



## **A Study on Work Life Balance of Women Teachers in a Mangalore Engineering College**

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### **Authors' contributions**

*This work was carried out in collaboration among all authors. Authors RAF and BB designed the study, performed the statistical analysis, wrote the protocol and wrote the first draft of the manuscript. Authors Dhavala, KBK and Divyashree managed the analyses of the study. Author SSK managed the literature searches. All authors read and approved the final manuscript.*

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### **ABSTRACT**

Women are the building blocks of the society especially the teachers. It is very difficult for women to work throughout the day by managing the work schedules as well as the family when small kids are around. The organizations always demand for more and more performance. The women employees find it hard to manage and so called work life balance will be shattered. This study made an attempt to find the level of work life balance among women teaching professionals in a Mangalore college. The study also throws light on the factors which could improve the work life balance.

*Keywords: Teaching professionals; work life balance; academic performance.*

## 1. INTRODUCTION

From an identity confined to kitchen and daily household chores, to an identity in IT and other sectors of work, the role of women has changed drastically. But, the only difference between the two genders is that men are more accessible to concentrate only on work compared to women. For her, it's more challenging because of the traditional mindset of handling both works inside and outside home. Hence, this is leading to an imbalance between the personal and professional life of women. So, in the motive of earning enough for the betterment of her family, the work life dominates her personal life. As a result, it leads to social hazards such as increase in the number of divorces and infertility due to stress in work. Sometimes women get subjected to high level of stress, that they are more prone to undergo depression and other mental issues. It has been observed that a woman can work well before marriage but this consistency changes after marriage and tends to change until her retirement. So in the rise of this issue, many organizations have come forward for the betterment in the dual life of women. This enables her enjoy both of her lives and attain a level of satisfaction.

Women who are professionals face a lot of trouble removing the barriers and building bridges with respect to balancing between home and work. From time, immemorial women had to cross a lot of obstacles to achieve a position in society. But with the advancements in the fields of education and mindset, they were able to overcome the obstacles. A work life balance can be achieved in a women's life only when she is able to enjoy and achieve in both personal and professional life. All this is leading to an increase in the job opportunities of women. This has given many women an aspiration to their personal development.

## 2. LITERATURE REVIEW

In modern days', women have shouldered equal responsibilities with men for the welfare of the family in various ways whereas historically in India the birth of a girl was believed to mark the arrival of the Lakshmi—the goddess of wealth and richness. But today's women are working in various areas and they are also the strength of their family. The biggest challenge for women is, how to balance the demands of the family and

carrier. The participation of women in income generation activities leads them to satisfy their home needs to greater extent. Planning and personal effort is important for balancing in work and personal life [1].

A study of work life balance among women teachers of Self financing colleges (SFC) in Tanjavoor district, Tamil Nadu says that depending on personal satisfaction, professional satisfaction, organizational support, work environment, HR intervention policies, professional pride for a women managing both personal and work life is not an easy thing. The strategies used by women for the management depends completely on situation. This also increases the quality of life of women teachers which leads to job satisfaction [2].

A study on work life balance of married female teaching staff of selected schools of Dakshina Kannada district found that 81% of married female school teachers are mainly working for financial reason even after marriage. 86% of married female school teachers have children, out of which 60% teachers have more than one child. Results conclude that women must have a goal in her life and excel towards the goal, so that she can balance both work life and personal life. She should work for individual upliftment and accomplishment of institutions. Even the institutions should address the work life balance, related issues among their staffs, specifically the women [3].

Work life balance for teaching engineering course has become one of the greatest challenges in today's world. Teachers need to spend extra hours every day to be effective and productive in their profession, so that they could reach higher levels and face the challenging atmosphere. The study [4] reveals that the level of work life balance varies in government, private and aided engineering colleges. They say that the best practice for work life balance includes 5 days' work per week, planned vacation, leave facilities including maternity leave. This study also observed that the stress level for higher levels of teaching are more compared to middle and primary schools.

A work life balance study of female teachers of Kendriya Vidyalaya in Uppal, Hyderabad [5] found that, based on working hours and its feasibility with private life, balanced work life,

time spent on domestic activities, working overtime and on holidays, worrying about work apart from working hours, missing out quality time with family and friends, institutional support and many other factors, women whose juggling between responsibilities, work, obligations and multiple family roles, it becomes burden for her to manage both. So, the institution understanding their situation and providing them better working conditions can help women balancing their life effectively.

In study of impact on life of women employees in education factor revealed that the responsibilities of women that generate work life conflicts are having children, elderly parents, spouse, adult with disability. Women due to the job can spend only few hours with their family. Organizational support has positive impact on work life balance of women. This study tells that education sector provides the largest employment which is the job most suited for women as she is considered to have lots of patience. The demand for harmonizing work is greater from both the sides. Hence there must be proper coordination at home and also work by adopting some of the measures [6].

A study of work life balance of female teaching professionals in Coimbatore [7], says how working women manage to balance her working and non-working life. The study conducted on individual factor like personal life, family life, duration, job satisfaction. The study direct women employees to plan for better strategies and better condition for their working.

The present world might be characterized by revolutionary innovations and accelerated growth and development in every possible field. But the other side of the coin relates to the extended working hours [8]. Work life balance is seen more in women issue due to the mind set where the women are considered primarily responsible for the smooth running of the day to day affairs of the family irrespective of her job profile and official responsibilities. That is why managing work and family responsibilities can be very difficult for women. Such imbalance has a negative effect on the personal life of working women which in turn have taken the forms of social hazards such as increasing number of divorces, infertility due to stress level. Various tests like ANOVA, Levene's test, F-test, Tucky's method, Games Howell method were considered to study the impact of work life balance of women. Hence, flexible working arrangement

facility is perceived to help employees to reduce their stress, because of which women are able to take up multiple responsibilities.

A study on work life balance of female employees in education sector concluded that based on how long they spend time thinking about their work during non-work, how long they spend time in work place and with family and friends, work load imposed on them, affect work life on domestic work. It concludes that women have challenging situation to make equilibrium between both. She is playing dual role in life. The mentality is made up to work more and earn which affects the family life. It also depends on their age, experience, qualification and salary [9].

The time has changed from men alone caring for family living, to both men and women equally sharing responsibilities of earning for the betterment of their family life. Considering the historical data of employment survey in India which indicates that the employment rates of women has increased by 3.6% per year from 1991 to 2001. This shows that the women are able to have job satisfaction including enjoyment and at the same time we also have respected place in any carrier that is her achievement. As she grows older, the burden increases, hence she withdraws her work due to simple reasons like for the concern of her children, aged in-laws/ parents and other family pressures. From the data collected for the survey, it shows that the adequacy of the work is fairly good which means women have a better balance in the both areas. It was found that, out of 30 women 14 preferred working in the weekends while the rest preferred work during morning or evening. Also, the survey found that most of these women work for financial reasons [10].

A study was conducted on work life balance in working women of Pondicherry [11]. Based on study conducted on married women of Pondicherry from academic, IT and health sectors. The questionnaire was given and they were asked to answer mainly considering age factor, spouse profession, number of children, maintenance of family relationships and friendships. It is found that majority of the respondents were not successful in striking a balance between their personal and professional life. Women are struggling to maintain a balance between work and family life. The problems and difficulties of women are multi-dimensional as evident from literature reviewed. They require

support from family and institution to maintain it in good way.

Purushottam et al. [12] studied on work life balance of women working in teaching profession at Kohlapur. Considering the factors like their age, monthly salary, family status, the importance and the ability and inability to achieve work life balance, causes for work life imbalance, the frequency of stress experienced and finally how to achieve work life balance were calculated. It was inferred that the work life balance is very important factor for achieving quality of life. If such balance is not found, then she may feel as a slave of her work and family responsibilities and will soon be fed up and withdraw from her job.

Maeran et al. [13] studied on work life balance and job satisfaction among teachers, based on the factors like teachers job has a detrimental or a beneficial effect on family life and vice versa, level of teaching, employment contract, qualification obtained, family status and presence of children. Based on these factors the study says that, the female workers are very busy and it is a stress for the mothers to work. The level of stress depends on the teaching experience, the degree of schooling which they taught. Work family conflict affects both the teachers' attitude and organizational behavior.

The imbalance in the workplace may result in the role stress, especially for women, as they need to manage the dual role of managing the family and the workplace, which would result in the diminishing the quality of the work delivered and the high attrition rate [14]. Better human resource practices will enhance the work-life balance of the employees in the organization which will be directly proportional to the organizational commitment. This would definitely result in the improved quality of lectures and the student's performance [15].

The faculty in the higher education is more research oriented, and the same interest amongst the students is circulated, results in soothing relationship between the students and the faculty which would definitely help the faculty to have a better life at the work place [16].

## 2.1 Objectives of the Study

Objectives of the study were to know the impact of various factors influencing the work life balance of women teachers in higher education,

to examine the impact of work life balance on women teachers' performance and to suggest the management to take necessary actions for the betterment of work life balance.

## 3. RESEARCH DESIGN

Work Life Balance has been a very crucial topic of discussion since many years and still continuing because of its importance. The work life balance of women employees specially in the education sector is the critical topic as it not only involves, employees, management but the students who are the nation builder. Since there are quite number of evidences proving that poor work life balance will have impact on job satisfaction and productivity, this will hinder the students' performance. Therefore, the study has been conducted to see the work life balance of women employees in the Mangalore city.

The limitations of the study were: The study confines to one small region with a small sample size, the study involves work life balance of women employees only, and study cannot be generalized to all engineering colleges.

The study was conducted in Mangalore city with the help of a standard questionnaire. A total of 30 female staff from the engineering colleges in Mangalore were contacted to fill the questionnaire. The data was collected in the month of September 2018, where the regular semester was started. Research tool is a measuring technique which helps in data collection. The collected data was analyzed with the help of the statistical tool. The questionnaire consists of 2 parts. First part consists of demographic profile of respondents and the second; part is structured in further 5 different parts which individually are further divided in various closed ended questions. The study is done on the basis of Likert's 5 point scale to take information regarding the work life balance. The variables considered in the study are work life balance activities, the perceptions of women professionals regarding the barriers, the family responsibilities and organizational support. The self framed questionnaire was resulted in a reliability value of 0.720 in kmo test.

**Ho:** There is no significant association between age and work life balance.

**H1:** There is a significant association between age and work life balance.

## 4. RESULTS AND DISCUSSION

### 4.1 Demographic Data

The demographic data was configured considering the variables like age of faculty members, qualification, number of children and the family annual income. The data includes questionnaire responses from faculty amongst the engineering colleges in Mangalore city describing their demographic characteristics which compiled in Table 1. This reveals that majority of the female staff working in Mangalore region are below the age of 35 and are married. They live in nuclear families with young kids. This shows a clear vision that women are the major supporters of family livelihood and also as they live in nuclear families they take a greater accountability of bringing up their children and house hold responsibilities.

### 4.2 Statistics Relating to Work Life Balance

The mean score values for the statistics influencing the personal and work life balance of women employees in the higher education is presented in Table 2. It is evident from the Table that women are happy with their individual and family life and also they are satisfied with their workplace environment as they have ranked simultaneously 1 and 2. Meanwhile the

organizations must give more support for working women, by providing them flexi timing and offs so that the work-family conflicts can be avoided. It was also found that majority of the staff are able to enjoy their day to day life with little time to improve their skills and knowledge. But, they find it difficult to associate themselves with social activities as they do not find much time for it. Further, enquiry also throws light on the fact that, the female employees face the work-life conflicts quite frequently, as many times the family life interferes with the work. The collected demographic data supports this fact as majority of the families are nuclear families and kids belong to the age group of less than 5 years. At this age, kids need their mother the most. Hence, the level of work-life conflict is very high as women teachers are not able to concentrate in both the places.

### 4.3 Chi Square Test Analysis

To know the relationship between age and work life balance, Chi Square test was used and the results are shown in Table 3.  $H_0$  indicates that there is no significant association between age and work life balance. The calculated value of Chi square is 24.53512. Hence, the  $H_0$  is rejected at 5% level of significance (18.307) which means that there is a significant relationship between age and work life balance.

**Table 1. Demographic data of the sample**

Age of the respondents (years)	%	Qualification	%
25-30	63	PG	80
31-35	27	PG with M. Phil.	7
36-40	10	Ph. D.	13
Marital Status	%	Type of Family	%
Married	67	Nuclear	67
Unmarried	33	Joint	33
Age of the children (years)	%	Family annual income (Lakhs)	%
<5	40	2-3	13
5-10	10	3-4	13
11-15	15	4-5	10
>15	35	5-6	34
		>6	30

**Table 2. Factors influencing the work life balance**

Factor	Mean	Standard deviation	Rank
Satisfaction about work place environment	3.586	0.831	2
Individual and family happiness	4.137	1.269	1
Balance of personal and work life	3.106	1.093	4
Frequency of work life conflict	2.881	1.237	5
Organizational support for work life balance	3.373	0.977	3

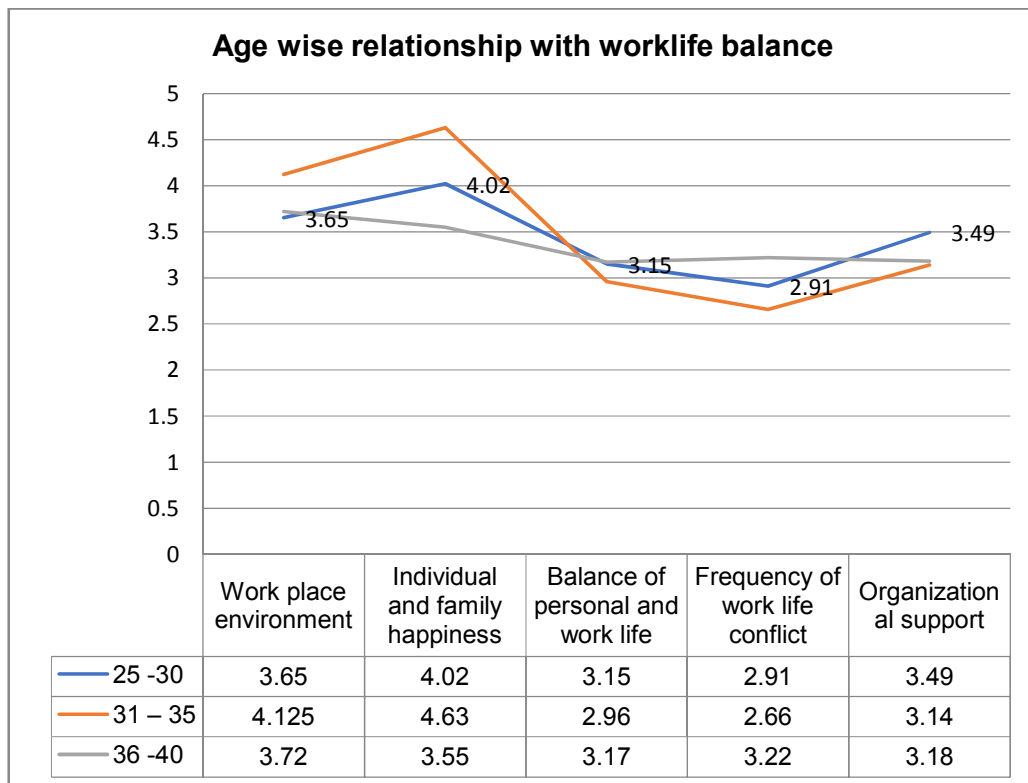
**Table 3. Chi square test analysis data**

Age	20	21	22	23	24	25	Total
25 -30	833	1604	1019	499	731	1268	5954
31-35	324	778	403	192	277	518	2492
36 -40	134	224	162	87	105	180	892
Total	1291	2606	1584	778	1113	1966	9338

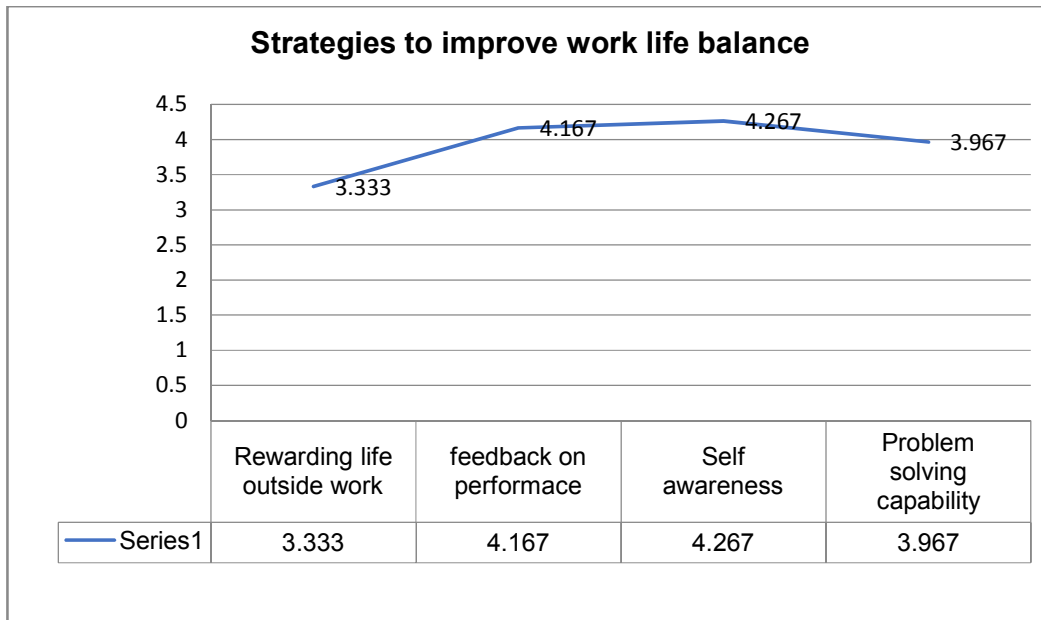
**4.4 Age Wise Relationship with Work Life Balance and Strategies to Improve Work Life Balance**

The mean values shown in Fig. 1 explain the variations regarding age wise relationship with work life balance. The age group of 31-35 finds very difficult to balance the work life as compared to their other counterparts. Because, majority of them live in the nuclear families and also the age group of kids is below 5 years which they find it very hard to manage. The women employees belonging to the age of 36–40 finds it hard to get organizational support. This is the time where they associate themselves with increments, salary hikes and promotions. If they are unable to get it they find very hard to adjust with the environment.

When questions were raised on the strategies to improve the work life balance the following indications were observed as shown in Fig. 2 It explains various strategies to improve the work life balance of women employees which is of utmost importance. The employees would be interested to get the timely feedback on their performance so that they could do much better gradually. They also would like to know about themselves and improve their problem solving capability. A proper training on self-awareness techniques would definitely make them feel happy and comfortable. The employees also look forward for the rewarding life outside work such as the club membership, cultural activities, picnic etc. But, due to the work schedule they are finding it difficult.



**Fig. 1. Age wise relationship with work life balance**



**Fig. 2. Strategies to improve work life balance**

**5. SCOPE FOR FURTHER STUDY**

The study of work life balance of women employees of engineering colleges in Mangaluru region can be further extended to a large sample size covering more institutions which give us the broader insights. Further, study can be extended to the whole organization itself with all teaching and non-teaching employees by whom their commitment and productivity can be assessed. The study can also be extended to other graduate colleges in the region and a comparison can be made with the professional colleges.

**6. CONCLUSIONS**

Employees are important assets of the organization. Students as well teachers are the backbones of any institutions. For any institutional growth, the mental peace of both students as well teachers are equally responsible. For this fast growing expensive world, the women going for work becomes a necessity thereby resulting in personal growth of women which intern leads to the growth of the organization as well as the well being of the family. They are the life blood. It is very important that women working in the organization must be happy, which otherwise will lead to negative impact on each and every family members, especially their kids, 'the future

generation'. Even though the educational institutions were meant to be stress free, women employees are affected due to the work life imbalance. Thus, it is required to be given little more consideration for them, in order to build up the organization. The study will help the employers to rethink on flexible work schedules and providing more part time opportunities for the women employees, so as to improve their mental happiness together with their work performance.

**COMPETING INTERESTS**

Authors have declared that no competing interests exist.

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