

RELATIONSHIP BETWEEN FACTORS AFFECTING WORK-LIFE BALANCE AND JOB SATISFACTION OF MANAGEMENT EDUCATORS

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ABSTRACT

Organizations face a dynamic and changing environment, they require employees who are able to readily change tasks and move easily between teams, so it's more important that employees' personalities fit with the overall organization's culture than with the characteristics of any specific job. Lots of people are able to work nearly around the clock, and they do it with a sense of fulfillment because it is their choice to do so. It can be said that they have achieved balance in their lives because their lives reflect what is important to them and they have chosen to do those things that are important. When we come across these people, we are often surprised to discover that they get energized from their seemingly overzealous work schedule rather than having it drain them. Work-life balance is the ability to experience a sense of control and to stay productive and competitive at work while maintaining a happy, healthy home life with sufficient leisure. It's attaining focus and awareness, despite seemingly endless tasks and activities competing for your time and attention. The various factors which affect the balance between an individual's work and personal life are explored in this paper and the variables affecting work life balance of management educators are cross tabulated to find the correlation between the various factors with job satisfaction.

Keywords : Work life balance, Job Satisfaction, Management Educators, Organization Culture.

INTRODUCTION

Work-Life relationships can be characterized as the basic dimensions of the part of personal life tied specifically to work. Common dimensions would include such things as an individual's current job (including working hours, job satisfaction, and so forth), his or her career goals (the person's aspirations, career trajectory, and so forth), interpersonal relations at work (with supervisor, subordinates, coworkers, and others), and job security.

Part of each person's life is also distinctly separate from work. These dimensions might include the person's spouse or life companion, dependents (such as children or elderly parents), personal life interests (hobbies, leisure time interests, religious affiliations, community involvement), and friendship networks.

Work Life Balance is striking balance between work and non-work schedules. Balance means equilibrium. The term balance can be signified by establishing levelness between two equally demanding things. In the current economic environment, work-life balance is now regarded as one of the most important workplace qualities, second only to pay package. Work Life Balance offers apparent benefits to the organizations in terms of increased levels of morale and satisfaction, reduced family and work life stress, improved organizational effectiveness and efficiency and so on so forth.

Work-life Balance (WLB) is not a new concept. The change in the pattern of work and the concept of the workplace after the industrial revolution in the second half of the 18th century gave a new dimension to the concept of WLB. With improved education and

employment opportunities today, most homes are ones in which both parents work because of the necessity and the desire to augment incomes.

As India continues to emerge as a global economic power, understanding the dynamics between work and personal lives is increasingly important. In the last few years we have noticed a number of new career opportunities opening up for Indians especially in the service sectors. However better opportunities along with good pay package, growth prospects, brings in a long work schedule leaving individuals with very little time to balance their work and life. Demanding careers have dominated the lives of many young Indians for some time now and it takes a toll on most Indians consider work-life balance as their biggest concern.

Work place is a special situational set up where different people with unique personalities work for professional growth and learn to excel in life for personal welfare. Thus, understanding of individual's personality, attitudes, values can help in motivating oneself to create a healthy environment for increasing productivity and maximising happiness at work. "A fit is where there is congruence between the norms and values of the organization and those of the person". This is known as cultural fit defined by psychologists Adrian Furnham. The priority at workplace is to perform and create a balance between work and life. People spend most of their time at work with their colleagues and their co-workers, frequently having change in behaviour according to the circumstances. Work is not about earning livelihood. It is much more than that as its impact are our self- identity, personal growth and balanced behaviour.

REVIEW OF LITERATURE

- Patrick (2010) in the research paper noted that job satisfaction seemed very stable over time, and that it might be the product of personality traits. 175 management faculty members from 25 business schools were surveyed adopting standardized tools. This study assesses Big Five personality traits and General Job Satisfaction. The findings will aid management institutions in selecting, and retaining faculty as higher job satisfaction is linked to higher levels of productivity, effectiveness and commit. Management faculties play an important contributor role in shaping a student's intellect and

hence Job satisfaction assumes great important in this context. Management institutions need to consciously measure personality traits of faculty in recruiting, retaining and developing them. The present study found correlations between, i.e., neuroticism and extraversion, with job satisfaction. This brings to light the fact that, personality tests can prove to be useful in hiring the right candidates, as job satisfaction, almost always leads to higher levels of productivity and effectiveness.

- Pouratashi & Zamani (2017) in the research study investigated the relationship between personality traits and education-research performance of faculty members. A survey was conducted among 321 faculty members in Tehran University, Iran. The research instrument included: personal and professional features, items related to personality traits, and items related to self-evaluation of education and research performance. Considering that human resources are the most important factor in the growth and competitive advantage of organizations, and due to the importance of identifying the reasons for individuals' job performance, the presented study investigated the relationship between faculty members' personality traits and educational-research performance.
- Chaitra, Ashok & Murthy (2018) Work life balance is one of the key factors for the employees to achieve success. Organisations have devised various plans, policies, programs to help their employees to achieve the balance between their work commitments and family responsibilities. Certain policies are statutory while others are voluntarily implemented. The effectiveness of them depends on the extent of usage to the employees to achieve work life balance. The present paper intended to study the managerial level employees work life balance in Bosch Ltd, Bangalore. It can be said that Work Life Balance is a very important issue in the Human Resource Management field and it has a vital impact on the productivity and growth of both the organisation and the employee. Work life is all about a measure about controlling on when, where and how they work. Many factors are acting as supporting elements for employees to achieve balance between work and personal life.

While certain elements like employees participation in framing the policies and taking key decisions, effective communication of organizations policies can be strengthened to make work and personal life of employees highly balanced.

RESEARCH OBJECTIVE

- To explore the factors which effect work life balance of Management Educators.
- To study the correlation between factors affecting work life balance and job satisfaction

METHODOLOGY

The study is exploratory in nature and it tries to identify the factors affecting work life balance in academics with the sample size of 120 respondents. The researcher tries to find out the variables which are responsible for creating a imbalance between personal and professional life. The sample is selected through purposive sampling method to explore the factors affecting work life balance and job satisfaction of educators.

DATA ANALYSIS & INTERPRETATION

On the basis of questionnaire filled by respondents which consists of 20 statements to judge their responses on 4 point scale (No affect, Sometimes, Many times and Always) and giving them scores(1,2,3,4) according to that and then applying factor analysis on them using SPSS software version 20 to analyze and interpret the factors affecting work-life balance.

FACTOR ANALYSIS

The extraction of factors of work life balance– Barlett's test of sphericity and Kaiser – Olkin (KMO) measure are adopted to determine the appropriateness of data set for factor analysis. High value between 0.5 to 1 of KMO indicates that the factor analysis is appropriate, low value below the 0.5 implies that factor analysis may not be appropriate. In this study the result of Barlett's test of Sphericity (0.000) and KMO (.658) indicates that the data are appropriate for factor analysis. Principal Component Analysis was employed for extracting factors followed by Varimax rotation.

KMO AND BARTLETT'S TEST

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.658
Approx. Chi-Square	2.164
Bartlett's Test of	
df	190
Sphericity	
Sig.	.000

Table : KMO an Barlett's Test

Communalities

	Initial	Extraction
Organizational Environment	1.000	.753
Time Flexibility	1.000	.705
Extra Working Hours	1.000	.761
Deadlines	1.000	.621
Remuneration	1.000	.435
Negative Attitude of Superiors and Peers	1.000	.371
Employee Welfare Facilities	1.000	.529
Extra work from Home	1.000	.779
Holiday Assignments	1.000	.767
Left Free Hand	1.000	.730
Travelling	1.000	.573
Family Responsibilities	1.000	.670
Self motivation	1.000	.534
Job Satisfaction	1.000	.692
Proper Performance Evaluation	1.000	.683
Career Advancement	1.000	.516
Organizational Conflicts	1.000	.618
Organizational Change	1.000	.517
Family Support	1.000	.714
Organizational Support	1.000	.810

Table 5.26: Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.465	22.287	22.287	4.465	22.287	22.287	3.008	15.410	15.410
2	2.342	11.602	33.889	2.342	11.602	33.889	3.016	15.370	30.780
3	1.994	9.764	43.664	1.994	9.764	43.664	2.250	11.042	41.723
4	1.601	8.005	51.639	1.601	8.005	51.639	1.962	9.692	51.316
5	1.308	6.889	58.529	1.308	6.889	58.529	1.234	6.271	57.587
6	1.023	5.180	63.701	1.023	5.180	63.701	1.242	6.123	63.701
7	.982	4.912	68.601						
8	.847	4.327	72.938						
9	.841	4.017	77.045						
10	.725	3.795	80.831						
11	.680	3.083	83.815						
12	.549	2.996	86.802						
13	.562	2.682	89.484						
14	.468	2.413	91.897						
15	.384	1.981	93.779						
16	.326	1.801	95.670						
17	.330	1.551	97.123						
18	.273	1.138	98.350						
19	.261	1.028	99.378						
20	.132	.631	100.000						

Extraction Method: Principal Component Analysis.

Table 5.27 : Rotated Component Matrix

	Component					
	1	2	3	4	5	6
Organizational Environment	.883	.048	.085	.003	.037	-.142
Time Flexibility	.892	.280	.078	.032	-.089	-.024
Extra Working Hours	.832	.126	.022	-.027	-.035	-.085
Deadlines	.658	.390	.121	.073	.196	.086
Remuneration	.398	.028	.383	.369	.061	-.085
Negative Attitude of Superiors & Peers	.312	.318	.260	.115	.010	-.056
Employee Welfare Services	.181	.653	.048	.008	-.268	-.208
Extra Work from Home	.170	.875	.003	-.152	.136	-.089
Holiday Assignments	.114	.863	.056	-.134	.168	-.083
Left Free Hand	.067	-.090	.015	.160	.891	.064
Travelling	.139	.680	.253	-.013	-.203	.174
Family Responsibilities	.235	.619	.201	.032	-.151	.190
Self Motivation	-.156	.143	.168	.358	-.301	.486
Job Satisfaction	-.150	-.121	.063	-.071	.009	.727
Proper Performance Evaluation	-.161	-.030	.649	.067	.169	-.351
Career Advancement	-.035	-.042	.782	.123	-.084	-.160
Organizational Conflicts	.228	.004	.623	-.051	-.385	.219
Organizational Change	.094	.084	.608	-.201	.027	.243
Family Support	-.030	-.163	.039	.824	.040	.076
Organizational Support	.063	-.091	.160	.856	.179	-.083

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 14 iterations.

Table 5.: Factor Loadings

Name of Factor	Indicators	Factor Loadings	Variance Explained
Working hours	Positive organizational environment makes working easy	.883	15.410
	Time Flexibility helps me to manage my work and life	.892	
	Deadlines must be so set that they can be achieved in prescribed time frame	.658	
	Extra working hours hinders personal life	.832	
Working environment	Employee welfare services helps in maintaining a balance between work and life	.653	.653
	Extra work from home can create a chaos in work and personal life	.875	
	Holiday Assignments can skip the relaxation time and employees can feel bored of monotonous routine	.863	
	Excessive family responsibilities and work pressure can be a great barrier in work performance	.619	
	Travelling for work is quite uneasy for dependant family members	.680	
	A proper performance evaluation system motivates employees to perform even more better		
	A proper performance evaluation system motivates employees to perform even more better	.649	11.042
	Timely promotions and appreciations are necessary for career advancement	.782	
	Organizational conflicts can be a barrier to perform upto the mark which can ultimately block the success ladder	.623	
	Organizational changes affects performances due to changes in working patterns in short duration and in long duration these can be improved	.608	
Support	Family support helps in handling and managing life problems	.824	9.692
	Organizational support helps in managing work and life	.856	
Flexibility	Leaving free hand brings flexibility in managing work and life	.891	6.271
Employee satisfaction	I feel satisfied in my job	.727	6.123

Correlation between prominent factors
Correlation between Flexibility and Satisfaction

Correlations			
		Work from home after office hours	Household/ work responsibilities
Flexibility	Pearson	1	.474
	Correlation		.000
	Sig. (2-tailed) N	299	299
Satisfaction	Pearson	.474	1
	Correlation	.000	
	Sig. (2-tailed) N	299	299

** Correlation is significant at the 0.01 level (2-tailed).

In the above table Value of Karl Pearson's coefficient of correlation $r=.474$. there is significant positive correlation between work from home after office hours and household work/ responsibilities.

1. Relationship between Support and Satisfaction

Correlations			
		Deadlines/ Schedules/ Targets	Happy to work
Support	Pearson Correlation	1	-.145
	Sig. (2-tailed)		.012
	N	299	299
Satisfaction	Pearson Correlation	-.145	1
	Sig. (2-tailed)	.012	
	N	299	299

*Correlation is significant at the 0.05 level (2-tailed).

In the above table value of Karl Pearson's coefficient of correlation $r=-.145$. there is significant negative correlation between Deadlines/ Schedules/ Targets and Happy to work

1. Relationship between Working Hours and Satisfaction

Correlations			
		Working hours	Household/ work responsibilities
Working Hours	Pearson Correlation	1	.306**
	Sig. (2-tailed)		.000
	N	299	299
Satisfaction	Pearson Correlation	.306**	1
	Sig. (2-tailed)	.000	
	N	299	299

*Correlation is significant at the 0.05 level (2-tailed).

In the above Table value of Karl Pearson's coefficient of correlation $r = .306$. there is positive significant correlation between working hours and household work/ responsibilities.

1. Relationship between Working Environment and Satisfaction

		Working environment	Negative attitude of supervisors/ colleagues
Working Environment	Pearson Correlation	1	.252**
	Sig. (2-tailed)		.000
	N	299	299
Satisfaction	Pearson Correlation	.252**	1
	Sig. (2-tailed)	.000	
	N	299	299

** Correlation is significant at the 0.01 level (2-tailed).

In the above table value of Karl Pearson's coefficient of correlation $r = .252$. There is significant positive correlation between working environment and negative attitude of supervisors and colleagues.

CONCLUSION

The factors explored in this paper of work life balance are management and family support, working hours, working environment, employee motivation and satisfaction. These factors are responsible to create a balance or an imbalance between the personal and professional life of working employees. The above research concludes that it is a challenge to maintain a balance between work and life and to meet this challenge organization's should take active step in facilitating their employees with prerequisites to help them manage, to perform and to grow in their work-life cycle considering them as an assets of organization rather than liabilities. Providing them a healthy and balanced life which in turn will prove as benchmark of organization success. A perfect balance is thus required for useful functional skills and life management which leads to performance and success.

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