

AN AFFECT OF WORK LIFE BALANCE ON EMPLOYEE ENGAGEMENT: THE STUDY OF PRIVATE INSTITUTIONS IN BAREILLY

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ABSTRACT

As India is a developing country, there is the need of qualified employees for various multinational companies to take active participation in converting India into developed country. LPG policy has incorporated by the government of India in the year 1991. The purpose of privatization in education sector was to give autonomy to private sector in education area. More private institutions and universities are growing to create competition in the market. The private institutions are hiring qualified personnel (teaching and non-teaching). Growing cost of living is the only reason for which more and more educated people are now joining private institutions. In private institutions, management are providing low salary and give workload to employees who create dissatisfaction and disengagement in the mind of employees. The undertaken research study is conducted on 100 teaching and non-teaching staff of private institutions in Bareilly. The researcher is going to find out the affects of work life balance on employee engagement in private institutions of Bareilly. The private institutions should provide flexible working hours, transportation facilities, crèche facilities, work from home facilities and less workload.

KEYWORDS: Employee Engagement, Private Institutions, Work Life Balance

Article History

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INTRODUCTION

Work life balance refers to create balance between professional and personal life of employee. Mathematically it can be understand by a following formula:

$$\text{WORK LIFE BALANCE} = \text{TIME MANAGEMENT} + \text{STRESS MANAGEMENT.}$$

Employees working in an organization have to play various roles at a particular time period. During working hours, employees have to perform various task assigned to them by their superiors, on the other hand they have to perform the role of parents, spouse etc. at home. Sometimes it is not possible for them to manage both personal and professional life at a time. This is the biggest reason for stress. Hence, it is important to manage work and family life to reduce stress. It encourages employees to distribute their time and work on the basis of need and priority so as to manage stress.

In current era, it is being observed that employees are facing various diseases not only because of poor diet but because of stressful environment of organization where they are working. Stressful atmosphere of organization arises because of various factors like long working hours, more burdened employees, poor relationship with superior, lots of

competition with other companies in the market, bad working conditions etc. Such stressful environment of organization is the only reason to reduce productivity, efficiency and loyalty of workers. The consequences of such environment are high labour turnover rate, high absenteeism rate, bad performance given by employees etc.

Work Life Balance



Figure 1: Work Life Balance.

Employee engagement is becoming the most important issue in the industries now. Profitability and productivity are the major aspect for every organization. Hence, it is important to satisfy the people who are working in the industries. Higher the satisfaction level, higher will be the engagement and involvement of employees towards their organization. In current business scenario, employees are searching for those jobs which are much suitable for them. Basically, they are searching for 9 to 5 job. It has been found that in most of the companies 71% of managers felt that employee engagement is the most important driver to achieve success. There are varieties of factors which disengaged employees in organizations such as bad working conditions, lack of reward and recognition, bad behaviour of superiors, low monetary benefits etc.

Sometimes, it become very difficult for employees to manage their professional and personal life because of communication gap between employees and their superiors, non-availability of non-monetary benefits, long working hours etc. In order to develop the competitive advantage in the market, employer must play an active role to manage work and family life of his subordinate because the only way to relieve stress is to create balance between professional and personal life. It is important to communicate the policies and plans to the subordinates first so as to manage their time because ultimately employees have to play the different role at their home as well. Hence, organizations must conduct various work life balance programmes so as to save time and reduce stress of employees. There are numerous programmes conducted by organizations today such as flexible hours, family get together, free tour facilities, gym and yoga facilities to reduce stress of employees etc.

Apart from good salary and other monetary benefits work life balance programmes is the key player to engage employees. Flexible working hours given to employees can develop the sense of responsibility among employees and definitely can engage employees in the organization. Employees feel encouraged during working hours if they get such importance from their superior in their organization. Psychological empowerment enhances sense of personal control of employees and encourages them to engage in organization for long. Employees feel that they are the part of organization and they should work hard to achieve success and productivity.

In this competitive era, the ability of personnel depends upon the quality of teaching provided in schools and colleges. Multinational companies are demanding talented and qualified professionals and that is the only reason the private institutions are growing day by day. As compared to government institutions private institutions are providing updated information and are using new teaching technology. They are competing to create best employees for companies.

Hence, these private institutions require talented and qualified employees in teaching and non-teaching staff. Currently, it is observing that the workers working in private institutions whether on the post of teaching or non-teaching are not satisfied because they are not getting monetary and non-monetary benefits as per their needs. The working hours of teaching and non-teaching staff in private institutions are much lengthy so that they are not able to manage their work life properly. It results less engagement among these employees. The quality of teaching depends upon the involvement and commitment of teachers. If teachers are not engaged with their teaching properly, they cannot impart quality teaching among their students. It is the responsibility of institutions to endow work life balance programmes so as to retain talented personnel in the institutions.

The undertaken research study is focusing on the factors that affect the work life balance of teaching and non-teaching staff working in private institutions in Bareilly region and also analysing whether work life balance programmes affect the engagement level of employees working in private institutions.

LITERATURE REVIEW

D.S.R. Adikaram, Dr. Lakmini V.K. Jayatilake conducted the research study on “Impact of Work Life Balance on Employee Job Satisfaction in Private Sector Commercial Banks of Sri Lanka”. The objective of the study was to understand the affect of work life balance on employee job satisfaction in private banks of Sri Lanka. The study was based on two dependant variables such as job satisfaction and work life balance. Various independent variables were taken into consideration such as working hours, working conditions, programmes of work life balance, work pressure, employees’ preference to change the job etc. In the undertaken research study the researcher collected the data through primary and secondary sources. Under primary data collection method, 150 questionnaire were distributed to the employees of private banks in Sri Lanka. It has been found that the work life balance has an important affect on employee job satisfaction in the private banks of Sri Lanka. It has been observed by researcher that Banks must follow some strategies to manager work and family life of their employees. The research revealed that there is a positive relationship between work life balance and job satisfaction of employees. As per the finding of research study, the banks must pay some attention to some factors that are beneficial to manage professional and personal life of their employees.

Nadeem and Abbas (2009) conducted the research study to analyse the relationship between work life and job satisfaction of employees. The research was based on primary and secondary data collection method. Under primary data collection, 157 questionnaire were distributed to the employees of private and public sector. The research revealed that work overload never affect the balance between work and personal life of employees and there is a positive relationship between job autonomy and job satisfaction which means if employees have freedom of work, they will do better and vice versa.

A.K. Pathak, P. Dubey and Deepak Singh conducted the research paper on “Work Life Balance and Job Satisfaction: A Literature Review.” The research study is purely based on the relationship between work life balance and job satisfaction of employees. There is a reciprocal relationship between the organizational commitment and commitment of employees. If organization is able to satisfy their employees, it will automatically create commitment from the side of employees. There is a mutual benefit from both the sides such as employer and employee. As per the findings of the study, there is a strong relationship between work life balance and job satisfaction of employees. Higher the work life balance, higher will be the commitment and satisfaction level of employees in the organization.

Iqra Iqbal, Muhammad Zia-ud-Din, Arifa Arif, Mahmood Raza, Zunaira ishtiaq (2017) conducted the research study on “Impact of Employee Engagement on Work Life Balance with the Moderating Role of Employee Cynicism”. The major objective behind the research paper was to analyse the relationship between work life balance and employee engagement level in the organization. The researcher observed that the work life balance improve performance, accountability and commitment of employees and reduce the turnover, stress and negative thinking. The researcher collected the data by distributed the questionnaire to 125 employees working in banking sector in Faisalabad.

RESEARCH METHODOLOGY

Objective of Study

- To analyse the affect of work life balance on employee engagement in private institutions
- To study the factors of work life balance which are necessary to engage employees in private institutions

Data Collection Method

The undertaken research study is based on the primary and secondary data. Closed ended questionnaire were distributed to the employees of private institutions in Bareilly. Internet, news paper were used as the source of information.

Research Design

The research study is based on the descriptive research design. Closed ended structured questionnaire method is used to collect the data.

Sample Size and Sample Unit: The data was collected from the teaching and non-teaching staff of private institutions in Bareilly. 100 questionnaires were distributed to the employees of private institutions. Convenience sampling method is used to collect the data through questionnaire.

Hypothesis of the Study

- H1: There is a positive relationship between individual factors and work life balance.
- H2: There is a positive relationship between organizational factors and work life balance.
- H3: There is a positive relationship between family factors and work life balance.
- H4: There is a positive relationship between work life balance and employee engagement.

The following tables are showing the distribution of questionnaire among people on the basis of demographic factors:

Table 1

Demographic Factors	
(A) Age	No of Respondents
21-30	54
31-40	26
41-50	16
Above 50	4
Total	100

(B) Nature of Job	No. of Respondents
Teaching Staff	73
Non-teaching staff	27
Total	100
(C) Income (Rs.)	No. of Respondents
Less than 10,000 Rs.	30
10,000 to 20,000 Rs.	35
20,000 to 30,000 Rs.	20
More than 30,000 Rs.	15
Total	100
(D) Marital Status	No. of Respondents
Married	70
Unmarried	26
Divorced	4
Total	100
(E) No. of Children	No. of Respondents
None	16
One	32
Two	43
Three	9
Total	100

Table 2: Individual Factors and Work Life Balance

Statements	Strongly Agree 1	Agree 2	Neutral 3	Disagree 4	Strongly Disagree 5	Total
I have positive attitude towards my Institution	08 (8%)	13 (13%)	08 (8%)	47 (47%)	24 (24%)	100
I am satisfied with my Institution	05 (5%)	07 (7%)	06 (6%)	54 (54%)	28 (28%)	100
I feel comfortable to balance my family and professional life	12 (12%)	14 (14%)	03 (3%)	18 (18%)	53 (53%)	100
I enjoy my role at work and at family both	10 (10%)	12 (12%)	06 (6%)	49 (49%)	23 (23%)	100
I can easily manage my stress level to manage both role (family and work) simultaneously	03 (3%)	13 (13%)	02 (2%)	35 (35%)	47 (47%)	100

RESULT AND DISCUSSIONS

The individual factors affect the work life balance in an organization. Individual factors may involve perception, attitude, personality, satisfaction level, decision making ability etc of person. The ability to handle the situations at work and family affects the work life balance. If an employee is unable to solve daily problems, he will not be able to balance his work and personal life. Table 2 is indicating the affects of individual factors on work life balance in private institutions of Bareilly.

Statement 1 is showing that out of 100 employees (teaching and non-teaching), 24% and 47% employees are having negative attitude towards their institutions. This shows that they do not have positive thinking for their institutions.

Statement 2 is showing that most of the institutions are not able to satisfy their employees in teaching and non-teaching staff, because 54%+28% of employees highly disagree regarding satisfaction level.

Statement 3 is indicating that 18%+53% employees of private institutions in Bareilly strongly disagree and disagree to manage their work life balance properly.

As **statement 4** is showing that whether employees in private institutions enjoy their work or not. The result shows that out of 100 employees 49% (Disagree) + 23% (Strongly Disagree) employees do not enjoy their work at workplace. It definitely affects their work life balance because if a person does not enjoy his/ her work, he will not be able to manage professional and personal life.

Stress is the only reason to reduce the productivity at work place and at home both. A person should know the strategy to manage his stress level. The study shows that 35% (Disagree) + 47% (Strongly Disagree) employees are not able to manage their stress level. It definitely affects their work life balance because they will confuse to give priority to both (family and professional) life simultaneously as per situation.

Table 3: T-test: One Sample Regarding Individual Factors And Work Life Balance

	Total
Mean	19.18
Variance	34.51272727
Observations	100
Hypothesized Mean Difference	100
Df	99
t Stat	-137.5717324
P(T<=t) one-tail	3.6349E-115
t Critical one-tail	1.660391157
P(T<=t) two-tail	7.2699E-115
t Critical two-tail	1.9842169

Decision: The above table 3 indicates the critical value of t i.e. 1.66 which is greater than the t-statistics value i.e. -137.57. Hence, the H1 (Hypothesis 1) is accepted. It can also be concluded that individual factors such as attitude, personality, and perception of employees working in private institutions Bareilly positively affect work life balance of employees working in such institutions.

Table 4: Organizational Factors and Work Life Balance

Statements	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Long working hours do not affect my role at home	06 (6%)	12 (12%)	06 (6%)	32 (32%)	44 (44%)	100
I get enough time for my family after working hours	06 (6%)	10 (10%)	04 (4%)	35 (35%)	45 (45%)	100
I do not feel pressure at work and it is helpful to fulfil the needs of my family members	04 (4%)	05 (5%)	04 (4%)	41 (41%)	46 (46%)	100
My Institution helps to manage our family life by providing maternity/ paternity leaves, family get together programmes and fun activities	13 (13%)	06 (6%)	03 (3%)	59 (59%)	19 (19%)	100
I never carry Institutional work at home	04 (4%)	10 (10%)	05 (5%)	51 (51%)	30 (30%)	100
I feel relaxed and comfortable at home on holiday	03 (3%)	12 (12%)	05 (5%)	56 (56%)	24 (24%)	100

RESULT AND DISCUSSIONS

Organizational factors affect the work life balance of employees. Organizational factors may involve long working hours, overload, bad behaviour of superiors, pressure to complete the task, various opportunities to manage work life balance etc. Table 4 is showing the affect of organizational factors on work life balance in Institutions.

As indicating in **statement 1** “Long working hours do not affect my role at home”. It has observed that out of 100 employees 32% (Disagree) + 44% (Strongly Disagree), which means that long working hours affect the work life balance negatively in institutions. In institutions timing is very lengthy and it is not possible for employees to manage their personal and professional life properly.

Statement 2 is saying that 35% +45% employees do not have time for their family members because of lengthy working hours.

Statement 3 is indicating that institutions in Bareilly pressurize their employees to work. Teaching staff are bound to take around 30 lectures in a week which shows that at least they have to take five lectures in a day. It automatically affects their productivity and affects their work life balance.

In current business scenario, it is the responsibility of organization to provide various programmes to manage work life balance of employees such as maternity leaves, family get together programmes, fun activities etc. **Statement 4** is indicating that 59% (disagree) + 19% (Strongly disagree) of employees are accepting that their institutions do not provide these programmes properly; hence they are not able to manage their personal and professional life properly.

Statement 5 is saying that 56% +24% employees working in such institutions are not able to manage their work life balance. They do not feel relaxed at home because of lengthy and heavy work pressure on holiday. They spend most of the time to complete their professional work at holiday.

Table 5: T-Test: One Sample Regarding Organizational Factors And Work Life Balance

	Total
Mean	23.63
Variance	42.63949495
Observations	100
Hypothesized Mean Difference	100
Df	99
t Stat	-116.9544537
P(T<=t) one-tail	3.1534E-108
t Critical one-tail	1.660391157
P(T<=t) two-tail	6.3068E-108
.t Critical two-tail	1.9842169

Decision: The above table 5 indicates the critical value of t i.e. 1.66 which is greater than the t-statistics value i.e. -116.95. Hence, the H2 (Hypothesis 2) is accepted. It can also be concluded that organizational factors such as superior behaviour, organizational policies, etc positively affect work life balance of employees working in private institutions in Bareilly.

Table 6: Family Factors and Work Life Balance

Statements	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
My family members support me to manage my professional life	13 (13%)	26 (26%)	06 (6%)	42 (42%)	13 (13%)	100
Family problems and issues do not affect my productivity at work	08 (8%)	19 (19%)	03 (3%)	51 (51%)	19 (19%)	100
I interact with my family members after coming home	21 (21%)	18 (18%)	09 (9%)	37 (37%)	15 (15%)	100
My family members never complaint about my work load and working hours	16 (16%)	25 (25%)	08 (8%)	36 (36%)	15 (15%)	100
I frequently go for vacations with my family members	07 (7%)	23 (23%)	02 (2%)	39 (39%)	29 (29%)	100

RESULT AND DISCUSSIONS

In current hectic environment, family support is necessary to reduce stress level and to manage work life properly. Good family support motivates an employee to perform better at workplace. Table 6 is discussing the affects of family support on work life balance.

Statement 1 “My family members support me to manage my professional life” indicates that out of 100 employees of private institutions in Bareilly 42% (Disagree)+13% (Strongly Disagree) think that their family members do not support to manage their work life properly.

It happens that some family issues and problems affect the productivity of workers at work because he has to play various roles at different places simultaneously. **Statement 2 of table 6** is showing that 51% (Disagree) + 19% (Strongly Disagree) employees feel less productive at work because of the issues and problems of family members.

Statement 3 is saying that majority of employees do not have enough time to interact with their family members after the working hours which definitely affect their work life balance.

Statement 4 is indicating that out of total number of employees 36% + 25% employees’ family members never complaint about the workload and working hours of employees that boost an employee to perform better at workplace.

Statement 5 is showing that most of the employees do not have time to go for vacations with their family members because of unavailability of leaves which may cause frustration at workplace.

Table 7: T-Test: One Sample Regarding Family Factors And Work Life Balance

	Total
Mean	16.46
Variance	40.97818182
Observations	100
Hypothesized Mean Difference	100
Df	99
t Stat	-130.5022887
P(T<=t) one-tail	6.552E-113
t Critical one-tail	1.660391157
P(T<=t) two-tail	1.3104E-112
t Critical two-tail	1.9842169

Decision: The above table 7 indicates the critical value of t i.e. 1.66 which is greater than the t -statistics value i.e. -130.50. Hence, the H_3 (Hypothesis 3) is accepted. It can also be concluded that family factors such as family support, vacations with family, understanding attitude of family members positively affect work life balance of employees working in private institutions in Bareilly.

Table 8: Affect of Work Life Balance on Employee Engagement

Statements	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Better work life balance programmes are helpful to create commitment towards my Institution	49 (49%)	21 (21%)	04 (4%)	10 (10%)	16 (16%)	100
Strategies regarding work life balance programmes can reduces the ratio of labour turnover in my Institution	29 (29%)	35 (35%)	03 (3%)	23 (23%)	10 (10%)	100
Superior support in Institution forces me to work enthusiastically	24 (24%)	36 (36%)	06 (6%)	13 (13%)	21 (21%)	100
Family support reduces the stress that increases my productivity at work as well	48 (48%)	21 (21%)	02 (2%)	18 (18%)	11 (11%)	100

RESULT AND DISCUSSIONS

Work life balance affects the involvement and commitment level of employees at workplace. If an employee is not able to manage professional and personal life better, he will feel irritated and automatically switch the job to another. It is necessary for all organizations to help their employees in managing their work life properly, and only then employees will be satisfied and feel engaged at work place.

The researcher asked some questions from employees working in private institutions in Bareilly. Through the questionnaire, it can be easily understand that the work life balance affects the engagement level of employees working in private institutions.

The study shows that 49% + 21% employees do agree that work life balance affects their engagement level at work place.

Most of the employees are thinking that better work life balance programmes reduce the labour turnover at workplace because it creates sense of responsibility among employees working in institutions.

Positive support from superior at workplace always motivates an employee to perform enthusiastically at workplace. Statement 3 in Table 8 indicates that 24% + 36% employees seek superior support at workplace.

Similarly, family support also reduces the stress level of employees at work place. Out of 100 employees, 48% + 21% employees feel that their family plays an active role to motivate them at workplace.

Table 9: T-Test: One Sample Regarding Work Life Balance And Employee Engagement

	Total
Mean	9.67
Variance	33.07182
Observations	100
Hypothesized Mean Difference	100
Df	99
t Stat	-157.074

P(T<=t) one-tail	7.7E-121
t Critical one-tail	1.660391
P(T<=t) two-tail	1.5E-120
t Critical two-tail	1.984217

Decision: The above table 9 indicates the critical value of t i.e. 1.66 which is greater than the t-statistics value i.e. -157.057. Hence, the H1 (Hypothesis 1) is accepted. It can also be concluded that work life balance programmes positively affect employee engagement. If employees working in private institutions are able to manage their work life properly, it definitely forces them to work willingly and improve their engagement level.

CONCLUSIONS

As per the findings of the study, it has found that individual factors, organizational factors and family factors affect work life balance of employees. The researcher found that work life balance also affect the engagement level of employees working in the private institutions in Bareilly. It is true that monetary benefits affect engagement level of an employee but work life balance is the key factor which affects degree of engagement among workers. If the employees in private institutions (teaching and non- teaching) are not able to manage their personal and professional life in a systematic way, they will not be involved in the institutional activities willingly. Private institutions are not providing facilities to their employees so as to manage their work and family life properly. They give large amount of lectures in a week to their faculty members, the timing of lectures are very lengthy, provide clerical work to their teaching staff etc. Such activities affect their work life balance negatively. Work life imbalance is the only reason to create disengagement at work. It is the duty of institutions to develop such an environment where teaching and non-teaching staff can enjoy their work without stress so as to give their contribution to teach as per the market requirement.

SUGGESTIONS TO IMPROVE WORK LIFE BALANCE

Better education provided to students depends upon the employees whether in teaching or non- teaching staff of private institutions. Work life balance is the only way to improve quality of work life of employees. Employees working in private institutions of Bareilly require work life balance to enhance engagement level among them. Hence, the private institutions should follow some methods to improve the work life balance of employees working in private institutions to improve the productivity of students properly. Following are some suggestions to improve work life balance of teaching and non-teaching staff of private institutions.

- Private institutions should reduce the workload of faculty members as well as the non-teaching staff of institutions. They should believe in quality rather than quantity.
- Private institutions should not give the clerical work to faculty members. Such clerical work forces those to carry such work at home. Hence, they can't manage their family life because of such clerical work.
- Private institutions should conduct the workshops, seminars and conferences where they should hire some experts to train them how to manage work life properly.
- Private institutions should conduct the get together programmes, fun activities at work etc.
- Working hours of employees (teaching and non-teaching staff) should not be lengthy.

- Superior should always provide the support to their subordinates so as to manage their work and family life properly. They should understand the problems of their subordinates.

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