

## **SUMMARY OF FINDINGS, SUGGESTIONS**

Selected women teachers in Arts and Science Colleges in Chennai have expressed their perceptions towards the work life balance and its causes. Impact of work life balance on Job satisfaction, Institutional training and family commitment of women teachers has been identified. Data collected through questionnaires were recorded and the recorded responses were examined and analyzed in the previous chapter. In this chapter key findings and conclusion of this research are explored. Based on these findings, suggestions have been proposed to improve the work life balance of the women teachers in Chennai.

### **5.1 FINDINGS**

#### **5.1.1 Profile of the respondents**

- This finding is made about personal details of women teachers working in arts and science colleges in Chennai city. 36.5% of the respondents are in the age group of 26-35 years, another 35.6% of them falls in the age group of less than 25 years, whereas 18.9% of them are in the age group of 36-45 years and 9% of the respondents are in the age group of above 45 years.
- This finding is related to marital status of women teachers of arts and Science College. 55.4% of the respondents were married and the remaining 44.6% are living as single.
- Similarly, this finding is made to narrate education of women teachers employed in various arts and science colleges across Chennai city. 50% of the respondents are having an education of Post graduation with M.Phil degree, wherein 25.1% of the respondents are possessing Ph.D. degree and another 24.9% of the selected respondents are Post graduates with NET/SET qualified.
- It is found that 58.6% of the respondents are having an experience of below 10 years, whereas 24.9% of the respondents are having 10-15 years of experience, another 9.7% of the respondents are having 16-20 years of experience, wherein 6.7% of the respondents are having an experience of more than 20 years.

- In addition to the above, 55.2% of the respondents are earning less than Rs.30,000 as their monthly salary, whereas 30.5% of the respondent's monthly salary is Rs.30,001-60,000, another 8.2% of the respondents are earning Rs.60,001-90,000 as their monthly salary, and 6.0% of the respondents are earning a salary of above Rs.90,000 per month.
- This finding describes about the level of qualification of women teachers of various arts and science colleges in Chennai city. 78.7% of the respondents are working as Assistant Professor and the remaining 21.3% of the respondents are employed as Associate Professor in Arts and Science college of Chennai.

### **5.1.2 Work life balance as enhancement of effectiveness and satisfaction in teaching**

- Women teachers in Arts and Science colleges in Chennai accepted that work life balance enhances the effectiveness and satisfaction in teaching. Allowing students to raise their doubts, preparation of valuable points taken from books for student's better understanding are the key aspects of enhancement of effectiveness and satisfaction in teaching through Work life balance. Maintaining good relationship with the students, different styles followed in teaching, favourable and flexible work environment and using different teaching aids are the other important aspects that enhance the effectiveness and satisfaction in teaching through work life balance.
- It is found that significant influence of age on enhancement of effectiveness and satisfaction in teaching was observed. Women teachers in the age group of above 45 years agreed that their work life balance has enhanced effectiveness and satisfaction in teaching and the teachers in the age group of less than 25 years accepted that their work life balance gives little enhancement in effectiveness and satisfaction in teaching in Arts & Science colleges.
- It is articulated that significant influence of marital status on enhancement of effectiveness and satisfaction in teaching was observed. Married women teachers agreed that their work life balance has enhanced effectiveness and

satisfaction in teaching than the women teachers living as single in Arts & Science colleges.

- The researcher made an attempt to highlight this finding that significant influence of education on enhancement of effectiveness and satisfaction in teaching was not observed.
- It is also found to be significant influence of experience on enhancement of effectiveness and satisfaction in teaching was observed. Women teachers with more than 20 years of experience agreed that they are getting more enhancement from work life balance for effectiveness and satisfaction in teaching, whereas the women teachers of with below 10 years of experience are getting more enhancement from work life balance for effectiveness and satisfaction in teaching in Arts & Science colleges.
- This finding highlights the significant influence of monthly income on enhancement of effectiveness and satisfaction in teaching was observed. Women teachers earning more than Rs.90,000 as monthly salary are getting more enhancement from work life balance for effectiveness and satisfaction in teaching, whereas the women teachers with the salary of below Rs.30,000 are getting less enhancement from work life balance for effectiveness and satisfaction in teaching in Arts & Science colleges.
- This finding carries something that significant influence of designation on enhancement of effectiveness and satisfaction in teaching was observed. Associate Professors are getting more enhancements from work life balance for effectiveness and satisfaction in teaching in Arts & Science colleges.

### **5.1.3 Quality of work life balance**

- Women teachers are feeling better quality of work life balance.Improvement of student skills for employment is the vital aspect of the quality of work life balance results into the wellness of the faculty and also improves student's behavior.Special care for improving skills and abilities, programs for welfare of teachers and students, balancing the over work load in the schedule of teachers, participating in the work life balance programs are the other

important aspects of quality of work life balance. The respondents disagreed that the Students' behavior in the class room is exciting and feeling free from tension and pressure while at the work and Cooperation with the students is good in the class as they are inculcated the basic values of teaching well in advance.

- It is put across that significant influence of age on quality of work life balance was observed. Women teachers in the age group of 36-45 years agreed that their quality of work life balance is good and the teachers in the age group of below 25 years are felt that quality of their work life balance needs to be improved in Arts & Science colleges.
- This finding is said to be significant influence of marital status on quality of work life balance was observed. Married respondent's quality of work life balance is better than the women teachers living as single in Arts & Science colleges.
- This finding is taken from statistical analysis that tells us about significant influence of education on Quality of work life balance was not observed.
- It is put across that significant influence of experience on Quality of work life balance is observed. Women teachers with more than 20 years of experience agreed that their quality of work life balance is good and the women teachers with less than 10 years of experience felt that their quality of work life balance needs improvement in Arts & Science colleges.
- This finding is based on significant influence of monthly income on Quality of work life balance is observed. Women teachers earning Rs. 60,001 – 90,000 as monthly salary have better quality of work life and the women teachers with the salary of below Rs.30,000 have low level quality of work life in Arts & Science colleges.
- This finding is based on significant influence of designation on quality of work life balance is observed. Associate Professors are leading better quality of work life balance than the Assistant Professors in Arts & Science colleges.

- It is evident that there is Positive correlation observed between work life balance enhances effectiveness and satisfaction in teaching and Quality of work life balance ( $r = 0.466$ ), which is a significant relationship. This shows that work life balance enhances effectiveness and satisfaction in teaching helps in improving Quality of work life balance by 46.6 percent among women teachers working in Arts and Science colleges.
- It is evident that Work life balance enhances effectiveness and satisfaction in teaching significantly predicts and improves Quality of work life of women teachers employed in Arts and Science colleges in Chennai. Work life balance enhances effectiveness and satisfaction in teaching significantly predicts and increases Quality of work life balance by 0.512 units.

#### **5.1.4 Job satisfaction of women teachers**

- It is observed that women teachers are having good job satisfaction. Optimum usage of time to cover syllabus is the main aspect of satisfaction in job. The respondents agreed that they are able to manage themselves, monetary aspects, appraisal for job experience are the other aspects that brings good job satisfaction among the women teachers working in Arts and Science colleges.
- It is observed that significant influence of age on job satisfaction was observed. Women teachers in the age group of above 45 years are more satisfied with their job and the teachers in the age group of below 25 years are less satisfied with their job in Arts & Science colleges.
- It is observed that significant influence of marital status on job satisfaction was observed. Married women teachers are more satisfied with their job than the teachers living as single in Arts & Science colleges.
- It is observed that significant influence of education on job satisfaction was observed. The teachers possessing Ph.D degree are more satisfied with their job and the teachers possessing Post graduation with M.Phil degree holders are less satisfied with their job in Arts & Science colleges.

- It is observed that significant influence of experience on job satisfaction was observed. Women teachers with more than 20 years of experience are having better job satisfaction and the women teachers with less than 10 years of experience are less satisfied with their job in Arts & Science colleges.
- It is observed that significant influence of monthly income on job satisfaction was observed. Women teachers earning more than Rs.90,000 per month are having better job satisfaction and the women teachers earning below Rs.30,000 as their income are less satisfied with their job in Arts & Science colleges.
- It is quite obvious that significant influence of designation on job satisfaction is observed. Associate Professors are having better job satisfaction than the Assistant Professor in Arts & Science colleges.
- Here is another finding that significant relationship between work life balance and Job satisfaction was observed ( $r = 0.549$ ). Work life balance helps in boosting the job satisfaction of women teachers in Arts and Science College by 54.9 percent.
- Work life balance significantly predicts and improves Job satisfaction of women teachers employed in Arts and Science colleges in Chennai. One unit increase in work life balance leads to an increase of 0.536 units in Job satisfaction.

#### **5.1.5 Institutional commitment of women teachers**

- Women teachers are having good Institutional commitment. Following the instructions from the government to enrich the method of teaching is one of the most important aspects for respondents' Institutional commitment. Respondents accepted that they are committed with the students enrolment, reorganization of institution for effective teaching and prompt payment of salary to the staff are the other important reasons for institutional commitment.
- It is believed that significant influence of age on Institutional Commitment was observed. Women teachers of above 45 years are committed with

institution and less committed by the women teachers of below 25 years in Arts & Science colleges.

- It is believed significant influence of marital status on Institutional Commitment was not observed.
- It is believed significant influence of education on Institutional Commitment is observed. Women teachers possessing Doctoral degree are more committed to their institution and the teachers possessing Post graduates with NET/SET qualification are less committed to their institution where they work in Arts & Science colleges.
- It is articulated that significant influence of experience on Institutional Commitment was observed. Women teachers with more than 20 years of experience are more commitment with to their institution and the women teachers with less than 10 years of experience are having lesser commitment towards their institution in Arts & Science colleges.
- It is found to be significant influence of monthly income on Institutional Commitment is observed. Women teachers earning more than Rs.90,000 as monthly salary are showing more commitment on institution whereas the women teachers with the salary of below Rs.30,000 are having lesser commitment towards their institution in Arts & Science colleges.
- It is told that significant influence of designation on Institutional Commitment is observed. Associate Professors are having more commitment towards their institution than the Assistant Professor in Arts & Science colleges.
- Positive correlation is observed between work life balance and Institutional commitment ( $r = 0.485$ ), which is a Significant relationship. This shows that work life balance improves Institutional Commitment of women teachers employed in Arts and Science Colleges by 48.5 percent.
- Work life balance significantly predicts and improves Institutional commitment of women teachers employed in Arts and Science colleges in

Chennai. One unit increase in work life balance enhances Institutional commitment by 0.518 units.

#### **5.1.6 Family Commitment of women teachers**

- Women teachers are contended with their family commitment. It is noted that Taking family to tour during weekends and holidays and enhance family stability is the most important family commitment. It is also observed that the Engagement in other activities like sports, meditation, spiritual development and recreation to lead happy and healthy life for attaining family commitment.
- It is believed that significant influence of age on family commitment was observed. Women teachers in the age group of above 45 years agreed that they have achieved in their family and the teachers in the age group of below 25 years accepted that they need to achieve more in their family.
- It is understood by this finding that significant influence of marital status on family commitment was not observed.
- It is understood by this finding that significant influence of education on family commitment was observed. Women teachers possessing Doctoral degree accepted that they have achieved in their career and the teachers with educational qualification of Post graduation along with NET/SET agreed that they need to achieve more in their family.
- It is understood by this finding that significant influence of experience on family commitment was not observed.
- It is understood by this finding that significant influence of monthly income on family commitment was observed. Women teachers earning more than Rs.90,000 as monthly salary agreed that they have been committed more to the family, however the women teachers with the salary of below Rs.30,000 honestly accepted that they need to commit in their family.
- It is understood by this finding that significant influence of designation on family commitment was observed. Associate Professors agreed that they have

achieved more in their career, whereas the Assistant Professors denied the same.

- It is understood by this finding that significant correlation is observed between work life balance and family commitment( $r = 0.489$ ), which is a positive relationship. This shows that work life balance helps in achieving family commitment for women teachers employed in Arts and Science colleges by 48.9 percent.

### **5.1.7 Stress of women teachers**

- Women teachers working in Arts and science colleges are facing moderate stress. Disobedience of students is the prime reason for stress. It is noted that the respondents are facing considerable stress through chronic noise raised by the students, allotment of work schedule was not as expected and shortage of teaching faculty. However the respondents agreed that the institution is not showing that much interest in organizing stress killing measures such as yoga, tour, etc.,.
- It is understood by this finding that significant influence of age on Stress was observed. Women teachers in the age group of 36- 45 years honestly agreed that they are facing more stress and the teachers in the age group of below 25 years are facing less stress toward their job in Arts & Science colleges.
- It is understood by this finding that significant influence of marital status on Stress was observed. Married women teachers are facing more stress in job than the unmarried women teachers in Arts & Science colleges.
- It is understood by this finding that significant influence of marital status on Stress was not observed.
- It is understood by this finding that significant influence of experience on Stress was observed. Women teachers with 16-20 years of experience are having more stress in their job and the women teachers with less than 10 years of experience are having less stress in job in Arts & Science colleges.

- It is understood by this finding that significant influence of monthly income on Stress was observed. Women teachers earning more than Rs.90,000 as monthly salary are experiencing more stress in job and the women teachers earning salary of below Rs.30,000 are facing less stress in their job in Arts & Science colleges.
- It is understood by this finding that significant influence of designation on Stress was observed. Associate Professors are facing more stress in their job than the Assistant Professors in Arts & Science colleges.
- Negative correlation was observed between Stress and Quality of work life balance( $r = -0.357$ ), which is a Significant relationship. This shows that Stress experienced by the women teachers decreases work life balance by 35.7 percent in Arts and Science Colleges.
- Stress significantly predicts and reduces work life balance of women teachers employed in Arts and Science colleges in Chennai. One unit increase in Stress significantly predicts and reduces work life balance by 0.304 units.

#### **5.1.8 Attitude of women teachers**

- Women teachers are having good attitude. Respondents agreed that they are allowing the students to take demo class if they want; showing good cooperation in the work spot and do not disclosing their tension of the students are the key aspects of women teachers' attitude. It is also noted that change of pattern in teaching, showing various characteristics for various type of students are the other aspects of women teachers' attitude in Arts and Science College.
- It is understood by this finding that significant influence of age on Attitude of teachers was not observed.
- It is understood by this finding that significant influence of marital status on Attitude of teachers was observed. Married women teachers are having better attitude than the unmarried teachers in Arts & Science colleges.

- It is understood by this finding that significant influence of education on Attitude of teachers was observed. The teachers possessing Post graduation with M.Phil are having better attitude and the teachers with Doctoral degree are little lacking in attitude in Arts & Science colleges.
- It is understood by this finding that significant influence of experience on Attitude of teachers was not observed.
- It is understood by this finding that significant influence of monthly income on Attitude of teachers was not observed.
- It is understood by this finding that significant influence of designation on Attitude of teachers was not observed.

#### **5.1.9 Model for Work life balance of women teachers**

- A model is fit to ensure the Work life balance of women teachers in Arts and Science colleges in Chennai. The model fit Chi-square  $\chi^2/\text{dof} = 1.313$  and the model's p-value is 0.102 which is insignificant at 5% level. The goodness of fit index is 0.914 and adjusted goodness of fit index is 0.905 shows that the model is with better fit.

#### **5.2 SUGGESTIONS**

- Teacher's effectiveness should be improved well. Some teachers joining this teaching field are very young. Therefore, management of the colleges should conduct more training to those teachers having no or less experience. This promotes congenial atmosphere among the staff members. Feedback from the students should be collected every now and then to identify the level of performance of teachers. Lack of performance of teachers is due to absence of work life balance. Therefore, management should ensure employees are satisfied at their work.
- Women teachers in their colleges should be taken care of by taking adequate measures by the management. This includes giving proper counselling at an appropriate time. Identify their quality of work life among teachers. Take

proper precautions to reduce their stress level. Protect their well being with this is directly connected with teaching process. Keep women teachers away from depression evoking from their work and family.

- Family commitment and organisational commitment are like two eyes to a staff. Therefore, staff members in their colleges should look after their work allotted to them within given time frame thus ensuring they spend their time with their family.
- Women staff member's needs to balance work and family. Some women employees become increasing upset due to inadequate attention on their family. Therefore, management should understand their personal problems and allow them to be with their family when need be. Moreover, employees should spare their time with children and help them do their homework. Spend time with even parents also. So that they will not feel being alone.
- Steps should be taken to reduce the stress among women staff members in the colleges. Stress arises due to many causes. So, management should come out with solution to stress related issues among the employees. Stress does not amount to good work life balance.
- Perception and attitude of teachers should be figured out through training. Management should hold training in their colleges to inculcate morale among employees that helps achieves expected work life balance.
- Working hours among women teachers are as high as people of doing blue collar job. Despite they are of the employees of white collar job. Timings of their work is not lucrative. Women teachers tend to work for a long time at their work place thereby leaving no time to spare with the family. Therefore, Flex-time arrangements are a broad category of work-life balance options that focus on the element of time: days, hours, start time and end time of the work. It includes: Alternative work schedules, teachers work a day but can vary the start and end of the workday within defined guidelines. This will set right the issues of teachers arising out of their family. In other words, Flexible use of time is an important element in creating a work-life balance. This does not

mean working less, but giving staff more control over when and where they complete their work. Management should judge staff's performance on their output, rather than the number of hours they spend at work. This is rewarding staffs for performance, not face time.

- Management of some colleges deny the rights of women teachers concerning their leave. Some teachers in their colleges are not able to apply leave due to shortage of staff and other reasons best known to the management. Leaves is a very broad category that includes a wide range of options for taking job protected time off from work, some of which are legally required, such as vacations and maternity leave. Management of the colleges should ensure that leave is provided to teachers at the admitted time. Management should also ensure that interest of the teachers are protected at their work place.
- Lack of dependent care is perceived as one of the issues in the present study. Women employees should take care of their children by devoting their valuable time with them. In this connection, women teachers can get access to on-site child care, emergency child care or elder care, information and referral services.
- Besides, Employees Assistance Program can be evolved to assist women employees and family members with a range of personal concerns that may negatively affect employee's job performance, including substance abuse, mental health issues, family, financial, or marital problems, and legal or emotional stress.
- Some women teachers at their work place feel depressed and stressed. They are more prone to physical disorders in terms of prolonged illness. Management of the colleges should adhere to wellness programs that assist with and educate employees about achieving and maintaining good physical, mental, emotional and social health.
- Lack of understanding about work life balance lead to face practical difficulties in their practical life. Management and employees could be educated about the importance of work-life balance, the benefits provided by

work-life balance policies and the role of workplace culture in inhibiting individual's usage of policies.

- Discussions between management and staff may increase understanding of mutual expectations and develop solutions to work-life balance issues for women teachers. However, discussions between staffs of every department on how they can help each other with work-life balance should be encouraged. Similarly, communication within the workplace may increase understanding of work-life balance issues women staff is dealing with on a daily basis.
- The colleges should encourage women staff across all departments, including managerial staff, to access work-life balance policies. Principal and HOD could be encouraged to act as role models for women teachers by using the policies themselves. Active support by management of the respective colleges is necessary to change the workplace culture.
- The staff members feel that the work-loads are not equal between colleagues. Some women staff tends to work more than the work allotted to them. As has been already pointed out, some colleges are short staffed. To overcome this, management should fill up vacant posts shortly to avoid hefty work load. So equal distribution of workloads should be done to improve the satisfaction of staff members especially in the teaching field.
- Female staff members should be given the facilities like job sharing; crèche facilities, and necessary breaks so that they feel that the college deploying them is helping them in coordinating the family and personal life.
- An ideal work culture in education sector can be created to achieve greater job satisfaction. To improve the work environment, following ideas should be adopted: More cordial co-workers, more cohesiveness between departments, trust and open communication, having a lighter workload, less red tape, more training opportunities.
- Women staff members in all should be interested in the common goal of improving productivity and performance of the institutions. The management of the concerned institutions should take steps toward improving the morale of

the staff members by implementing institutional strategies that would enhance the work culture.

- Employees of education sector should receive acknowledgement for their outstanding efforts, this can be conducted in the form of continuous appraisals, staff awards or creating an innovative reward system that will heighten their morale and at the same time acknowledge their good performance.
- Some colleges do not have job sharing options. Each subject is being thought by single staff. This may cause several hardships to such teacher with she might not be comfortable in the topic. Therefore, those colleges which do not have this system should introduce job sharing option in which one paper to be thought to the students will be shared by two teachers thereby reducing hardship among women teachers that ultimately increase work life balance to some extent.
- Subject allocation should be done according to the experience and qualification of teachers. It will improve the staff's commitment and satisfaction level along with productivity and responsibility.
- Work life imbalance is another reason of job dissatisfaction. So, a supportive management is required to minimize the conflict between work and family. Top management of education sector should realize the importance of work life balance and its adverse effect on job satisfaction. Institutions should have a formal counselling department consisting of senior and experienced faculty members to understand the workers work life balance problems and to help the staff to get the solution.
- It is a technology era. People undergo many changes in the modern scenario. One of them is development of social media such as facebook, whatsApp, Twitter etc. Management of the colleges should engage discussion with staff members using social media to understand their work life balance needs and aspirations.
- Certain modern techniques like Yoga, Instrumental activities should be included in institutions to reduce the job stress. staffs' social gathering

programs and public contact programs will be the better option to reduce the mental pressure in the work place.

- There must be brain storming between management and all staff members relating to their job profile, job stress, and salary from time to time in order to increase their job-commitment. Ensure fairness and consistency in the way college policies that support work-life balance are implemented.
- Reward and recognition system should be fair and transparently to be adapted to each and every staff member in the institutions