



## “WORK-LIFE BALANCE OF THE TEACHERS: IMPORTANT DETERMINANTS OF SOME COLLEGES OF BURDWAN DISTRICT IN WEST BENGAL”

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### ABSTRACT

**Background:** Work Life Balance is a balance between work, family responsibilities and other important aspects of lives. WLB from employee perspective is the maintenance of responsibilities at work and at home. This study is an attempt to understand the intention of employee working with educational institutions and their way of effective balancing personal and professional life.

**Objectives:** This is an attempt to give insight the necessity of adopting work-life balance (WLB) policies for teachers at different levels. The paper examines different elements of WLB among the teachers associated with different institutions.

**Methodology:** Based on the empirical evidence, the study proposes that there is a necessity of adopting WLB polices for teachers. The data for study was collected from 145 teachers working in different govt. and private colleges and universities in the district of Burdwan in West Bengal.

**Findings:** The finding of the study shows that there is a need for proper designing of WLB policies and programs for the teaching community to balance their work and life needs. It is concluded that dependent Adults and Quality of time at Work are dependent on each other.

**KEYWORDS :** Dissatisfaction, Male Dominated Society and Discrimination.

### Introduction:

Work Life Balance is equilibrium to split time and energy of employees between work, family responsibilities and other important aspects of lives.<sup>1</sup> Work Life Balance is defined as a “balance between an individual's work and their life outside work that the balance should be healthy, that personal fulfilment is important inside work and that satisfaction outside work may enhance employees' contribution to work”<sup>2</sup>.

Teachers are called the second guardian. Teaching profession is a respected job with major responsibilities. It may also be associated with physical, mental workload in workplace which can adversely affect professional, personal practical day to day life.

This study is an attempt to understand the intention of employee working with educational institutions and their way of effective balancing personal and professional life.

Based on this understanding, it is proposed that this study might also provide suggestion for institution regarding the issue of WLB policies.

The data for this study was collected from teachers teaching in colleges and Universities both in govt. and private sector. The teaching fraternity is chosen as they a very play pivotal in the development of future generations. It is therefore, essential to see their work is not effected by their own personal needs and hence the need for WLB.

Some institutions do provide some allowances to enable their employees to balance their personal work with professional work . Through the study an attempt has been made to identify different personal motives and its priorities with respect of WLB among teachers belonging to different demographic profiles.

The human resource management function has to continuously plan and execute such policies which enable their employees to balance their personal and professional life.

### Objectives:

**The objectives of our study are:**

- To get an idea about WLB among the teachers of different institutions.
- To analyze gender wise WLB issues.
- To know the influence of age in WLB.

### Materials & methods:

**Study population:** Review Literature was carried out initially. Later in the second stage, a pilot survey was conducted among the teachers for about 15 minute each .These teachers and professor were from colleges and universities belonging to both government and private sector. The educational institutions and the sample for the study belong to the Burdwan district in the state of West Bengal of India.

**Study tools:** Interviews were unstructured and the questions asked were open-ended. Interviews were focused on eliciting how teachers dealt with the issues of WLB. Based on the content analysis of the interview conducted and the review of literature, a questionnaire was prepared with 25 questions.

**Sample size:** Once the institutions were identified, using the questionnaire prepared, a descriptive study has planned to collect data from 145 members of these educational institutions.

**Sampling procedure:** A content analysis was done on the interview transcripts. Content analysis revealed that there were 27 dimensions affecting the WLB issues .This dimension turn out to be similar to what the literature on WLB has broadly suggested. All that we have attempted in this paper is to identify the issues that guide organizations to take decision with respect to WLB. The issues include social, cultural, infrastructure and demographic dimension which have been represented in the study as items.

Educational institutions that have been in operation for more than 10 years were only consider for the study, 10 years because, it would have possibly given these educational institutions to understand the necessity of WLB practices for teachers and professors.

The respondents from those institutions were drawn using non-probability sampling approaches like judgmental and convenience sampling. The data thus collected from these respondents were

coded and analyzed using SPSS 20.0 using statistical tools like percentage analysis, cross tabulation and chi-square.

**Data Analysis and Findings:**

The respondents in the study are dominated by 30-40 years age-group constituting 52.4%, with males constituting 58.6%. The respondents belong to all the levels of teaching professions and a majority of them are Assistant Professors/junior lecturers (67.6%). A majority of the respondents (90%) work 6 days per week and respondents working 8 hours per day constitute 56% of the total respondents. About 27.6% of the respondents of the study rarely exhibit a feeling of 'missing their life'. Almost all the respondents (i.e. 99%) work during normal hours.

**Table 1: Respondents' Demographic Characteristics n=145**

Demographic Variable/WLB Dimensions	Character	Frequency	%
AGE	<30years	43	29.7
	30-40 years	76	52.4
	40-50 years	21	14.5
	>50 years	5	3.4
GENDER	Male	85	58.6
	Female	60	41.4
DESIGNATION	Asst. Prof./Jr. Lect.	98	67.6
	Asst. Prof./Sr. Lect.	41	28.3
	Professor	6	4.1
Having Children	Yes	98	67.6
	No	32	25.5
	Not Married	15	6.9
Children Taken Care of by	Spouse	66	45.52
	In-Law	3	3.45
	Parents	21	16.55
	Servants	3	2.07
	No Children	37	25.52
	Not Married	15	6.90
Dependents to be Taken Care of	Old People	85	58.62
	Dependents (Adults)	35	24.14
	Disabled (Adults)	10	6.90
	Disabled (Children)	5	3.45
	None	10	6.90
No. of Hours Spent with dependents	<2 h	39	26.90
	2-3 h	75	51.72
	3-4 h	16	11.03
	4-5 h	4	2.76
	>5 h	1	0.69
	None to Take Care	10	6.90
Sense of Missing life	Never	18	12.4
	Rarely	40	27.6
	Sometimes	85	58.6
	Always	2	1.4
Sense of Feeling Tired	never	10	6.9
	Rarely	35	24.1
	Sometimes	100	69.0
Option for Managing Stress	Yoga	10	6.9
	Meditation	20	13.8
	Entertainment	95	65.5
	Dance	3	2.1
	Music	12	8.3
	Others	5	3.4
Awareness of WLB Policy	No Policies	80	55.2
	Not Aware	30	20.7
	Flexible Starting Time	1	0.7

	Flexible Ending Time	0	0.0
	Flexible Hours in General	9	6.2
	Holidays/Paid Time-Off	5	3.4
	Job Sharing	5	3.4
	Others	15	10.3
	Factors Facilitating WLB	Working From Home	4
Tech. Like Mobiles/Laptops		30	20.7
Occasionally bring Children to Work		1	0.7
Support from Colleagues		35	24.1
Support from Family		65	44.8
None		10	6.9

Source: Primary Data (Collected by Author)

The respondents in the study are dominated by married people (93.1%), and of these 42.6% individual's spouses also work. Among the married respondents, 45.5% have children who are taken care of by the spouse, if the spouse is not working. In cases where the spouse also works, 16.55% respondents' children are taken care of by their parents.

Among the married respondents with children, 51.72 % spend about 2-3 hours of time with their children and about 11.03 % of respondents spend about 3-4 hours with their children.

Amongst all the respondents who have dependents, 26.90 % of them spend less time with them -2 hours. 12.4% people of the respondents have indicated a feeling of being happy at work, while 58.6% of them indicated a feeling of missing quality life sometimes. 69% of the respondents indicate feeling tired at work and a need to manage stress.

55.2% of the respondents who are aware of the work-life policy said that there is no WLB policy in their organization. And 3.4% of the total respondents expect that WLB policy should in the form of holidays/paid-time offs, while 6.2 % of them prefer for flexible hours in general.

44.8% of the respondents feel that the support they receive from their family member helps them to maintain proper WLB. 24.1% of the respondents also feel the support from colleagues enables them to balance their work and personal life. 100% respondents have reinstated that WLB will definitely lead to being effective in their work.

**Table-2 Showing different Characteristics and their Chi-Square Values**

Characteristics	Having Children*			X <sup>2</sup> p	
	Yes	No	Not Married		
Quality of time at Work	98	32	15	4.846	
				0.204	
Sense of Missing life	Yes	No	Not Married		
	15	0	3		
Sense of Feeling Tired	Rarely	5	5	4.541	
	Sometimes	51	27	7	0.174
	Always	2	0	0	
Sense of Feeling Tired	Never	6	2	2	21.537
	Rarely	26	4	5	0.02
Quality of time at Work	Sometimes	66	26	8	
	Having Dependent Adults				
	Yes	No	Not Married		
	90	40	15	59.099	

				<b>0.001</b>
<b>Sense of Missing life</b>	<b>Yes</b>	<b>No</b>	<b>Not Married</b>	
Never	15	3	0	16.361
Rarely	30	5	5	0.012
Sometimes	43	32	10	
Always	2	0	0	
<b>Sense of Feeling Tired</b>	<b>Yes</b>	<b>No</b>	<b>Not Married</b>	
Never	2	5	3	13.32
Rarely	25	5	5	0.014
Sometimes	63	30	7	

Source: Primary Data (Collected by Author)

**Table-3 Showing Some Other Characteristics and their Chi-Square Values**

Characteristics	Frequency	X <sup>2</sup>
a) Factors Facilitating WLB		p
i. Working From Home	4	
ii. Tech. Like Mobiles/Laptops	30	1.472
iii. Occasionally bring Children to Work	1	0.542
iv. Support from Colleagues	35	
v. Support from Family	65	
vi. None	10	
b) Hours of Travel Factors Facilitating WLB	145	42.564 , 0.001
c) Hours of Travel and Hours of Workout	145	20.125 , 0.004

Source: Primary Data (Collected by Author)

**Results:**

The Chi-square test results were conducted on various attributes of the responses and the results are presented accordingly.

**From the above Table, at a nutshell we get the following results that**

- Having children and Sense of Missing Life are dependent on each other.
- Having children and sense of feeling tired are dependent on each other.
- Dependent Adults and Quality of time at Work are dependent on each other.
- Having children and feeling of missing life are independent on each other.
- Having children and sense of feeling tired are dependent on each other.
- Gender and factor facilitating working balance are dependent on each other.
- Hours of travel and factor facilitating working balance are independent on each other.
- Hours of travel and hours of work out to relieve oneself from the stress are independent each other.

**Limitation of the Study:**

- We do not get any valid conclusion regarding the issue that who have better quality of life, with children or without a child.
- We do not get any valid conclusion regarding the issue that who have better quality of life, with dependant adult or without dependant adult.

**The above two points are under study.**

**Conclusions:**

This study has also been made to identify different personal motives and its priority among different demographic groups that could become the basis for designing WLB policies for teachers. The results

of the study indicate that there are differences in the perception regarding the need for WLB policies based on their background.

It is concluded that having children and quality of time at work are dependent on each other. It is concluded that dependent Adults and Quality of time at Work are dependent on each other. It is also concluded that gender and factor facilitating working balance are dependent on each other.

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