CHAPTER 5

FINDINGS, SUGGESTIONS AND

CONCLUSION
CHAPTER 5

MAJOR FINDINGS OF THE STUDY

5.1 INTRODUCTION

Human Resource is considered as the most important and valuable resource in every organization. The dynamic, competent, and effective human resources can contribute to the effectiveness of organization and can make things happen and enable an organization/institution to achieve its goals. Hence, organisations should continuously ensure that the dynamism, competency, motivation and effectiveness of the employees remain at high levels in the long run.

Work plays a dominant role in an individual’s life. It provides us with a sense of accomplishment, appreciation and above all a means of income to fulfil our basic and material needs. Globalization and increasing vast technological changes demand more of competent workers. This is because the world of work is changing due to development of new technology, dual career couples and more and more women entering the workforce, resulting in part, in two-earner families and above all a clash of work and personal life. Balancing work and home life is a growing concern for both employers and workers. The right balance today will probably be different for tomorrow. The accurate balance for a single will be different when after marriage and having children.

Work-life balance (WLB) is an important area of human resource management, which is receiving increasing attention from policy makers, organizations, management, employees and their representatives globally. The organisations have to obtain increased employment instability, employee retention and the intensification of work that should be considered in terms of its impact on the working and non-working lives. It is used to describe organizational initiatives aimed at enhancing employees’ experience of work and non-work domains.
Work-life balance is a factor, which has the potential to affect important workplace issues such as employee turnover, stress, job satisfaction, and productivity. Work-life balance arrangements and practices refer to initiatives voluntarily introduced by firms, which facilitate the reconciliation of employees' work and personal lives. Such initiatives include temporal arrangements that allow employees to reduce the number of hours they work, flexible working arrangements such as flexi-time where employees choose a start and finish time, which matches their personal needs, but work for certain core hours, teleworking/home-working/ e-working where employees have location flexibility in completing their work. Work-life balance supports such as employee counselling, employee assistance programs, time management training, stress management training and childcare facilities on-site or financial support for childcare off-site which are offered by organizations to assist staff to manage the demands of work and personal life.

A successful work life balance strategy reduces stress level, raises job satisfaction of the Schoolteachers and increases productivity to educational intuitions. These become highly important to identify the factors affecting work and lives over time. The study has been made on the various factors like Present Family/Personal Life Environment, Present Work Life Environment, Work Load, Working Environment, Work Involvement, Management Policy, Equal Treatment, Pay and Benefits and how these factors have influence over work and life of women School teachers in Chennai. The primary aim of the study is to investigate the work life balance of women School teachers and its impact on their job performance and turnover intention. The work-life balance strategies have created waves in the field of education and human resource management. The various statistical analysis and tests conducted have led to the findings that have been summarized.

Poor Work-Life Balance is often manifested in a range of physical and psychological strains, such as irritability, depression, anxiety, diminished self-confidence, inability to relax, lack of sleep and increased susceptibility to a number of illnesses, burnout, low productivity, high employee turnover, safety hazards, increase in divorce cases, high blood pressure, ulcer, migraine and many psychosomatic disorders. Even WLB and job satisfaction are positively related to each other but work-family conflicts increase emotional exhaustion and decrease job satisfaction.
Organizations also suffer owing to poor WLB of their employees through direct and indirect deleterious consequences. The direct consequences are poor productivity, high employee turnover, accidents, etc. Similarly, the indirect consequences are low involvement, serious interpersonal conflicts at work, apathetic attitude towards work and so on. Lack of WLB indirectly and negatively affects family dynamics. It results in marital discord, divorce, child abuse and neglect of aged parents. All of these affect societal functioning and harmony. Social Pathology and disorganization also occur when most people in a society lead lop-sided lives.

The result of Work Life imbalance depends on three types of conflicts viz., time-based, stress-based and behaviour-based. The time-based conflict is about what one’s limited time is mostly allocated for when individuals do not allocate the limited time equally among the demanding group, a negative result occurs. Generally, work takes up most of the time, thus leaving little time for family and other social aspects of life. On the other hand, the stress-based conflict occurs when one of the roles of the individual at work or in the family causes stress on the individual and stress affects the other roles of the individual. An example is someone who had an argument with colleague at work reflects on the family members back home, these tensions interfere with his roles in the family. Similarly the behaviour-based conflict occurs when the behaviour of work and out of work are issuant and conflicting. For instances when a manager who has to be strict and discipline at work, carries on with this behaviour at home, might experience problems with the family members.

5.2 FINDINGS

Demographic information

- Age is in general sense is the indication of potential, physical, mental and social growth and development. As per percentage analysis, majority of the teachers (66%) are below 40 years. It shows that most of the private schools’ policies prefer to hire the young people to develop the students and the organization. Therefore, this period is considered as conducive for age group in pedagogic structure.
Educational qualification enables the women to seek jobs, to supplement their family income and provide a secured or comfortable life. It is an important tool, which accentuates the confidence and the potentiality of the teachers, to disseminate the knowledge to the younger generation and groom them in a more effective way. As per the result, 82.7% of the respondents are educated and 5.3% highly educated. The study further reveals that technically qualified respondents have more advantage in adopting modern innovation in the pedagogic structure.

The work life balance of a person differs in accordance with the physical and psychological factors. Receiving salary on time is always a psychological expectancy of anyone irrespective of country. The Work life balance incurs tremors owing to the disturbance in the mental stature if the salary is not sufficient to make both the ends meet. 66% of the respondents obtain upto Rs. 20000 per month, as the larger section of the respondents state that their income level is lower in comparison with those of the Government employees when it comes to getting paid according to the work contribution and the amount of efforts they throw out. Anyone is likely to stagger in their work life balance while noticing the wide chasm of difference in the pay for the similar or more work.

The study found that several factors relating marital status of women would affect the work-life balance such as lack of family support, marital conflicts and frequent changes in the sleeping patterns lead to stress, childcare, burnout, additional responsibility and poor performance. 87.4 percent of the respondents are married, which is an obvious factor that determines most of their living style and other economic matters. In addition, the guilt of not being able to spend time with family and anxiety about poor performance will lead to disappointment of negative emotions on family members and colleagues.
The Work Balance of a person depends on the state of the family they come from. The analysis shows that 35.9 percent of the respondents hail from the joint family system whereas 64.1 percent from nuclear family system. The joint family would cause mental and psychological disturbance and financial burden due to additional responsibilities to employees and vice versa, it would give financial and moral strength to women employees. On the contrary, they may get lesser financial burden, security and moral support in the nuclear family.

The people living in a city amalgamating the traditional values and a pace to catch up with the evolving city trends retain the concept of living with their families irrespective of all economic fluctuations. The findings show a 65.9 percent of the respondents’ family comprised 3-5 members, out of which majority of them are from the joint family system. Therefore, more number of respondents reveals that small family size is essential and comfortable factor to engage themselves in more activities that are productive.

The idea of bearing and bringing up of children varies much with the present state of living in a city. Rearing the children does force the women to adopt flexibility in their working schedule. In some cases, they follow precautionary steps to avoid like problems even before they beget children. Majority (71.0) of the respondents have less than three children, as the educated women are aware about the family planning well. The condition of the Children’s position in the family also plays the uncompromising factor in the work life balance, which determines the economy of the family.

The majority of the respondents are bound with the traditional values and customs inherited from their ancestry, none did have the idea of living alone or refraining from their duties to their other family members like aged parents or physically challenged members. 50.4 percent of the respondents have committed and catered to the needs and essentials of the physically challenged children and elder people in
their houses. For them the Work life balance may be adjusted but the family duties would not be negotiated. In the same line, nearly 50 percent of the respondents do not have such responsibility.

Information on job profile

- Apart from the individual’s self-acquired skills, the method of imparting knowledge and the training that they are given also constitutes their mental energy in their future. This level of energy also varies largely as they were under the tutelage of different teachers provided, the difference in the life style, social behaviour of different areas have an impact over the students from the schools, which are widely scattered over the city. 75.4 percent of the respondents represent the schools located in South Chennai and 24.6 percent of the respondents hail from the schools located in North Chennai. Though there are not any major differences spotted in their performance levels, there are certain aspects, which differentiate one from the other.

- The type of schools is classified into four categories such as Primary, Middle, High and Higher Secondary Schools of which major proportion (84%) of the respondents is from High and Higher Secondary Schools and significant portion of the teachers hail from Primary Schools as well. Since the proportion of High Schools and Higher Secondary Schools are large among private schools in Chennai, so obviously teachers from the Higher Secondary Schools would be higher as they deal with the public exam. This marks their performance in their work life balance in the future.

- At present, schools other than CBSE and ICSE have started adopting the state board syllabus after the implementation of Samacheer Kalvi (Common Curriculum for all). However, 76.1 percent of the respondents are from schools that adopt Matriculation Curriculum, followed by 17.6 percent respondents from schools adopting CBSE/ICSE syllabus and very few percent of the respondents (6.3)
from state board. However, matriculation schools are also following Samacheer Kalvi but they gain popularity over government schools because of offering some more syllabi and maintaining standards.

- The study shows that majority (37.6) of the respondents is PG Assistant teachers, BT assistant teachers 21 percent constitutes the category and 30.5 percent of the respondents are working as Montessori/ Nursery/ Primary Teacher. As per the study, organizations give importance to Post Graduate teachers as they deal with board exam and next importance to primary education as it is considered as future pillar of the students.

- The expertise in a particular work makes the job easier to accomplish. This expertise is acquired not by education alone but also by experience. An experienced artisan’s work life balance is comparatively easier than highly qualified. 24.01 percent of the respondents have experience ranging from 6-10 years, followed by 35.6 percent with 6-10 years of experience, 19.3 percent with 11-15 years of experience, 11.1 percent with 16-20 years of experience and 9.9 percent more than 20 years of experience.

- Even though job mobility is high among private school teachers but significant portion of the respondents, tend to stick in the same school due to school loyalty, congenial work environment and other benefits of the schools. The empirical evidence shows 35.9 percent have experience below 3 years, 29.9 percent have experience between 3 years to 6 years, 18.1 percent have experience between 7 years to 9 years and 16.1 percent have experience between above 9 years in the present job.

- The empirical evidence shows that there is no much difference between permanent and temporary employees except few pecuniary benefits and both the categories of teachers under job insecurity as they could be fired at any time if they do not abide by the rules and regulations of the schools. 59.9 percent are in permanent employment and 40.1 percent are in temporary employment.
Present family – work life environment

- The women teachers are supposed to work more time beyond the entitled hours in the schools, which automatically curtail them to spend more time at their respective homes. In the study, 52 percent of the respondents have spent 5-6 hours per day apart from sleeping time but 32.2 percent of the respondents are not able to spend more time with family members.

- The finding shows 57.2 percent of the respondents use their dependents/relatives to take care of their children, 8.3 percent of the women teachers depend on external sources like servants and day care centers for catering their children and 34.4 percent of the respondents come under the category of unmarried or do not have any issues. Majority of the respondents state that it is too painful and intolerable to leave their children in day care centers and various pecuniary and other compulsions force them to make compromise with huge pain. The organization can arrange such facility to their employees in the school campus itself.

- The respondents spend 58.9 percent of their leisure time spend for family activities and 16 percent spend for their children. The study respondents also state that in Indian society, women play a key role and base for the family system and the entire family issues orbit around them.

Present work life environment

- The number of hours worked by the respondents in a day is as follows: 45.9 percent of the respondents state that they work for 8 hrs per day, 7.3 percent works for 9 hrs per day and 3.4 percent works around 10 hrs per day. The rest 43.4 percent respondents tell that working hours will vary depending on the condition of the assignment. The management should work out and reduce long working hours and compulsory over time. It will make them to get imbalanced in their family commitments.
The findings about additional working hours that majority (69.5) of the respondents works more time than the entitled time without any incentive. Further, majority of the respondents dealing higher standard, which entail lot of syllabus and assignments. In the same line, teachers earmarks liable for the results of the students. So teachers need to take more attention to all the students and ensure the better results thereby ensure their presence in next year in the school, thus, many of the teachers spend more time in schools to obtain good results, as it is mandatory for them.

The experienced teachers in the specific subjects for longer period do not find any changes as their job profiles are confined and structured. 47.3 percent of the teachers said workload increases year on year due to the adoption of new innovative pedagogic structure and other new strategies of the management.

Travelling time spent by the respondent is 51.4 percent spend 30 minutes for travelling, 34.3 percent of the respondents spend an hour for the travelling, nearly 10 percent spend 2 hour and nearly 5 percent spend more than 2 hours, as most of the respondents resides adjoined to the schools.

In terms of lunch break, 89 percent state that they have official break in their schools.

The evidence demonstrates that significant portion of the respondents carry the official work to home especially to evaluate the model test papers and assignments sometimes in the study. 31.9 percent state that sometimes they take the official work to home, 21.6 percent carry official work to home frequently and 15.9 percent state that they always carry the official works to home.
Factors affecting work life balance

A) Work load

- The strength of the number of students that a teacher is allotted is an important aspect determining the work life balance. The stress factor handled by the teacher depends on this. 32 percent of the respondents strongly agree and 33.43 percent agree that Student-teacher Ratio is followed as per Government guidelines in their schools. 20.71 of the respondents state negatively so the management should follow the student teachers ratio.

- Irrespective of the Gender, racial, economic differences, the rules and regulations while working have to be maintained as laid by a higher authority, which in this case would be the Government. 32.14 percent of the respondents strongly agree and 34.58 percent agree that working hours for the teaching staff, are followed as per the Government guidelines.

- The work life balance also depends on the factor of freedom to act in order to complete the work given. 30 percent of the respondents strongly agree and 42.29 percent agree with the statement that autonomy is provided to complete the assigned work.

B) Working environment

- It is a wide agreed statement that if a job of importance needs to be accomplished a compatible working environment has to be provided. 22.71 percent of the respondents strongly agree and 41.86 percent agree with the statement that a stress free environment is provided whereby work life balance is achieved.

- Teamwork and work co-ordination among the employees are an unwritten but absolute necessity for a well-done work. 47.57 percent of the respondents strongly agree and 36.43 percent agree with the statement that colleagues are friendly and helpful in getting the job done.
The staff as well as the students need to have a good ambience while teaching or being taught, because, the atmosphere has a telling effect over both of them. The place in the Campus, where the learning is processed needs to be clean, though not luxurious. Around 44 percent of the respondents strongly agree and 33.86 percent agree with the statement that the cleanliness of the classrooms, staff rooms and rest rooms are good.

Refreshments is the most compelling factor of basic necessities for a staff as one depends on it regularly for maintaining one’s energy and activeness evenly during work. Hence, the presence and functioning of a good, nutritious, hygienic canteen is inevitable. 17.29 percent disagree, 20.57 percent strongly disagree with the statement that canteen and other infrastructure facilities are good and sufficient.

C) Work involvement

A satisfying completion of any job requires a strong will and personal involvement, which also provides a job satisfaction and content to the senior authorities. 49.29 percent of the respondents strongly agree and 43.14 percent agree with the statement that they are very personally involved in the job.

While willingly, getting oneself with the stream of the work assigned to them, not only seeks to an excellent completion of the work, but initiates encouragement among others. 40.14 percent of the respondents strongly agree and 43 percent agree with the statements that wish to assimilate in the job.

One certainly dedicates herself when realizing the fact that the profession she works is helping her to sustain the possibility of making the both ends meet. 27.57 percent of the respondents strongly agree and 44 percent agree with the statements that considering the job as chief for existence.
The employees realize the fact that the job they have taken has given them enough oxygen to survive over the month, financially. 25.14 percent of the respondents strongly agree and 35.58 percent agree with the statement that they breathe, live and eat only with the help of the job.

A government job or working in a private organisation is not free of aspirations and dreams for some goals and ambitions of minor value to the least. 32.86 percent of the respondents strongly agree and 37.29 percent agree with the statement that most of the life goals are job-centred.

D) Management policy

Usually, meetings are conducted often to keep the level of progress and proceedings in check but indirectly it affects the work life balance of an ordinary employee committed to his family. 42 percent of the respondents strongly agree and 37.57 percent agree with the statement that general staff meetings are conducted once in a year with the head of the institution and the management members.

Recognition of an employee’s contribution of efforts and encouraging her dedication is an indirect but strong phase in the growth of the institution. A happy employee will be ready to offer or go an extra mile for the institution she works in. Hence, the management should duly meet their needs and necessities. 24.14 percent of the respondents strongly agree and 33.57 percent agree with the statement that faculty’s satisfaction is given top priority in the school.

The differences among the staff on certain grounds will either slow down or even cease the growth of positive activities and events in the institution as a whole. It creates an emotional attitude among the staff for survival. 32.43 percent of the respondents strongly agree and 37.14 percent agree with the statement that there is no unethical, rational discrimination between experienced staff and newly appointed staff.
An employee needs to be ensured of her safety when it comes to keeping the job. This provides peace of mind. 23.43 percent of the respondents strongly agree and 32.29 percent agree with the statement that job security is ensured by organizations.

E) Equal treatment

Employees being treated with equal consideration are another factor that balances the psychological factors of an employee. About 36.5 percent of the respondents strongly agree and 42.7 percent agree with the statements that receive equal treatment in all matters like employee compensation.

Work life balance needs certain rewards in the form of promotion or increments, which in turn helps the staff to extend their working duration happily or adjusting with the family business. Provided, they should be made, aware that, their promotion was not inferior on par with the promotion given to any other and equity is maintained. 19.86 percent of the respondents strongly agree and 41.71 percent agree with the statement that equity and fairness are followed in the system of promotion.

The equality maintained in considerations given over many a matter, particularly the gender difference also has a telling effect. 33.71 percent of the respondents strongly agree and 42 percent agree with the statement that there is no gender differentiation in the work allotment.

F) Pay and benefits

Though Concepts of payment may vary from place to place, a system of dispensing the salary according to one’s performance is much appreciated by many. 21.29 percent of the respondents strongly agree and 37.86 percent agree with the statement that performance based salary and other benefits are provided.
There is a close nexus between work life balance and leaves allowed to an employee. A leave availed when it is desired, gives the worker, time to strike a balance between his personal accomplishments and official duties. 23.86 percent of the respondents strongly agree and 49.71 percent agree with the statement that leave plans are available (Casual leave, Earned Leave, Medical Leave).

An extra mile, walked by an employee in favour of the management should duly be taken into account and properly rewarded. 19 percent of the respondents strongly agree and 37.57 percent agree with the statement that awards and rewards are being given to the outstanding staff.

The concentration and interest shown by a staff tends to increase in their respective work, when the management shows a concern over the family of the staff, like providing educational allowances for their children. 30.29 percent of the respondents strongly agree and 28.43 percent agree with the statement that educational allowances for the kids being provided.

Recreation is another encouraging factor for a staff. 22.14 percent of the respondents strongly agree and 30.29 percent agree with the statement that staff trips or get together, are arranged for once a year to their content.

Work–family conflicts & family–work conflicts

A) Work–family conflicts (WFC)

Even, when an employee’s absolute and other necessities are taken care by the management. There are certain factors that an employee cannot adjust when it comes to maintaining the family affairs and official work at the same time. 4.86 percent of the respondents strongly agree and 33 percent agree with the statement. Less than 40 percent of the respondents point out that demands of their work interfere with their home and family life.
As the necessity of a woman’s presence is inevitable at home, as well as an employee at the school that expects extra contribution, there will be a mental dilemma nagging the employee who is also a head of a family. 8.86 percent of the respondents strongly agree and 28.29 percent agree with the statement that family members dislike of being preoccupied with office work at home. Majority of them do not have such conflicts.

When an employee attempts to spend an extra second of time to the work, it has its own impact on the bounded duties to the family. 5 percent of the respondents strongly agree and 28.71 percent agree with the statement that time consumed for job purpose inhibited to fulfill the family responsibilities. Majority of them (40.43) do not have such conflicts.

In terms of official commitments, 9.43 percent of the respondents strongly agree and 22.57 percent agree with the statement that official commitment overrides the time wish to spend for family. Most of the respondents (42.14) reveal that spending time with family work will not be affected.

Significant portion of the respondents has given negative opinion about the statement. 17.71 percent of the respondents strongly agree and 29.71 percent agreed with the statement that frequently missed important family activities because of the job.

B) Family–work conflicts (FWC)

The peace of mind at home is carried to the school, whereas the stress of work is brought to home. 5.71 percent of the respondents strongly agree and 13.14 percent agree with the statement that family commitments interfere with work-related activities. In the same line, majority (47.86) of the respondents state that family commitments never influence the work related activities, as they could be wise enough to make the compatibility between family and work.
Home commitments inflict into official work like getting to work on time, accomplishing daily tasks. 41.57 percent of the respondents reveal that even though home commitment has given more pressure however, they never let it affects the day-to-day official commitments. In the same line, ideally responsibility of teachers in the school entails with the knowledge accumulation of future generation so teachers need to be the role model for the students.

It is considered as unique and essential factor if it diminishes which eventually decline the quality of service rendered, especially in teaching profession teachers dealing with the nurture of the cognitive ability of the future generation and any mistake in the process would affect the future generation. Thus, 59.72 percent of the respondents never allow the family related affairs to diminish the ability to perform job related duties.

The opinion of the respondents on the statement that 35.86 percent disagree and 28.86 percent strongly disagree with the statement that family related issues inhibited to give adequate focus on work assignments. The empirical findings makes it clear that major chunk of the respondents (64.72%) have pointed out that family related issues never diminish the focus of the work related assignments.

The enriched personality of the teachers makes the compatibility between work and life style and never allows each other intrigue beyond the certain limitations. At the outset, personality of the teachers is wise enough to succeed in career. 62.14 percent of the respondents totally deny with the statement that family related issues decline the prospective of success in job.
(A) **Impact of work-life balance on job performance**

Impact of work-life balance on job performance related statements is considered as two parts such as first eight statements relating to job profile and the rest of the seven statements relating to job involvement and satisfaction of the respondents. The percentage analysis points out that work life balance issues have relatively lower influence on job performance within the job profile as most of the women teachers are smart enough to make a balance between family life and work life and never let the constraints to percolate into the job profile. This shows the psychological ability and the presence of mind of the women teachers. The empirical evidence shows that work-life balance of the teachers does not make any impact on their job involvement and job satisfaction, as most of the respondents have passion towards the teaching profession.

(B) **Impact on turnover intention**

The study expresses an intention of employees would not hunt for a different job. The work-life balance of women teachers has not made any significant impact on job-quit intention, as majority (overall 72%) of the respondents prefer to remain in the present job across the study. Only small portion of the respondents (overall 28) are seeking a suitable position in accordance with their convenience.

**Overall work-life balance**

This findings reveal that the overall perception of the respondents on the capability of maintaining the work-life balance. In the study majority of the women teachers have enough skills and competence to maintain work-life balance and ensure the justice to both the arenas, as the dual role of the women is encompassed enormous of mental ability. Thus, the women teachers in the private schools are good enough to tackle the work-life balance in a more convenient way. Out of the respondents’ opinion, few of them (10%) are not able to balance between work and family life.
Discussions on inferential analysis

The t test has been applied to measure the influence of demographic and occupational profile of the women teachers on the factors of Work Load, Working Environment, Work Involvement, Management Policy, Equal Treatment, Pay and Benefits, Overall work-life balance, Work-Family Conflicts, Family-Work Conflicts, Job Performance and Impact on Turnover Intention.

- The discussion is based on the inferential analysis (t test) married and unmarried women teachers differ with working environment, job performance and impact on turnover intention. The married women teachers have more commitment towards personal and family life. Therefore, the turnover intention ratio is very less than unmarried women teachers. There is no difference between married and unmarried women teachers with regard to workload, work involvement, management policy, equal treatment, pay and benefits, overall work-life balance, work-family conflict and family-work conflicts.

- There is a significant difference between women teachers come from joint family and nuclear family in connection with workload, work-family conflicts and job performance. The analysis reveals that there is no difference between women teachers who come from joint family and nuclear family about working environment, work involvement, management policy, equal treatment, pay and benefits, overall work-life balance, family-work conflicts and impact on turnover intention.

- There is a significant difference between permanent and temporary in connection with workload, working environment, conflicts and impact on turnover intention. The job performance of permanent employee varies with temporary employee but the other factors of work-life balance are common to both the employment. It shows that there is no much difference between permanent and temporary employment.
The factors such as workload, working environment, impact on turnover intention of work-life balance in connection with area of school working about south and north Chennai differ at 1 percent significant level. The area of school working significantly influences the teachers’ work-life balance. There is no connection between factors of work-life balance and area of school working in respect of management policy, pay and benefits and conflicts.

The analysis of variance has been applied to measure the influence of demographic and occupational profile of the women teachers in private schools on the factors of Work Load, Working Environment, Work Involvement, Management Policy, Equal Treatment, Pay and Benefits, Overall of work life balance, Work-Family Conflicts, Family-Work Conflicts, Job Performance and Impact on Turnover Intention.

- An analysis on the influence of age of the respondents shows that women in the age group of below 30 significantly differs with the age group of 31-40 and 41-50 in terms of factors of work-life balance such as workload, working environment and equal treatment. The age group of below 30 years significantly differs with all other age group of the respondents in terms of impact on turnover intention. They are of the opinion that treatment given by the management significantly differ in accordance with the age group. No age group of the respondents has difference with respect to the factors of work involvement, management policy, work-family conflicts and family-work conflicts. Hence, it can be concluded that these factors do not affect their work-life balance.

- The analysis shows that educational qualifications influence the work-life balance factors such as workload, working environment, management policy, equal treatment, pay and benefits, work-family conflicts, job performance and overall work life balance. Women teachers state that educational qualifications do not make any
difference with respect to family-work conflicts and impact on turnover intention. In this case, the respondents achieve work-life balance.

- The study finds that monthly salary of the respondents significantly differs with the factors of work-life balance. In the study, all the respondents opine that the income gives them lot of confidence. At the outset, the salary structure of the teachers is relatively lesser than their contribution. It shows that there is an impact on work-life balance of women teachers.

- The size of the family has an impact on the factors of work-life balance such as workload, working environment, management policy, equal treatment, pay and benefits and overall factors affecting work-life balance. Majority of the respondents maintain their work activities and family activities successfully.

- The respondents do not have any significant difference regarding work-family conflicts and family-work conflicts. However, there is a significant difference between type of school working and other factors of work-life balance.

- An analysis on the category of school proposed by the respondent on the factors of work-life balance shows that there is no difference between category of school and factors such as pay and benefits, work and family conflicts, job performance and impact on turnover intention. Other factors such as workload, working environment, work involvement, management policy, equal treatment and overall factors of work-life balance influence with regard to category of school.

- The findings on present designation show that Post Graduate Assistant has great impact on the factors of work-life balance as they have commitments regarding board exams. At same time, some factors such as management policy and job performance do not make impact on designation of women teachers. The organisation should care and provide flexi time to board exam result oriented teachers.
Experienced women teachers do not have any impact on factors such as working environment, work involvement, pay and benefits, overall factors of work-life balance and family-work conflicts with 0-5 years of experience. All other factors influence on designation of the women teachers. Majority of the teachers are from the age group of below 40 years and experienced. Therefore, they are capable enough to overcome this impact without affecting their family, personal and work performance.

The study finds that the present job experience of the women teachers do not have any impact on the factors of work-life balance except workload. The respondents state that the workload differs in accordance with the present job experience in the institution in which they are working.

The Pearson’s Chi-square on the impact of marital status on workload changed over the past years shows that there is an association between marital status and the workload changed over the past year. The maximum number of responses is from married women teachers.

The study between type of family and workload changes shows that there is an association between type of family and workload changed over the past year of women teachers. As compared to joint family women teachers, the respondents of nuclear family state that their workload increases significantly.

There is a strong association between size of family and workload changed over the past year of women teachers. Majority of the women teachers come under the size of family 3-5 state that workload increases, no change and decreases. Hence, members of the family are an important factor in maintaining work-life balance.

It is found that there is a high association between number of children and workload changed over the past year. Majority of the women teachers come under the family with below 3 children state that their
workload increases, no change and decreases. Hence, number of members of the family significantly influences the work-life balance.

- It is found that changes in workload remains the same among the category of schools. There is a high association between category of school and workload changed over the past year of women teachers.

- There are differences among designations of the women teachers in terms of workload changed over the past years. Hence, it shows a high association between designation and workload changed over the past year of women teachers. The conclusion is drawn as the maximum number of respondents is PG Assistants.

- The findings of the study reveal that there is an association between present job experience and workload changed over the past year of women teachers. The conclusion is drawn as the maximum number of respondents with below 3 years of experience state that there is significant association. Workload has increased substantially, as the adoption of new innovative pedagogic structure and other new strategies of the management of the schools enhance the work pressure of the teachers.

- It shows that there is an association between nature of employment and workload changed over the past year of women teachers. The respondents also state that there is no much distinction between permanent and temporary employees except few pecuniary benefits and both the categories of teachers under job insecurity as they could be fired at any time if they do not abide by the rules and regulations of the schools.

- The analysis shows that there is a significant difference between the number of hours spent with the family in a day and workload changed over the past year of women teachers.
Correlation analysis shows a comparison between workload and work involvement. There is thin positive correlation. Considerable increase or decrease in workload might result in enhancing work involvement of the teachers. If pay and benefits is increased then the workload is proportionally devised. To relate better work environment and work involvement if a person is placed on a right job then work environment would be congenial and also pay and benefits is equitable and reasonable then work involvement would be high. Rest of the factors is moderately correlated. Therefore, it can be stated that variables are positively correlated.

The two-tailed correlation depicts the relationship between factors of work-life balance and work-family conflicts and family-work conflicts. The study finds that there is a negative relationship between factors of work-life balance and both the conflicts such as work-family conflicts and family-work conflicts. In this case, by reducing stress in family conflicts they can get subsequent improvement in work involvement.

The study finds that correlation between factors of work-life balance and job performance of the respondents. There is a low positive correlation between job performance and factors such as work involvement, management policy and pay and benefits. By reducing unnecessary stress during work, work involvement can be improved considerably to get better improvement in overall job performance.

The analysis reveals that there is a negative correlation between impact on turnover intention and all the factors of work-life balance. It brings out low degree negative correlation with regard to the factors such as workload, management policy, equal treatment, pay and benefits, and job performance.
The multiple regression analysis on turnover intention of the women teachers shows that job performance is an important factor for extracting the impact on turnover intention and other factors such as work-life balance and family-work conflicts influence the turnover intention in the private schools.

An empirical model is constructed on the basis of conceptual and statistical output. This chronologically defined work-life balance path evinces how the women teachers in private schools can achieve the work-life balance. The model confines the interrelationship among variables used in the study and identifies the impact of work-life balance on job performance and turnover intention. The study empirically proves and diagrammatically presents in the form of structural equation model that there is a work-life balance.

5.3 SUGGESTIONS

A study has been conducted on work-life balance of women teachers and its impact on job performance. The study has brought some suggestions through the findings to make the work-life balance of women teachers to be more effective. The researcher puts forth the following suggestions.

Suggestions to the women employees

- Most of the teachers are youngsters and do not stick to the same institution for a long period with low pay at their young age
- Free your weekends for your family and slowly adjust your schedule to allow for weekend fun
- Make single parenting easier & look for flexibility in committed hours to do anything when possible
Suggestions to the organizations

- There should be a suitable reward system in order to motivate the good performers.
- The management should fix the salary in accordance to the present cost of living at least minimum of Rs.20000 per month.
- The organization needs to provide good canteen and childcare facilities for working mothers in the campus.
- The management should create awareness about the importance and the balance of the work life and family life to their women teachers as they play dual role.
- Make an opportunity to your employees to spend their time equally for the family apart from their work.
- The organization needs to provide more interactive and communicative sessions, which aids the employees in the organization to reduce the tension and work healthily.

Suggestions to the Government

- Government should make strict order to private schools to adopt ways and means of enhancing teachers’ job satisfaction, regarding minimum salary of Rs.20000 per month, working conditions in accordance with working mothers, fringe benefits and retirement benefits.
- Government should support for workplace family-friendly policies or childcare subsidies, which would be helpful and more solutions could be attempted.
- Teachers-students ratio is not maintained in some schools. Government should device a control mechanism in order to monitor whether this ratio is strictly maintained or not.
5.4 FUTURE RESEARCH DIRECTIONS

Work Life Balance is dynamic phenomenon, where an employee does not live for work alone but also for self, family and friends. The relationship between work and leading a life has acquired a prominent place in the modern society where people are supposed to work and live a life with values. Therefore, Work Life may be closely associated with organizational development, executives learning and process improvement strategies. That is why many organizations consider Work Life initiatives as a way of extending their employees well-being. Otherwise, work life may be most closely associated with Employee Assistance Programs (EAP). The research concludes the study by stating Work Life Balance of employees is quite relevant. The initiatives taken in this direction will definitely help to achieve the organization goals as well as all round personality of employees. It is further suggested and recommended that innovative strategies may be adopted for further improvement, retaining the employees in the long-run. The researcher believes that the study on Work Life Balance would help the employees in the changing global environment and gain the favour of the organisation today and the future.

In the current study, the researcher has attempted to examine the factors affecting work life balance of women employees and its impact on their job performance and turnover intention in private schools in Chennai city, Tamilnadu, India. The study aims at identifying various factors like Present Family/Personal Life Environment, Present Work Life Environment, Work Load, Working Environment, Work Involvement, Management Policy, Equal Treatment, Pay and Benefits and Socio-economic factors. The following future research directions are:

- Future research could focus on a wider sample in order to get more generalized results viz. for whole state of Tamilnadu or India or on international basis

- A study on socio-economic condition of male and female teachers in Private and Government Schools in Chennai
Research on the impact of work life balance programmes on employees and organizations

The present study confines to private schools but in future work life balance of women employees working in different industries in Chennai can be undertaken

A comparative study on work life balance of private and government School teachers in Chennai

Impact of work life balance of employees on their job satisfaction and career growth

5.5 CONCLUSION

In general, the human factor is considered for determining the efficiency and effectiveness of any organization, every human being is born with tremendous potential. Efforts should be made to develop the human beings for effective functioning of any organization. It is a well known fact that the success of any organization fully depends on how effectively it acquires, compensates, integrates, develops and maintains its talented manpower. Today's organizations are so flexible in working hours and concentrate on developing their workforce and they particularly teach the workforce in successful completion of projects by enjoying with commitments. Many international companies or organizations focus their attention on teaching the change management techniques and strategies in making employees to adopt the required changes for personality development, organization development and also for the development of country. On the other hand, employees are also facing difficulty in maintaining proper balance from their family and work spot. A happy and healthy employee will give better turnover, make good decisions and positively contribute to the organizational goal.
The study shows that there is work-life balance of women teachers working in various private schools with different designations. The percentage analysis points out that work life balance issues have relatively lower influence on job performance within the job profile as most of the women teachers are smart enough to make a balance between family life and work life and never let the constraints to permeate into the job profile. This shows the psychological ability and the presence of mind of the women teachers. The empirical evidence shows that work life balance of sampled teachers do not make any impact on their job involvement and job satisfaction, though most of the respondents have a passion towards the teaching profession across the study. The respondents opine that the income has given lot of confidence. At the outset the salary structure of the teachers are relatively lesser than their contribution. It finds that it has an impact on work-life balance of women teachers. Even though amenities such as canteen and other infrastructure facilities are sources of the job satisfaction of many teachers, the same proportion of women teachers are not satisfied with the amenities provided. The study points out that the majority of the teachers are not satisfied with the salary, awards & rewards and educational allowances. The marginal proportion of the sampled respondents is satisfied with the same. In most of the schools, there are job security, equal treatment and no impact on turnover intention. Hence, it can be concluded that majority of the women teachers can maintain a happy balance between work and family life. Some of the teachers are not in a position to maintain the work-life balance because of the reasons such as lack of reasonable pay, active support from families and improper management policy. As compared to family-work conflicts, work-family conflicts adversely affect the work-life balance of the women teachers to a greater extent.

As the Work-Life balance has been considered of crucial importance in many Public and Private Sector Undertakings for establishing and sustaining a productive work culture, Government, Industrialists, many experts and even employee organisations have taken several initiatives towards it. Multiple roles performed by individuals call for better integration between work and non-work
issues. Jobs are no more cushy/easy going as they are demanding. Similarly, individuals cannot be effective at work if they are not able to manage their personal lives. Finding time for socialization is no more a social obligation, but also a real stress buster. Both the employer and the employee have to plan properly to overcome the imbalances either in the organization or in their social life/personal life. There is evidence to show that the activities outside work positively influence the productivity and creative potential of employees. The problem of Work-Life Balance is clearly linked with withdrawal behaviour, including employee turnover and some sort of indiscipline or absenteeism.

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