORK LIFE BALANCE CARRY ANY SIGNIFICANCE?

Numerous studies and regular manuals and industry examples make it viable to add-to workers strategies of morale, happiness, competitiveness, efficiency and recruitment & retention by implementing malleable job structures.

2.1. From the Employee Anticipation

Work life balance studies find management assistance accepted by both employers and workers as a critical component of WLB blueprint, and the actions of discrete managers & subordinates may have a direct effect on workplace performance (Labor Department, 2004). The more recent study showed a strong correlation between ease addressing problems with management and overall WLB and positive work culture and WLB, where positive work culture incorporated absence of pessimistic workplace influence and absence of dissatisfaction by other employees (Labor Study Department, 2006).

2.2. From the Prospect of Employer

It's important for businesses to remain profitable that they hire and retain the best workers. To do so, they also move the equilibrium from inputs, such as an atmosphere and resources that

make for superior efficiency and thus improved production. A research done by (Dex and Smith, 2002) reveals:

- (i) Because family-oriented programs have positive impacts on workplace participation.
- (ii) Approximately nine out of ten institutions with any knowledge with these strategies consider them to be cost-effective.
- (iii) Improvement in results in five out of six success metrics was correlated with implementing one family friendly approach or another.

3. JOB SATISFACTION

Job satisfaction is natural and elevated in industrial and organizational psychology. Numerous studies conducted on this field have revealed that those who are happier are more satisfied with their jobs and thereby lead to better performance & achievement, which is measured by the organization. Numbers on job satisfaction have been studied, although this concept is more controversial because it influences the deed and conduct of the workman's obvious executions due to an optimistic or pessimistic frame of mind. Numerous researches have looked at the inverse connection amidst workman contentment and workman replacement, truancy, their corporeal and psychological health, courage, risk, decision making, job partnership, relationships between organizational individuals, its friendliness and productivity. Some researchers have also worked on issues that affect the level of job satisfaction in organizations. Scientific brains focused on economics, but in the 1930s the focal point moved from wealth to human relations (Elton Mayo). Therefore, companies began to accentuate informal relationships on monetary interests, followed by scholarly job satisfaction, job growth, job promotion, job rotation, working conditions, organizational culture, employee participation, empowerment, and autonomy work. Attempts have been made to add groups. Challenging responsibilities, assignments, opportunities for progress, improved assistant connections & employer-related plan of action designed specifically in order to identify the anthropoid element to fabricate a civilization of employees and employees within the organization. Today's focal point has moved from wealth and to soft agreement zone (psychological agreements) where employee satisfaction is in line with expectations, so that employee contentment is not just a ploy, indeed also a substructure for institutional development. Fight for company and organization can come under employee protection. In the current competitive landscape, companies can survive, grow and reach the desired level through practice and innovation that rely entirely on the availability, retention and growth of employee talent based on job satisfaction.

4. STUDY OBJECTIVES

Past study & multiple surveys and traditional manuals make it clear that workers have varying views of their work-life challenges which may have a huge effect on their workplace satisfaction. In brief, the study's objectives were to:

- To research the view of workers about work-life management problems.
- To examine whether or not there is a substantial difference between the female and male respondents of work satisfaction in respect to different WLB causes.
- To research the relationship between specific variables related to work life performance and job contentment.
- Investigate in-case or not is a noteworthy difference between men and women participants with an overall work life balance overall.
- The connection amidst WLB and overall workplace contentment should be investigated.
- Recommend any steps to boost the quality of work life in the education sector

5. RESEARCH METHODOLOGY

5.1. Data Collection

The survey was performed at Education institutes of Gwalior region (MP). The researcher has visited Institutes in person and also used information technology to contact the persons questioned. The research person forwarded the questionnaire to proximately 300 work persons but only 274 amidst those responded. However, in precise, only 274 survey filled questionnaires were received, resulting in a 91.33 percent antiphon rate.

5.2. Research Tools

Elements in the questionnaire were shaped following the various organizations that conducted the work-life reports. Any of the measurements used in this study were commonly used in other experiments, and were confirmed by previous work (Manfredi and Holliday, 2004). All the elements in the questionnaire were constructed on a Likert scale pointing five and there was no consensus or dispute with the ranking below 2. WLB indication. The mean value close to 5 suggests a clear consensus while the mean value close to 1 clearly implies difference.

6. DATA SCRUTINY

6.1. Population-Based Scrutiny

In total 274 working individuals in the Education Institute participated in this survey. Most (72%) of the participants were women workers. The young age group i.e. 25-35 yrs were 52.2%. 50% were the professors amidst the respondents and the next big group were the Lecturers i.e. 30% and Supporting staff were (20%). Bulk of the participants i.e. 50% were Doctorate, post graduate 26% and other 24%. Amidst the participants 48.2% had below 10 years of total working years, come next 34.8% with 11-20 years; 15.5% with 21-30 years; and 1.5% with >30 years.

7. MEASUREMENT OF ITEMS

In this study, the first section has two sections, the data is arranged and systematize to identify the effects of discrete socio-economic variables on the perspective of the respondents. It is appropriately evaluated by calculating percentage and frequencies. Factors II have been analyzed to abridge the formation of a set of elements. The level of work contentment amidst women and men participants was statistically examined for connotation as claimed to the autonomy assessment. The average grade (1) strongly disagrees and (5) strongly agrees, so a low average score indicates a dissenting over a high average score. Furthermore, in this study, to specify the significant degree default used was $= 0.05$. To examine the statistics of work person's understanding of work-life balance and Job contentment is self-contained of sexuality, applied the T-test. The scale pointing ten gives a range of minimal work-life balance and job contentment ratings of 1 and 10 of highest. Carl Pearson's correlation to understand job contentment and various work-life balance elements and job contentment among work-life balance amidst employees ($p < 0.01$) was applied. The study scrutinized the data through SPSS variant 11.5 of Windows.

8. FACTOR ANALYSIS

The sample was adequate as the Kaiser-Meyer-Olkin measure of sampling adequacy (KMO) demonstrates, which was .945 for overall sample. The Sphericity test of Barlett showed numerically significant correlations between the variables. Hence, as revealed through aforementioned compass the data details were proved to be appropriate for the factor analysis.

8.1. Results (Section -1)

Table 1 Age of participants with childcare responsibilities

Items	Total %	Male %	Female %
I Have solitary responsibility	27	15	32
I take majority of responsibility	24.15	2	35
I part equal	29.85	35	22
Most of the care is done by other partner	19	48	11

Only 27% of primary care responsibilities are fully responsible for their children (Table: 1). 32% of women accepted that they had full obligations and 35% accepted that they had great degree of obligations.

Table 2 Age of elementary care obligations

Items	Male %	Female %
House work	4.3	18
Infant care	6.4	15.1
Elder care	4.1	5.5
Barf child Care / Adults	11.6	39.3
Child / Adult care for differently-abled people	2.1	2.3
Recreation & cycling	61.9	2.1
Diverse Care	9.6	1.0

39.3% of women respondents decided to care for sick children / parents and the disabled type of caring for children / parents (care such as health care and adult care is less important compared to care for adults / children who are sick and disabled). The woman decided to devote more time (15 percent) to education and child care (39.3). Additionally, females are three times more likely to report treatment while their children are sick than males. (Chart: 2).

Table 3 Separate Samples Gender to WLB Test

Item	Sexuality	N	Mean	S.D	SD error mean
WLB	Women	197	6.3725	1.033	.10231
	Mem	77	7.0676	.915	.07529

A T-test was implemented to recognize the feature of the employee's WLB variables, which revealed a systemic and important disparity in the future of male and female workers. A minimal job contentment assessment of 1 and a peak of 5 is given in Table 8, which is placed on the five-point scale, where 1 is 'strongly disagreed' and 5 is 'strongly disagreed' as a symbol for improved job satisfaction. Mean was used to uncover the disparity in the interpretation of W.r.t WLB female and male defendants. A higher mean value marked more agreement among male respondents than among women participants (Table 3).

Table 4 Self-contained specimen Sexuality to Work Contentment Test

Item	Sexuality	N	Mean	S.D	SD error mean
Job Contentment	Women	197	8.0320	2.2345	.203
	Men	77	6.9655	1.799	.166

A T-test was introduced to test for predictive connotation for the employee's gender-autonomous work satisfaction view, which revealed a systemic and influential disparity in the attitudes of male and female workers. Based on a five-point scale, Table 4 indicates a minimum work satisfaction rating of 1 and a median score of 5 and 4. 1 On a 5-point scale, 1

"most frustrated" and 5 "most satisfied." Used as a happiness mark. Mean is used to figure out the difference between the interpretation of w.r.t work satisfaction by female and male respondents. A higher mean value indicates more happiness for female respondents than for male respondents (Table 4).

Table 5 Connection and job satisfaction among WLB

Pearson Correlation	Job Satisfaction	Work life Balance
Job Contentment	1	0.772*
W L B	0.772*	1

* *Interrelation is noteworthy at 0.01 level (2-tailed).*

In order to explain the connection amidst work satisfaction & WLB amidst workers, which defies the possible influence of all other results, the Karl Pearson correlation test was used. However, as a whole the dependent variable applies to multiple self-contained elements as a party. Correlation coefficient demonstrates the course in line as well and not only the worth listed. The correlation course in line is optimistic and the correlation extent is substantial. That demonstrates the work life balance has a strong effect on happiness at work. The results revealed that WLB is correlated with work satisfaction ($p < 0.01$) (Table 5).

9. CONCLUSION

This thesis assumes that at various phases of life all human beings have different interests & compulsions, and thus the idea of work life estimates varying values at these junctions. The independent variable we use to assess employee viewpoint in higher education against WLB is correlated with overall work satisfaction, based on the findings of previous studies / researches. These results are compatible with previous studies (Fran, 1997; Chasin et al , 1985; McPherson, 2006), where tension, systemic transition, working hours, management style, non-job tasks, work overload, and working life are facets of work life. It has been shown that tension and personal financial issues impact or predict work contentment. Also can be deduced through the evidence that entire WLB strategies are strongly correlated with the rate of work satisfaction. The findings revealed a change in female viewpoint towards work-life balance and job satisfaction. Owing to job pressures and supplications at home, it was rather burdensome for women to achieve equilibrium in the past.

10. RECOMMENDATIONS

1. While the women participants agreed with the educational institutions' WLB policies, they disagreed with the comprehensive WLB. Therefore, services such as malleable hours, job sharing, daycare services and required breaks should be provided to women staff to make them know that the organization helps them manage personal and professional lives.
2. Administer more employment and advancement opportunities for the technical and personal progress to young workers.
3. In order to strengthen HR activities toward work life health, the entire higher education sector must make concerted efforts.
4. Job must be acceptable according to age and ethnicity, since it is seen that individuals of all ages have differing opinions on the WLB. It increases the happiness and devotion of workers for the company.

11. CONSTRAINTS AND EXTENT FOR ADVANCED STUDY

The current research found certain drawbacks, such as the limited sample size and the small testing area, which may not be a true reflection of the higher education industry's total

working population. Therefore, intense analysis considering enormous sample size and colossal areas of research is needed prior to conclusion. In order to examine other aspects that are dedicated to WLB in the education sector, further research contributions must be made. While there is still more research on this subject, the researchers' efforts to define WLB factors in the Indian framework are not promising. In abstract, the drawbacks of personal work contentment are seen in the literature for calculating WLB, although relatively few attempts have been made in the former to calculate work life balance in terms of job contentment in the field of education.

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Employee's Perception toward Work Life Balance and its Impact on Job Satisfaction in Education Industry

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