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## A STUDY ON WORK-LIFE BALANCE & ITS IMPACT ON JOB SATISFACTION IN EDUCATION SECTOR

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### **Abstract:**

*Education sector is one of the most important sectors of a country & is directly linked with economic wellbeing of the country & the people who live in that country. In India the concern over work-life balance is gradually becoming a common talk among employees. It is opined that satisfied faculty contributes positively to teaching & research, leading to positive educational experience of the students. In this research work life balance was used as independent variable & job satisfaction as dependent variable & relationship between the two has been studied with the impact of demographic variables on job satisfaction.*

*Keeping in mind the research objective, a statistical survey method/ probability sampling method was identified as a suitable process of sampling, data collection & interpretation. Various statistical techniques like assessing reliability, descriptive & correlation analysis, regression analysis & chi-square test were used to test the hypothesis. Cronbach's alpha score for the 36 items scale (WLB) & 18 items scale (JS) is found to be 0.787.*

**Keywords:** Work Life Balance, Job Satisfaction

### **INTRODUCTION:**

In India the concern over work-life balance is gradually becoming a common talk among employees. WLB is key driver of employee's satisfaction. The term "work/life balance" was coined in 1986, although its usage in everyday language was sporadic for a number of years. In the 1980s & 1990s, companies began to offer work/life programs. While the first wave of these programs were primarily to support women with children, but today's work/life programs are less gender specific & recognize other commitments as well as those of the family.

WLB is the proper prioritizing between "work" & "life" (pleasure, leisure, family) on the other. It is a state of equilibrium in which the dem& of both professional & personal life is equal.

The balance work life score provides an organization with a productive & innovative employee whereas disparity in the work life balance tends to develop depressed & dissatisfied staff. Work-life balance is an issue of strategic importance to organizations & having significance to employees especially for women employees in terms of job satisfaction. The teaching faculty members are the facilitators for knowledge & skill through interactive learning methods

This research focused to find out how balance of work & life affects the satisfaction of employees & commitment of employees with the organization. In today changing environment researcher's show interest in work life balance & its consequences therefore this area was selected for research purpose. Encouraging work life balance is a way to attract & retain employees who support the organization. A balanced life is one where we spread our energy & efforts between areas of importance.

#### **OBJECTIVE OF THE STUDY:**

1. To study the relationship of demographic variables with job satisfaction.
2. To examine the association between Work Life Balance & Job Satisfaction.
3. To recommend / suggest ways for improving WLB.

#### **HYPOTHESIS:**

- H0: There is no association between work life balance & job satisfaction of employees
- H1: There is an association between work life balance & job satisfaction of employees
- H0: There is no significant relationship between gender & job satisfaction
- H2: There is significant relationship between gender & job satisfaction
- H0: There is no significant relationship between age & job satisfaction
- H3: There is significant relationship between age & job satisfaction
- H0: There is no significant relationship between marital status & job satisfaction
- H4: There is significant relationship between marital status & job satisfaction
- H0: There is no significant relationship between years of experience & job satisfaction
- H5: There is significant relationship between years of experience & job satisfaction
- H0: There is no significant relationship between level of education & job satisfaction
- H6: There is significant relationship between level of education & job satisfaction
- H0: There is no significant relationship between income & job satisfaction
- H7: There is significant relationship between income & job satisfaction
- H0: There is no significant relationship between number of children under the age of eighteen years & job satisfaction
- H8: There is significant relationship between number of children under the age of eighteen years & job satisfaction

- H0: There is no significant relationship between number of family member in household & job satisfaction
- H9: There is significant relationship between number of family member in household & job satisfaction.

### METHODOLOGY OF THE STUDY:

The conclusive research was employed in this study. Out of 150 questionnaires circulated by way of hard copy & Google doc forms, 110 questionnaires were received. So the sample size consisted of 110 respondents. After considering the nature of the issue to be studied, a systematic approach was adopted. convenience sampling was identified as a suitable process of sampling, data collection & interpretation. The research is an empirical study & the data is collected through both primary source & secondary source.

Primary data was collected in the form of surveys through questionnaire which was distributed to teaching & non-teaching staff of various schools, colleges & B-schools in Mumbai. Secondary data was collected from Internet, Books, research reports & articles from EBSCO etc.

Questionnaire has been used as data collection tool for the study composed of three parts. The first section deals with demographic variables. Second deals with Job Satisfaction measured with an 18 item scaled questionnaire proposed by (Brayfield & Rothe, 1951). Third deals with Work-Life Balance measured with a 36 item scaled questionnaire proposed by (udai pareekh).

### RESULT & DISCUSSION:

Copies of the questionnaire were distributed also Google Doc's was send to teaching & non teaching staff as the primary source of data collection. Data obtained from the questionnaire was transformed into a format that could be understood by IBM SPSS. This process involved allocating a numerical code to each response before transferring the file to SPSS. Statistical analysis was then applied through the use of IBM Statistical Package for the Social Sciences (SPSS) version 20. Cronbach alpha reliability coefficient was computed using Pearson correlation through SPSS 20 for each of the instruments used in this study.

	Reliability Statistics	
	Reliability statistics for the 36-item scale	Reliability statistics for the 18-item scale
	<b>Work-Life Balance</b>	<b>Job Satisfaction</b>
<b>Cronbach's Alpha</b>	0.787	0.787
<b>No of items</b>	36	18

### ❖ DEMOGRAPHIC ANALYSIS:

The respondents in the study are dominated by 40 to 49 years age-group constituting 36.4%, with females constituting 69.1% & males constituting 30.9%. The respondents in the study are

dominated by married people 70.9% & second highest is 27.3% which constitutes singles. Among the married respondents, 50.9% either have children more than 18 years or no children. 30.9% respondents have one child under the age of 18 years. From the survey conducted it can be seen that 47.3% respondents have work experience of more than 9 years. It can also be seen that 54.5% holds masters degree. 30.9% of the respondent’s annual income falls into the category between Rs. 500,000 to Rs. 1,000,000. 40% of the respondents have more than 5 members in their household.

**ANALYSIS FOR WORK-LIFE BALANCE & JOB SATISFACTION:**

**Descriptive Statistics**

	N	Minimum	Maximum	Mean	Std. Deviation
jst1	110	2.50	3.89	3.2121	.28618
wlb2	110	1.56	3.32	2.4936	.34540
Valid N (listwise)	110				

❖ **RELATIONSHIP B/W GENDER & JOB SATISFACTION**

**Chi-Square Tests**

	Value	Df	Asymp. Sig. (2-sided)
<b>Pearson Chi-Square</b>	46.628 <sup>a</sup>	21	.001
<b>Likelihood Ratio</b>	57.747	21	.000
<b>Linear-by-Linear Association</b>	2.294	1	.130
<b>N of Valid Cases</b>	110		

a. 38 cells (86.4%) have expected count less than 5. The minimum expected count is .62.

❖ **RELATIONSHIP BETWEEN AGE & JOB SATISFACTION**

**Chi-Square Tests**

	Value	Df	Asymp. Sig. (2-sided)
<b>Pearson Chi-Square</b>	125.878 <sup>a</sup>	63	.000
<b>Likelihood Ratio</b>	115.146	63	.000
<b>Linear-by-Linear Association</b>	.546	1	.460
<b>N of Valid Cases</b>	110		

a. 88 cells (100.0%) have expected count less than 5. The minimum expected count is .18.

❖ **RELATIONSHIP BETWEEN MARITAL STATUS & JOB SATISFACTION**

**Chi-Square Tests**

	Value	Df	Asymp. Sig. (2-sided)
<b>Pearson Chi-Square</b>	149.431 <sup>a</sup>	42	.000
<b>Likelihood Ratio</b>	66.602	42	.009
<b>Linear-by-Linear Association</b>	4.957	1	.026
<b>N of Valid Cases</b>	110		

a. 60 cells (90.9%) have expected count less than 5. The minimum expected count is .04.

❖ **RELATIONSHIP BETWEEN EXPERIENCE & JOB SATISFACTION**

**Chi-Square Tests**

	Value	Df	Asymp. Sig. (2-sided)
<b>Pearson Chi-Square</b>	130.303 <sup>a</sup>	63	.000
<b>Likelihood Ratio</b>	136.444	63	.000
<b>Linear-by-Linear Association</b>	.110	1	.740
<b>N of Valid Cases</b>	110		

a. 87 cells (98.9%) have expected count less than 5. The minimum expected count is .33.

❖ **RELATIONSHIP BETWEEN EDUCATION & JOB SATISFACTION**

**Chi-Square Tests**

	Value	Df	Asymp. Sig. (2-sided)
<b>Pearson Chi-Square</b>	89.283 <sup>a</sup>	63	.016
<b>Likelihood Ratio</b>	95.950	63	.005
<b>Linear-by-Linear Association</b>	.888	1	.346
<b>N of Valid Cases</b>	110		

a. 84 cells (95.5%) have expected count less than 5. The minimum expected count is .18.

❖ **RELATIONSHIP BETWEEN INCOME & JOB SATISFACTION**

**Chi-Square Tests**

	Value	Df	Asymp. Sig. (2-sided)
<b>Pearson Chi-Square</b>	129.450 <sup>a</sup>	63	.000
<b>Likelihood Ratio</b>	138.441	63	.000
<b>Linear-by-Linear Association</b>	.084	1	.772
<b>N of Valid Cases</b>	110		

a. 88 cells (100.0%) have expected count less than 5. The minimum expected count is .40.

❖ **RELATIONSHIP BETWEEN NO. OF CHILDREN BELOW 18 YEARS & JOB SATISFACTION**

**Chi-Square Tests**

	Value	Df	Asymp. Sig. (2-sided)
<b>Pearson Chi-Square</b>	92.823 <sup>a</sup>	42	.000
<b>Likelihood Ratio</b>	110.443	42	.000
<b>Linear-by-Linear Association</b>	1.876	1	.171
<b>N of Valid Cases</b>	110		

a. 62 cells (93.9%) have expected count less than 5. The minimum expected count is .36.

❖ **RELATIONSHIP BETWEEN NO. OF FAMILY MEMBER IN HOUSEHOLD & JOB SATISFACTION**

**Chi-Square Tests**

	Value	Df	Asymp. Sig. (2-sided)
<b>Pearson Chi-Square</b>	184.989 <sup>a</sup>	84	.000
<b>Likelihood Ratio</b>	142.902	84	.000
<b>Linear-by-Linear Association</b>	.043	1	.836
<b>N of Valid Cases</b>	110		

a. 110 cells (100.0%) have expected count less than 5. The minimum expected count is .04.

❖ **CORRELATION BETWEEN WORK-LIFE BALANCE & JOB SATISFACTION**

To determine the relationship between Work life balance (WLB) & Job Satisfaction (JS), a correlation analysis using the Pearson correlation coefficient was performed. Table show the correlation analysis for WLB & JS as well as their p-value.

**Correlations**

		job satisfaction	work-life balance
<b>job satisfaction</b>	Pearson Correlation	1	.269**
	Sig. (2-tailed)		.004
	N	110	110
<b>work-life balance</b>	Pearson Correlation	.269**	1
	Sig. (2-tailed)	.004	
	N	110	110

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

❖ **REGRESSION ANALYSIS FOR : Hypothesis 1**

**Correlations**

		wlb2	jst1
<b>wlb2</b>	Pearson Correlation	1	.269**
	Sig. (2-tailed)		.004
	N	110	110
<b>jst1</b>	Pearson Correlation	.269**	1
	Sig. (2-tailed)	.004	
	N	110	110

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

**ANOVA<sup>a</sup>**

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	.646	1	.646	8.431	.004 <sup>b</sup>
Residual	8.281	108	.077		
Total	8.927	109			

a. Dependent Variable: jst1

b. Predictors: (Constant), wlb2

- Based on ANOVA table p-value (0.004) is less than  $\alpha = 0.05$  at 95% confidence interval. Model is statistically fit where F statistic value is 8.431.

The table of interest is the Model Summary table. This table provides the  $R$ ,  $R^2$ , adjusted  $R^2$ , & the standard error of the estimate, which can be used to determine how well a regression model fits the data:

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.269 <sup>a</sup>	.072	.064	.27690	.072	8.431	1	108	.004

a. Predictors: (Constant), wlb2    b. Dependent Variable: jst1

- Previous table denotes the model summary which provides R, R<sup>2</sup> & adjusted R<sup>2</sup> values. R value is 0.269 which indicates very high degree of correlation. The R<sup>2</sup> value is 7.2% & adjusted R<sup>2</sup> is 6.4% which means that the above table shows 6.4% variance is accounted due to work-life balance in job satisfaction. The p-value is 0.004 which is less than  $\alpha = 0.05$ . Hence at 95% confidence interval we can state that we reject null hypothesis & accept alternate hypothesis.

**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	95.0% Confidence Interval for B		
	B	Std. Error	Beta			Lower Bound	Upper Bound	
1	(Constant)	2.656	.193	13.742	.000	2.273	3.039	
	wlb2	.223	.077	.269	2.904	.004	.071	.375

a. Dependent Variable: jst1

The above table is used to construct the regression equation.

$$Y = \alpha + \beta x$$

Where,

Y = Dependent Variable

$\alpha$  = Constant

$\beta$  = Unstandardized Coefficients

X = Independent Variable

- The b coefficients tell us how many units job satisfaction increases for a single unit increase in work life balance. Like so, 1 point increase on the work life balance corresponds to 0.223 points increase on the job satisfaction. Given, from the scores we can predict JS by computing



$$JS = 2.656 + 0.223 (WLB)$$

- Importantly, note that b coefficient is positive number; higher WLB is associated with higher JS.
- The column “Sig.” holds the p-values. As the rule of thumb, we say that a b coefficient is statistically significant if its p-value is smaller than 0.05.

Thus, our b coefficient is statistically significant.

### CONCLUSION:

It is concluded from the research that the employees work & life balance affects employee's job satisfaction. From the hypothesis tested through correlation & regression analysis it can be proved that significant positive relationship exists. So H1 is accepted. This paper is comprised of nine sets of hypotheses. The Findings & discussions of all the results prove our hypotheses. In this research, the chi-square test has been used which talks about relationship of demographic variables with JS which signifies that there is positive correlation between the two variables. Now it is the turn of educational institutions to churn out WLB policies for their employees.

Work life balance & job satisfaction are ongoing issues to be managed. Both are not impossible, but it does take some consistent effort & reevaluation on an ongoing basis.

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