CHAPTER 1

INTRODUCTION

This chapter highlights the Introduction about the origin, growth and managerial implication of the Work Life Balance concept. The Theoretical Framework, Need for the Study, Scope of the Study, Research objectives, Research methodology and the Scheme of Work are also explained in this chapter.

1.1 INTRODUCTION

In every organization the measure of quality and performance are usually increasing according to the potential improvement of each individual employee, which are ultimately transferred as their dedication or passion for their work and related activity. This might not be the case at all time by the way that each individual performs his or her work and life activities depends primarily on how he or she maintains a balance between the work and non-work life.

This viewpoint and its related theories have allured researchers from both academic and industry domains who have conducted extensive field research to find a link between the performance of an individual employee and performance of his/her organization along with the relationship of the balance that he or she has created between work and social life. Thus Work-life balance has been of increasing interest in the past decades.
Work-life balance is a buzzword in all professions today. The demand for work life balance problem and solutions by employees and employers is expanding at an unprecedented rate. In the years to come, it will be one of the most important issues that human resource professionals will be expected to manage.

During the period of 1960s and 1970s the issue of work-life balance was raised by the working woman in United Kingdom. In the mid 1980s, the issue was also focused by the United States government. Later in the 90s Work Life Balance was considered as an important human resource management issue in other parts of the world as well. The term work-life balance was first coined in the United States in 1986 to explain the trend of people spending more time on work-related tasks, while allocating less time to other aspects of their lives.

Work and Life are the two sides of the same coin. Work and personal life are inter-connected and interdependent with each other. Jim Bird, CEO of Worklifebalance.com, says that Work-life balance is measured as a meaningful achievement and enjoyment in everyday life of employees. The perspective of balance does not denote an equal division of time, involvement or other resources between the work and non-work activity; it means the management of one’s own work, family, social and spiritual life in a self-fulfilling way. Work-life balance has been widely discussed by many researchers and management professionals but it has not been clearly defined. In the broadest sense it is defined as a satisfactory level of involvement among the multiple roles in an individual’s life. Even though the definitions and explanations vary at different spheres it is generally associated with equilibrium or maintaining an overall sense of peaceful and pleasant harmony in life.
The concept of work life balance involves examining the people’s ability to manage simultaneously the multi-faceted demands of work and non-work life. Traditionally it has been assumed to be the devotion of equal amounts of time to work and non-work roles, more recently the concept of work life balance has been recognized as more complex or complicated. There exist three basic aspects of modern work life balance,

**Time balance**, concerns the amount of time spent to work and non-work activity.

**Involvement balance** means the level of psychological involvement, or commitment to paid work and non-work activities.

**Satisfaction balance** means the level of satisfaction with paid work and non-work activities.

This work life balance model enables a broader and more inclusive and clear picture to emerge. An employee who works three days a week and spends the rest of the week with his family may be unbalanced in terms of time but may be equally committed to the paid work and non-work roles (involvement balance) and may also be highly satisfied with the level of involvement in both work and life away from work (satisfaction balance).

Lockwood (2003) observed the term from the viewpoint of employer, and of the employee. From Employees” viewpoint, it is the dilemma of managing work obligations and personal/family responsibilities and from Employer’s viewpoint, it is the challenge of creating a supportive company culture where employees can focus on their jobs while at work. There has been a steady increase in dual-earner couples, single parent families, and employees who have eldercare responsibilities. These escalated pressures can have negative impacts on employees and organizational
outcomes such as overall work-life balance. To counterbalance these negative impacts it is important to recognize the value of social support at work and non-work place. The individual’s peers and supervisors may serve to minimize some of these negative impacts in the work environment and the family and domestic support will serve to minimize the negative impact in non-work environment.

The purpose of this research is to study the impact of the social supportive environment such as work support and non-work support on work and life related factors leading to balance. The outcome of such balance like organizational commitment, psychological wellbeing and turnover intention is also studied. In order to evaluate the association between the variables used in the model, structural equation modelling (SEM) was used.

1.2 SOCIAL SUPPORT

Social support is the perceived flow of informational, appraisal, instrumental and emotional help from different sources. Cobb (1976) defined it as a belief of a person that he/she is appreciated, loved, and his/her well-being is taken care as part of mutual obligation of a social network. Social support can be divided into work support and non-work support (Carlson & Perrew 1999). In this research work support describes the supervisor support and co-worker support, whereas non-work support describes, support received from the spouse/parent and domestic support rendered by the friends and relatives.

1.3 SUPERVISOR SUPPORT

Supervisors play an important role in whether employees feel comfortable or not with balancing their work and life responsibilities (Hammer et al. 2005). Thompson et al. (1999) found that supervisor serve as
one of the important source of support. Clark (2001) advocates that supervisor support not only reduces conflict between work and non-work domain, but it also helps individuals to achieve a better balance between the two domains.

Supportive supervisor behaviours include emotional support, instrumental support, role modelling behaviours, and creative work-life management (Hammer et al. 2009). The emotional support of the supervisor is revealed when they listen to the work-life problem of the subordinate and care for them. The reaction of the supervisor on daily basis to the work life demand of the employee explains the instrumental support. In the role modelling behaviour the supervisor will act as a real life model to demonstrate how to balance the work life demands. The fourth and most important support of the supervisor and creative work life management means arranging the work schedule in order to enhance the employee effectiveness at work and non-work domain. Thus it is important to consider all four dimensions of supervisor support as they relates to all individual and organizational outcomes.

1.4 CO-WORKER SUPPORT

Co-worker support can be defined as the extent that individuals perception about other workers at their organization as being helpful, caring and supportive to them (Liao et al. 2004). This type of support can include caring for fellow co-workers, giving them tangible aid, and providing them with useful information whenever necessary(Parris 2003).

Frone et al. (1997) found that that co-worker support can also be tied to an employee’s work-life balance, organizational commitment, and psychological wellbeing of the employees. The conflict between the work and non-work demand will be reduced when a co-worker helps an employee to cope with the competing demands.
1.5 NON-WORK SUPPORT

Non-work support describes support received from anyone and in any form outside the workplace. Hallen Burke (1988) found that social supportive environment in the non-work domain may result in less conflict between the work and non-work role. Support from the family and friends has been found to play an important role in reducing work life conflict (Holohan & Gilbert (1979).

By the crucial investigation of the past literature it has been found that non-work support mainly focused on support received from the spouse and parents, whereas less attention was received for the support rendered by the friends and other members in the community.

From the study of dual-earner couples, Greenberger & O’Neil (1993) found that well-being of male employees mainly depended with the social support from their spouse, whereas women employees well-being was linked to support received from husbands, parents, friends and relatives. Full-time-employed males receive less negative influence from the psychological and physical distress associated with poor job quality if they have positive relationships with their spouse, children, or both. Interpersonal strengths, such as empathy and sympathy and emotional or financial support received through family relationships benefited work life.

Overall, the important social support received from the non-work environment that mostly has been studied in the past work life literature is the support received from members of the immediate family. But in this research support received from the friends and relatives has also been studied.
1.6 ORGANISATIONAL COMMITMENT

Organizational commitment is seen as the degree to which an employee is loyal to their organization. Meyer & Allen (1990) define three components of organizational commitment as affective, continuance, and normative. Affective commitment describes the employees’ emotional attachment to the organisation. Furthermore, affective commitment describes the way an employee identifies with and is involved in an organization. Employees’ motivation is to remain with an organization because they have no other choices reflects the continuance commitment. Normative commitment describes a sense of moral obligation in employees and thus makes them feel the responsibility to remain in the organization. Lyness & Thompson (1997) examined three different types of commitment and found that affective commitment was negatively related to work life conflict, whereas continuance commitment was positively related to work life conflict, and it was not related to normative commitment.

According to Allen & Meyer (1990) employees who are highly committed to their jobs identify themselves attached with the organization, and they tend to be more active in the workplace. Additionally, these employees stay with the organization because of their willingness to stay but not on the pressure. There is a clear connection between issues with work-life balance and organizational commitment. While there exists three components of organizational commitment, only affective commitment will be measured in this study. After undergoing an extensive literature review, it is evident that affective commitment is predominately measured when researchers are studying organizational commitment as it relates to work-life balance (Aryee et al. 2005; Baral & Bhargava 2010; Hughes & Bozionelos 2007; Odle-Dusseau et al. 2012; Smith & Gardner 2007).
1.7 PSYCHOLOGICAL WELLBEING

Well-being is a broad concept that includes a variety of aspects of satisfaction, physical health and mental health (Sonntag 2001). Wellbeing is a state of being or doing well in life. Torrington et al. (2005) describe that occupational welfare is the wellbeing of employees at work, encompassing occupational health and safety.

There are two primary areas of wellbeing, which affect individuals; they are physical wellbeing and emotional/psychological wellbeing. While physical wellbeing are made up from improvements to health and safety, including benefits such as paid holidays, reduced working hours etc., emotional wellbeing is related to amendments in terms of mental health, such as counseling, improved communication or anything involving the human relations needs of people at work environment (Torrington et al. 2005). Burke (2002) has addressed that organizational culture that are supporting individual”s work-life balance have great effects on both work and personal issues. It was seen that employees who experienced the organizational values supportive, also felt greater job satisfaction, greater family satisfaction, less work stress, organisational commitment and more emotional well-being. Major et al. (2002) found that increased balance is associated with increased psychological Wellbeing.

1.8 TURNOVER INTENTION

As the world economy becomes increasingly knowledge and technology based, the organization that can successfully retain their human resources have an advantage over organizations that cannot do so. Hatch & Dyer (2004) observed that firms with high turnover significantly underperform their rivals.
There are many consequences associated with lack of work-life balance. Issues with work-life balance have been linked to diminished organizational commitment, job satisfaction, life satisfaction and increased stress and turnover intentions (Major & Lauzun 2010).

1.9 SIGNIFICANCE OF THE STUDY

The significance of this quantitative research is notable since no research exists concerning the relationship of Social Support, Work-Life Balance, Organisational/Individual outcomes among faculty members at higher education institutions. This research may also yield some findings concerning individuals’ abilities to achieve work life balance while managing a career as a professional with the support of Work and Non-Work environment. This information may encourage changes in policy and practice followed within their workplaces or those of other educational institutions. Additionally, as turnover, commitment and wellbeing of staff in the teaching profession continue to be a problem and it is hopeful that the study identifies reasons and reveals some strategies to reverse the current trend.

1.10 STATEMENT OF THE PROBLEM

The entire working environment is growing with a highly escalated pressure especially after the globalisation of economy and with the development of new technologies, digitalized services, innovative products, creativity explosion and multiple choices. The educational sector is not an exception to this scenario. The emerging growth of self-financing educational institutions, with the great expectations of the students, parents and society, competes with one another for excellent efficiency, prodigious performance and unbeatable uniqueness. To create uniqueness among the competitors, the demand of the management from the faculty members’ performance is too
high in the educational sector. Along with teaching, a faculty member has to perform varied other duties such as doing administrative work, attending faculty meetings, class committee meeting, ISO activity, alumni meeting, students counselling, guiding project work, internship, summer placement of students, conducting exams, doing assessment, organising teachers day function, sports day, annual day, science day, and other faculty advancement programmes such as attending seminars, conferences, workshops, faculty development programme, article preparation, doing higher studies, submitting research proposal for funding agencies etc. Such a competitive and demanding environment poses a great challenge for Work-Life balance among the employees. In the present study the Work-Life balance of the faculty in the Self-Financing Engineering College affiliated to Anna University, Regional Centre Madurai has been studied.

1.11 THEORETICAL FRAMEWORK

The theoretical framework represented in figure 1.1 of this research contains three parts such as Resources, Mediators, and Criterion variables. The resources described are the variables which contribute to the situation (Work Support and Non-Work Support) and associated with the occurrence of mediators (Work-Life Balance), which then contribute more or less to the appearance of criterion variables (Organisational Commitment, Psychological Wellbeing and Turnover Intention).
1.12 OBJECTIVES OF THE STUDY

1. To compare the opinion of the faculty members about the work support, non-work support, work factors and life factors.

2. To examine the relationship between Demographic Personal Profiles and Social Support, Work and Life Factors, Individual/Organisational Outcomes of faculty members

3. To study the relationship of Work-Life Balance with respect to the factors such as Social Support and Individual/Organisational Outcomes.

4. To find out the role of Social Support and Work-Life Balance in influencing the individual/organisational outcomes such as Organisational Commitment, Psychological Wellbeing and Turnover Intention

5. To find the interrelationship between the factors and goodness of fit of the model by Using Structural Equation Modeling Approach.
6. To study the Work-Life Balance policy available and used by the faculty members in the institution.

1.13 RESEARCH HYPOTHESIS

H1 - There is no significant difference among the supervisor and co-worker support perceived by the faculty members.

H2 - There is no significant difference among the parent/spouse support and domestic support perceived by the faculty members.

H3 - There is no significant difference among the work factors and life factors pertaining to balance perceived by the faculty members.

H4 - There is no significant difference between male and female with respect to variables such as Social support, Work Factor, Life Factor and Organizational/Individual Outcomes.

H5 - There is no significant difference between marital status with respect to variables such as Social support, Work Factor, Life Factor and Organizational/Individual Outcomes.

H6 - There is no significant difference between Educational Qualification with respect to variables such as Social support, Work Factor, Life Factor and Organizational/Individual Outcomes.

H7 - There is no significant difference between Dependents in the family with respect to variables such as Social support, Work Factor, Life Factor and Organizational/Individual Outcomes.
H8 - There is no significant difference among Age group with respect to variables such as Social support, Work Factor, Life Factor and Organizational/Individual Outcomes

H9 - There is no significant difference among Designation with respect to variables such as Social support, Work Factor, Life Factor and Organizational/Individual Outcomes

H10 - There is no significant difference among Work Experience with respect to variables such as Social support, Work Factor, Life Factor and Organizational/Individual Outcomes

H11 - There is no relationship between the factors such as social support, work and life factors, and individual/organisational outcomes.

H12 - Organisational Commitment is more strongly related to work factor than life factor

H13 - Psychological wellbeing is more strongly related to work factor than life factor

H14 - Turnover Intention is more strongly related to work factor than life factor

H15 - There is no interrelationship between the factors used in the model.

H16 - There is no significant difference among the availability and usage of work-life balance policy perceived by the faculty members
1.14 RESEARCH METHODOLOGY

1.14.1 Research Design

The research design means the conceptual structure within which research is carried out. It is the blueprint for the collection of data, measurement and analysis of data. The research design explains the outline of what the researcher will do from writing the hypothesis, framing the objectives and its operational implications to the final analysis of valid data.

‘Descriptive and Diagnostic Research’ is adopted in this study as it is concerned with describing the characteristics of faculty members relating to their work life balance, whereas diagnostic research studies determine the frequency with which something occur or its association with something else.

1.14.2 Pilot Study

A pilot study was initially conducted to find out the feasibility and the relevance of the present study. Faculty members of various Engineering College affiliated to Anna University Madurai were contacted and information regarding the study concepts, applications of Work-life Balance practices and the present work life balance initiative was studied. The collected details were discussed with senior academicians and subject experts and the research design for the present study was structured.

1.14.3 Sources of Data Collection

The present study is based on both the Primary and the Secondary data. Primary data was collected through a structured questionnaire. Data was collected from the faculty members working in the self-financing engineering colleges affiliated to Anna University, Regional Centre Madurai.
Secondary data—Secondary Data was collected from different sources such as Magazines, Journals, Websites, Books, Newspapers, Online resources, Blogs etc.

1.14.4 Questionnaire Design

The questionnaire used for this study comprises of 24 questions divided into 6 parts namely Personal Profile, Work Support, Non-Work Support, Work Particulars, Life Particulars, Organisational/Individual Outcomes. 5 point Likert scales ranging from strongly agree to strongly disagree has been used for study.

1.14.5 Measuring of Variables

Organisational support, Supervisor support and Co-worker support were measured by the scales developed by O'Driscoll et al. (2004). Support was measured using 5 point Likert scales ranging from strongly agree to strongly disagree. Questions related to helping mind, understanding the problem, support at critical time etc. have been asked to analyse the support.

To analyse the spouse/parent support questions like support in child care activity, taking care of house hold chores, providing financial support, supportive in career advance, frequency of interaction were asked using the scale developed by O'Driscoll (2000). Questions related to domestic support such as taking care of children, supportive atmosphere, help in financial crisis, etc were asked.

Work related factor was measured by the scale developed by Brough et al. (2009) in five dimensions such as Work nature, Working conditions, Compensation plans, Career development and Technology. Life
related factors were also measured in five dimensions such as Health, Family, Relationship, Spiritual values and Personal interest.

Organisational commitment was measured by the eight itemed scale developed by Meyer & Allen’s (1990). A sample item from the affective commitment was, “This organization has a great deal of personal meaning for me”. Psychological wellbeing was measured by the 8-item General Health Questionnaire (Kalliath & Brough, 2004). It included four positive items which compose the dimension named Social Dysfunction (e.g. “Have been able to face up to your problems”), and 4 negative items which compose the dimension named Anxiety or Depression (e.g. “Felt you couldn”t overcome your difficulties”). The 3-item turnover intention scale was developed by O’Driscoll&Beehr (1994) to assess employees’ thoughts about quitting their job, plans to look for a new job within the next 12 months, and the likelihood that they will actively look for a new job.

1.14.6 Sample Size

The Sample size is 330 faculty members, working in the self-financing engineering colleges affiliated to Anna University, Madurai region.

1.14.7 Sampling Methodology

The sampling procedure followed for this study is Systematic Random Sampling.

1.14.8 Sampling Method

The total strength of the faculty members working in self-financing engineering college affiliated to Anna University, Regional Campus Madurai is 2321 as on Jan 2013.
Sample Size is calculated using the formula 1.1

\[ SS = \frac{(Z^2 \times (p) \times (1-p))}{c^2} \]  

(1.1)

\[ Z = Z \text{ value (1.96 for 95% confidence level)} \]

\[ p = \text{percentage picking a choice, expressed as decimal (.5 used for sample size needed)} \]

\[ c = \text{confidence interval, expressed as decimal (e.g., .05 = ±5)} \]

Correction for Finite Population represented in formula 1.2

\[ \text{New ss} = \frac{(ss)}{1+ss-1/\text{Pop}} \]  

(1.2)

Pop- Population.

By applying the values in the above equation, the perfect sample size for the given population was found to be 330.

1.15  METHOD OF ANALYSIS

The qualitative factor is converted into quantitative with the help of Likert five point scale. It is illustrated as

![Likert scale](image-url)

Figure 1.2 Likert scale
Each point on the scale carries a score. Response indicating the “Strongly Agree” is 5 and the “Strongly Disagree” is 1. The Likert scaling technique assigns a scale value to each of the five responses.

The final scale reliability was tested using Cronbach alpha coefficient. The primary data collected from the Faculty members are analyzed using the tools such as Independent sample t test, ANOVA followed by Duncan Multiple Range Test, Paired sample t test, Pearson correlation test, Multiple Regression Analysis, SEM analysis etc using SPSS LS Software.

1.15.1 Reliability and Validity of the Instrument

The research Questionnaire was constructed on the basis of CFA as detailed below and the questionnaire fit the data for each goodness-of-fit measure for the proposed SEM model. The value of Cronbach’s Alpha for the whole items was found and represented in Table 1.1 means that the instrument has a high level of consistency. It is compared with CFA in the Structural Equation Modeling by means of Amos 18.0

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1.15.2 Regression Analysis

It is a statistical analysis used to estimate the significant relationship among the selected variables.

1.15.3 T-Test

A t-test is a statistical hypothesis test which is used to determine if two sets of data are significantly different from each other with regard to a specific factor.

1.15.4 Analysis of Variance - One way ANOVA

Analysis of variance (ANOVA) is used to analyze the differences between group means and their associated procedures such as variation among and between groups.

1.15.5 Duncan’s Multiple Range Test

Duncan's Multiple Range Test (MRT) belongs to the general class of multiple comparison procedures that use the range statistics to compare the sets of means. MRT is a variant of the Student–Newman–Keuls method that uses increasing alphalevels to calculate the critical values in each step of the Newman–Keuls procedure.

1.16 LIMITATION OF THE STUDY

Every social research has its own limitations. The present study also has few limitations and they are

1. The study is restricted to self financing engineering colleges only and hence the study may not be applicable to any other industry or sector.
2. The respondents’ replies tend to be biased due to the intensity and nature of the question

3. The sample size is limited to 330 respondents and hence the findings are restricted

4. This study is done only for academic pursuits

1.17 SCHEME OF WORK

The present study “A Study on the Work Life Balance of Engineering Faculty with Special Reference to Anna University Regional Centre Madurai,” has been organized into six chapters.

The First Chapter deals with the Introduction and Design of the study, comprising Introduction, Review of Literature, Research Gap, Significance of the Study, Statement of the Problem, Objectives of the Study, Hypothesis, Methodology, Limitations and Scheme of Work.


The Third Chapter exhibits the outcome of statistical analysis employed to find the relationship between the factors.

The Fourth Chapter locates the interrelationship of Social Support, Work-Life Balance, Organisational/Individual outcomes and goodness of fit of theoretical model using Structural Equation Modeling Technique.
The Fifth Chapter explains availability and usage of Work-Life Balance policy.

The Sixth Chapter is the Summary of Findings and Offers Suggestion to improve the Work-Life Balance of Faculty members.