

## PalArch's Journal of Archaeology of Egypt / Egyptology

### DOES WORK-LIFE BALANCE IMPACTS JOB SATISFACTION: EVIDENCE FROM FACULTY MEMBERS

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**Dr.P.Jyothi, Dr.C.Sonia, Dr.B.Rajasekar, D.Krishnamoorthy, S.Ramanathan: Does Work-Life Balance Impacts Job Satisfaction: Evidence From Faculty Members -- Palarch's Journal Of Archaeology Of Egypt/Egyptology 17(9). ISSN 1567-214x**

**Keywords: Impact, Management Support, Family Support, Work Life Balance And Job Satisfaction.**

#### ABSTRACT

This research paid attention on faculty members of engineering colleges belongs to Tamilnadu State. The study engaged descriptive research design and the faculty members of engineering colleges, classified in to professor, associate professor and assistant professor are interest of population. The primary objective of study was to analyze the impact of work life balance (WLB) on job satisfaction (JS) among faculty members of engineering colleges. Samples were drawn using stratified random sampling technique to make sure samples are impartially chosen and to minimize sample selection biasness. Data collection was done through questionnaire and face to face interviews. The study was intended to discover whether family

support and management support affects work life balance of the respondents and in turn how work life balance affects job satisfaction. In data analysis, initially using kurtosis and Skewness test and Cronbach Alpha test was carried out to check the normality distribution and reliability of data. Two statistical techniques bivariate correlation analysis and multiple regression analysis were applied to analyze the impact of work life balance on job satisfaction. Results of bivariate correlation analysis indicates the positive relation among work life balance and job satisfaction and multiple regression analysis results reveal that among two variables of work life balance, management support is the variable which brings high variance in job satisfaction. The results of the study were supported and proved by previous researchers, who carried out their research on similar association.

## 1. Introduction

Colleges and universities are key factors in country's economic, social, political, cultural and technological development and play a significant role in enlightening human capital. Examining the significant factors of development and growth in all the developing and developed nations specifies that the competence and efficiency of learning systems in any society encourages its comprehensive growth and development. Important resources of any society are faculty members and they are the main essential factors of educational organization play a vital job in training human capital. Eventually the outcome of their actions brings growth and development in country.

Research on Significance of human factor in organizations, especially in educational institutions gaining importance and many researchers found that relationship between work life balance and job satisfaction as positive one. Fleetwood (2007) Work Life Balance principles are given prime importance and research related to Work life balance is gaining significance in the academic world. According to Khushboo (2017) in a manifold job setting, retaining and attracting faculty members needs essential Support for Building social life, management and construction of career enhancement opportunities. Renu parek (2016) Work Life Balance is possible through practicing job satisfaction factor such as: employee oriented policies, Fair rewards, emotionally challenging work, supportive Co workers, and healthy working conditions

Clutter buck (2003) Work life balance is defined as knowledge of diverse needs in association to energy and instance, capability to distribute the time and energy between various fields of life and work and subsequently to relate and formulate alternatives. Work Life Balance contains principles that have the ability to enhance the independence and adoptability of workforce in the progression of harmonizing various necessities. Chetna (2012) Job satisfaction is defined as employees' common perception towards her/his job. It is used to illustrate how satisfied a person is with her or his task. Several organizations employ training plans and payback packages to enhance employee loyalty Döckel, Basson & Coetzee (2006) Knowledge workers retention is possible with association of work life balance and job satisfaction. Agha (2017) in their

study to investigate work-life balance and its association with job satisfaction of teachers, found that personal life intervention with work and work intervention with personal life have optimistic relationship by means of job satisfaction. The findings of the study also conclude that personal life requirements and work to be associated and evenhanded by institutions through WLB initiatives. Kumar (2013) there is an enduring struggle among employers and their employees concerning WLB, since few employees end their employer never be aware that WLB is equally beneficial. Osman Hussein (2016) it is a duty of management to offer a quality working atmosphere for their employees to enhance their self esteem and create them highly efficient.

## 2. Review of literature

### **Work Life Balance:**

Sturges & Guest(2004) Work life balance is a concept raising its importance between researchers, practitioners, academicians and it is at the hub of problems vital to human resource development. Karakas (2004) WLB is referred as employees having sufficient time to make sense of balance in their private life and job.

Madhurima Das (2012) age, personal care, profession of employees and gender are major determinants of WLB of employees. Lobel & Kossek (1996) Work Life benefits not only affects employee's attitudes, behaviors, job satisfaction and their organizational commitment, job satisfaction, it also assist employees to balance and better handle their family and work related roles. Koekemoer & Mostert (2010) Work – family literature research done by various previous researchers found that three major antecedents of WLB are: personal and demographic variables, non-work and family variables and job- related variables.

Reimara Valk (2011) foremost factors influencing work life balance family influences, multiple role responsibilities, professional and self identity, challenges in work life, practices of organization and social support. Baral & Bhargava (2011) WLB benefits and practices are prove minimize work family conflict. Hence there is need to practice WLB advantages and programs and create a tradition that supports utilize them to make sure worker productivity and commitment in Indian organizations

### **Job Satisfaction:**

Draflke (2008) Job satisfaction is quantity of happiness or pleasure linked with a job. Liking job intensively results higher job satisfaction. Similarly job disliking ends up with job dissatisfaction. According to Vroom (1964) job satisfaction is direction of emotion that workers acquire towards task they are executing at the work environment .Job satisfaction is the crucial element for employee motivation and support towards higher performance. Clark (1997) numerous factors such as unsafe working conditions, non cooperative co-workers, dis - respect from supervisor, not being art of decision making are the factors, which make employee feel dis satisfied about job and make them feel separated from job.

Fleetwood (2007) Found that when employee feels their management is encouraging and is cooperative in terms of combining personal and task associated concerns, it reflects in greater organization Commitment and job satisfaction. Al-Zoubi(2012) many employees have given consent that pay will enhance the job satisfaction, which results in increase in individual performance. Kline and Boyd (1994) different work factors affects employees at different levels, particularly various dimensions of the work environment need to be looked in to when dealing the issues of job satisfaction of diverse positions in the same organization

Maryam Haider (2019) Work circumstances and prevailing organizations culture are vital factors in determining employee family and work life. Favorable organization culture in organization enhances its overall performance, job commitment and productivity and job satisfaction. Afshan Naseem(2011) Employee satisfaction and performance are strongly associated and such association reflects in success of organizational success thus result in enhanced financial success.

#### **Work Life Balance and Job Satisfaction:**

Marjan Fayyazi and Farshad Aslani (2015) WLB is certainly connected with JS. Work-Life conflict impacts people's job mind-set and as a result leads to decreased levels of JS.

**Iqan Iazar (2010)** appropriate balance among task and non-task related roles are equally advantageous for employer and employee. Bushra (2014) explored the impact of Work Life Balance on JS and OC and found optimistic relationship among WLB and job satisfaction. Lalita Kumari (2012) each of the work life balance factor plays a prominent role in enhancing job satisfaction. In case of gender wise discrimination, significant gap found between female and male employees with WLB with reference to job satisfaction. Parvin (2011) the changing patterns in the company, for instance no of females working, structure of company and workforce diversity determines work life balance.

According to Konrad(2000) implementation of WLB policies by minimizing divergence among work and family enhances job satisfaction. Marjan Fayyazi (2015) Job satisfaction and work life balance are positively connected. Job attitudes of employee are influenced by work life conflict and these results end up with decreased levels of job satisfaction. Verma (2007) WLB and job satisfaction are greatly associated with each other. Work life Balance means adapt to the changing patterns of work to find a better fit among employee's personal life and work to achieve long run profitability and sustainable growth. According to Susi (2010) WLB is a key for employee job satisfaction. Several organizations recognize work life balance as a need of hour because it consist of important variables such as employee retention, work family conflict reduction, employee stress reduction, better life balance and job satisfaction.

Renu parek (2016) the relationship between WLB and JS is not a problem to be sorted out, instead a continuing process to be managed in day to day work life. Knowing what is significant and vital and striving for excellence will make feasible work life balance in one's life. Possession of administration expertise

will facilitate one to have equilibrium between personal and work life and also provide job satisfaction.

### 3. Methodology

Researcher intended to measure impact of work life balance on job satisfaction among 420 engineering faculty members from Tamilnadu State by using questionnaire on the areas highlighted in the conceptual frame work. Questionnaire consists of three sections such as personal information, job satisfaction and work life balance with 71 questions. Each question was measured on Likerts scale consist of 5 items strongly agree, agree, neutral, disagree and strongly disagree.

Quantitative approaches in research provide accurate results. Hence, Questionnaires and face to face interviews were sources of primary data. Faculty member's related information gathered from colleges, magazines, news papers, social media and review of literature was gathered from secondary sources. SPSS (Statistical package for Social Sciences) software was used to analyze the surveyed data, which is user friendly and also easy to enter data in it. Normality test, Reliability test, multiple regression analysis and Bivariate correlation analysis were statistical techniques were applied to examine the data.

Based on the depth analysis on literature, three major variables of work life balance such as work stress, management support and family support were identified in the study. Job satisfaction was measured using scale of job satisfaction by Atkinson(2011), which has extrinsic and intrinsic types of job satisfaction in it.

### 4. Data Analysis

#### A. Normality Test

Data examinations are initial phase of data analysis. According to researchers most statistical tools are used under the assumption of majority of statistical techniques believe that the allocation of values on the dependant variable is common one. The following table no 4.1 exhibits the significance of kurtosis and Skewness of work life balance and job satisfaction. Therefore from the following data it could be inferred that the data samples obtained for the study is normally distributed.

**Table 4.1** Normality Test

Items	Skewness	Kurtosis
Work Life Balance	-0.938	1.398
Management Support	-1.347	2.726
Family Support	-0.723	0.456
Job Satisfaction	-0.817	0.169

## B. Reliability Test

The Cronbach alpha computations are useful to conduct reliability analysis on each measure. According to Nunally(1978) range of Alpha coefficient falls between 0 to 1 and same might be used to express the reliability of variables drawn from dichotomous( Two probable answers for one questions) and questions with multi formatting. It is also said that higher reliability score results in good reliability. It also indicates that tolerable reliability coefficient is 0.7 but minimum thresholds are occasionally used in research.

The range of below Cronbach alpha coefficient of below mentioned variables are 0.87 to 0.93. The values portray that the ranges had increased stability and internal consistency. Hence the study used highly dependable measures, thus recommended its promptness for further investigation.

**Table 4.2 Reliability Test**

Variables	Items	Cronbach's Alpha
Work Life Balance	23	.933
Management Support	16	.921
Family Support	14	.878
Job Satisfaction	18	

## C. Bivariate Correlation Analysis

Strength of Relationship among two continues variable is explored using bivariate analysis. A negative correlation signifies that increase in one variable reflects decrease in another, while positive correlation signifies how increase in one variable stimulates increase in another. According to Cohen (1988) interpretation for correlated r values,  $\pm 0.8$  and  $1.0$  refers to very strong relationship;  $\pm 0.6$  and  $0.8$  denotes strong correlation, where  $\pm 0.4$  and  $0.6$  have moderate correlation, weak correlation in case of  $\pm 0.2$  and  $0.4$  and very week correlation if the value is  $\pm 0.2$ .

Smith et al. (2014) stated that finely performed work life balance programs results in strong and positive level of job satisfaction in employees. The association between work life balance and job satisfaction were assessed by Pearson's product-moment correlation coefficient. Table 4.3 projects the moderate optimistic relation between work life balance and job satisfaction ( $r=.583^{**}$ ,  $p<.01$ ). Hence it is concluded that the most of the respondents consider work life balance programs calling the higher needs for job satisfaction.

**Table 4.3 Correlation between Work Life Balance and Job Satisfaction**

		Management Support	Family Support	Work Life Balance	Job satisfaction
Management Support	Pearson Correlation	1	.675**	.946**	.568**
	Sig. (2-Tailed)		.000	.000	.000
	N	170	170	170	170
Family Support	Pearson Correlation	.675**	1	.931**	.506**
	Sig. (2-Tailed)	0.00		0.00	0.00
	N	170	170	170	170
Work Life Balance	Pearson Correlation	.946**	.931**	1	.583**
	Sig. (2-Tailed)	0.000	0.000		0.000
	N	170	170	170	170
Job satisfaction	Pearson Correlation	.568**	.506**	.583**	1
	Sig. (2-Tailed)	0.000	0.000	0.000	
	N	170	170	170	170

\*\* Shows correlation significance level at 0.01 ( 2 –tailed)

**D. Multiple Regression Analysis**

The following tables show the summary of multiple regression analysis between work life balance and job satisfaction. The following table summarizes the outcome of multiple regression analysis among work life balance and job satisfaction. Based on the values in table, 16 percent of the variance(R Square) explained by independent variable in turn over intention and is significant as specified by (F=46.674, p<.01). Out of two dimensions of work life balance programs, management support with total of .402\*\* was found contributing most to 16 percent of variance in job satisfaction. These results are supported by Lockwood (2003) work life balance is administering ones personal responsibilities and work in a balanced manner. Senior management support is required for successful implementation of work life programs. For life/work advantages in work atmosphere it is useful to have a corporate Culture that supports employees.

Sang, et al. (2009) proved impact of work life balance on employee satisfaction with their job in a pessimistic manner. Also stated that weaker work life balance programmes such as lengthy working hours leads to employee dissatisfaction in their job and increases well being and health related risk. cited in Kaliannan, et al (2016) employees with weaker work life balance because of lengthy working hours, feeling of lower job security are reasons for developing less job satisfaction when compared to others. Mas-Machuca, et al. (2016) benefits and importance of work life balance need to be understand and realized by manager and their organizations to improvise employee job satisfaction and same will result in enhanced business benefits.

**Table 4.4** Summary of multiple regressions for relationship between facets of work life balance and job satisfaction

Independent Variable	Beta Dependent variable (DV) Turnover Intention Beta Coefficients and Significance levels
Work Life Balance	.583
Management Support	.402
Family Support	.207
R <sup>2</sup>	.160
Significance of F value	.001
Durbin-Watson	1.61

\*\* Significant at the .05 level

## 5. Conclusion

Rapoport and Bailyn (1996) explained in his report how family and work life is separated from each other ever since industrial revolution and still remains highly intact now days, though it has ever replicated the way majority of people live. Work life balance has become hectic human resource issue for the business world and most of the organizations dealt these issues with a range of policies and programs that deal with exclusive family demands but these programs do not break the view point that workers job and personal life are separate and also contradictory. Faculty members have difficulty in balancing family and job roles that create worst benchmarks in the work environment and regularly disturb the pleasant work environment. Work Life balance programs encompass the potential to intensively increase morale of employee, organizational knowledge retention, reduce absenteeism especially during tough economic times. In highly competitive scenario universities and colleges aim to cut off cost, understanding the critical issues of work life balance related issues fall on HR professions of institutions. In the surveyed engineering colleges work life balance of faculty members is not up to anticipated satisfactory level. Job satisfaction and work life balance are highly correlated and management support plays vital role in explaining job satisfaction of faculty members.

Work life balance and job satisfaction doesn't have permanent solution; rather it is a ongoing issue to be managed in a daily organizational life. There are chances that work can control one's life at some points. From both institution and faculty side, striving for identifying which is necessary and valued helps to maintain feasible work life balance. Results of the study strongly recommend that management support is vital factor for work life balance; as a result WLB impacts job satisfaction. Hence management need to build supportive work environment that retains, attracts and encourages its faculty members and enables them to work comfortably and increases feeling of job security and enhances institutional productivity.



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