A Case Study of Work Life Imbalance among Women Teaching and Non-Teaching Staff of a Private School in Puducherry

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Abstract: The Work life imbalance is quiet uncommon among the researchers. It means the imbalance that arises between the work life and the personal life of the employees. This paper brings out the factors responsible for the work life imbalance. In this paper, case study method is followed and the cases were collected through random sampling technique. The information is gathered from both teaching and non-teaching women staff of an private school in Puducherry. The information is gathered from the respondents through the unstructured interview schedule and they were presented in case lets. Through the Study, we have found out that multiple role conflict is the most frequent factor responsible for the work life imbalance among majority of cases say 6 cases. At the same time, work Environment is considered to be the least factor responsible for the work life imbalance as it was reported by just 2 cases. The suggestions were provided in this paper for the reduction of the multiple role conflict which is the highest reported reason for work life imbalance among those 20 cases. Through this study, one can be in a position to better understand the work life balance through its opposite concept better known as work life imbalance.

Keywords: Work life imbalance, Academic women employees, Work life balance, Case Study, Case let.

I. INTRODUCTION

Work life balance is the major concept and many studies have been conducted on it. But, generally every factors affect the work life balance of an employee either positively (or) negatively. The work life balance refers to the achievement of optimum balance between the personal life and the professional life. Similarly, Work Life imbalance refers to that lack of balance which prevails between the work and the personal life of a particular person. Generally, there are various variables which are responsible for the negative work life balance of the employees in an organization.

There are many variables which are exerting negative relationship with the work life balance of the employees in an organization. Some of those common variables that affect work life balance of the employees were Demographic profile, Workload and responsibilities, Work Environment, Family Demands, Job demands, Role Conflict, Quality of work, Quality of work life, Employee Engagement, Job satisfaction, Employee satisfaction, Job satisfaction and Attrition. These factors also provide positive impact on the worklife balance level of the employees in an organization. This impact on work life balance changes from person to person depending upon their circumstances.

When all the studies focus on the work life balance and the various factors affecting the work life balance there is no study with regard to the work life imbalance. In a literal sense, since there is no concept of Work life imbalance on vocabulary in order to study about the negative impact of work life balance this new concept is undertaken. This paper deals about the work life imbalance of women employees which were done in a case study format.

II. REVIEW OF LITERATURE

Demographic profile has a negative impact on the work life balance of the employees in an organization (S Padma et al. (2014), N.Prabha et al. (2016)). To be more specific, this negative relationship in turn affects the job satisfaction of the employees (S.R.Padala (2012)). The Work nature also describes about the changes in the level of work life balance of the employees. When there is more number of dependents, then there will be more work life balance (K. Santhana Lakshmi et al. (2013)).

When we take into the age as a variable, it is stated that more will be the work life balance level for those employees who has aged above 40 years (G. Delina et al. (2013)). Multiple roles are considered as a major reason for the work life imbalance of the women employees in an organization (Janeen Baxter (2002)). Income of the employees has a positive impact on the work life balance of the employees (Ellen A. Ensher et al. (2001)).
The work life balance level was more in the case where the employees have more years of work experience. The Unmarried women employees generally have a strong work life balance.

The employees have to play a multiple roles all over their life and such roles will leads to conflict and ultimately results in work life imbalance of the employees (Mirdula N. Murthy (2015)). The surroundings of the workplace is the most important variable as when there is a pleasant work atmosphere then only there would be better work life balance (A Meenakshi et al. (2013)). There exists a high quality on the work only when there is a better performance on the job (A. Sabarirajan et al. (2011)). Generally, the demands on the job and demands of the family if unfulfilled then it would give rise to the conflict which in turn results in the worklife imbalance of the employees.

Research Gap

As there are already many empirical studies and research work have been undertaken on the work life balance domain there are very few case studies done. Those Case Studies were done only with a combination of statistical tools but, the case study which is undertaken and presented in the form of case let are very rare. So, in order to fulfill this research gap, the paper is presented in the case let format to find out the most frequent factor responsible for the work life imbalance on the women employees.

Need for the Study

To fulfill the research gap of finding out the factors responsible for the work life imbalance of the employees.

To cover the research gap of identifying the negative side of the work life balance domain.

To provide the research study in Case Study format through Case lets.

Objectives of the Study

To identify the most frequent factor responsible for the work life imbalance of the Academic women employees.

To identify the causes for the imbalance between the work and the personal life of the Academic women respondents.

To provide suggestions for the rectification of work life imbalance problems.

III. RESEARCH METHODOLOGY

The Study was conducted through unstructured interviews from 20 cases who were women Academic employees working in a private school in Puducherry. In order to find out the real life issues pertaining to work life imbalance, in depth interviews were conducted for each cases and they were presented in case lets. The Study is quantitative in nature and the data is collected through simple random sampling method.

Case Studies of 20 cases:

Case let – 1

The women employee of the school who was a Non-teaching staff is working on the school for the past 9 months as she completed her graduation and been working for around 9 hours on a day. She has been earning Rs. 7,000 as a monthly salary at the age of 21 years with a monthly family income of Rs. 20,000. She had also reported that she is unmarried and have no dependents. Though there is no problem of taking care of dependents, but the mainly cause for her work life imbalance was her family’s demands.

Case let – 2

A 24-year-old Non-teaching staff of the school who has been working for 9 hours a day on the school for the past 2 years reported that she was suffering from work life imbalance due to the needs of the work. Though there are more demands on the job, she earns just Rs. 9,000 per month irrespective of her Post Graduation Qualification. The positive thing is that she makes a monthly family income of Rs. 20,000 and has no dependents because of her unmarried marital status.

Case let – 3

Surprisingly, a 16 years experienced teaching faculty suffers from role conflict as her work life imbalance reason. She has an educational qualification of above PG level earns just Rs. 15,000 as a salary for working 6 hours in a day. At the current age of 39, though she is married doesn’t have any dependents with a monthly income of Rs. 30,000.

Case let – 4

Married Women Teaching faculty of the school whose educational background is PG level was aged 26 years with 1 year experience on teaching earns just Rs. 12,000 as a monthly income and makes a monthly income of Rs. 30,000. She has been married and has no dependents suffers from Quality of work as a reason for their work life imbalance.

Case let – 5

Role Conflict is the major cause for the work life imbalance of the women school teacher. Her age is 26 years of age who has been engaged in work for around 3.5 years has been earning Rs. 16,000. She has been
working for 9 hours a day. As she remains unmarried her monthly family income is Rs. 16,000 and she has 3 dependents to look after.

Case let – 6:
A higher Post Graduate level teacher who has been married for atleast 4 years been used to work for 9 hours in a day and she is married. Currently, at the age of 34 years of age she is earning Rs. 12,000 as a monthly income and earns Rs. 50,000 as a monthly income. Family demands are the main cause responsible for the work life imbalance of that teacher.

Case let – 7:
Unmarried women Post Graduate school teacher has been working for 3 years in a school. The employee has been working for around 9 hours in a day. She has an educational background of above Post Graduation level and she is aged 27 years. She earns Rs. 18,000 as a monthly salary and Rs. 32,000 as a monthly income suffers from role conflict as a reason for their work life imbalance though there are no dependents for her.

Case let – 8:
The teacher of the school with 2 years of work experience aged 28 years has been working for 9 hours a day. She has an educational background of above post graduate level and as she is married she has 1 dependent. She earns Rs. 10,000 as a monthly salary and Rs. 20,000 as monthly income. She reported that Quality of work is the main cause for her work life imbalance.

Case let – 9:
A women teacher with 6 years of experience in teaching is having PG as her basic educational qualification. She has been working for 9 hours in a day and though she is married she doesn’t have any dependents. She earns Rs. 20,000 as her monthly income and she said that work environment is the reason for her work life imbalance irrespective of the more years of work experience.

Case let – 10:
Three years well experienced married women teacher aged 26 years has been working for around 9 hours in a particular working day. She has an educational background of above PG level has been earning Rs. 12,000 as a monthly salary and Rs. 30,000 as a monthly family income has said that role conflict is the major cause responsible for her work life imbalance.

Case let – 11:
Though a married women teacher who is being teaching on the school for the past 6 years reported that she has been suffering from work life imbalance mainly due to the Quality of work. She has an educational background of above PG level and been working for 12 hours in a day at the current age of 34 years. She earns a monthly salary of Rs. 15,000 and a monthly family income of Rs. 30,000.

Case let – 12:
Educationally well qualified that is above PG level Qualified teaching faculty wo is unmarried has been working for 10 hours in a day and having 1 dependent reported that she is suffering from Job demands as the reason for her work life imbalance. She has been working for the past 6 months and earns Rs. 13,000 as a monthly income and gets Rs. 18,000 as a monthly income of the family.

Case let – 13:
A 28-year-old unmarried teacher who is having 5 years of experience in teaching have been working around 10 hours in a week has said that she has been suffering from family demands as a work life imbalance reason as she was having 2 dependents based on her monthly salary of Rs. 11,000 and a monthly family income of Rs. 32,000 for their survival.

Case let – 14:
A Post Graduate level qualified unmarried women teacher has reported that Role conflict is the main cause for her work life imbalance reason with 1-year experience. She also said that she has been working for 10 hours in a day and earning Rs. 12,000 as a salary per month and Rs. 25,000 as a monthly income of the family. She is unmarried at the age of just 24 years.

Case let – 15:
29-year-old unmarried women engaged in teaching profession for past 5 years reported that she has been working for 9 hours a day and earns just Rs. 16,000 per month as a salary and Rs. 40,000 as a monthly income. The women are unmarried at the age of 29 years of age is having 3 dependents with her. Quality of work is the main reason for her work life imbalance.

Case let – 16:
The 40-year-old women staff of a school who is working as a teacher for the past 10 years has been working for 9 hours in a day is married and earns Rs. 30,000 as a monthly salary and Rs. 50,000 as a monthly family income. She also reported that he has no dependents and she is having an educational background of above Post Graduate level. It is found that work environment is the major factor responsible for their work life imbalance.
Case let – 17
An above post graduate level qualified teacher of the school who is married and having experience of above 16 years has been working for around 9 hours in a day. She is having 1 dependent at the age of 41 years of age. She earns Rs. 20,000 as a monthly salary and Rs. 40,000 as a monthly family income. Job demands were the major reason for their work life imbalance.

Case let – 18
A 26 years aged women teacher is unmarried is engaged in teaching profession for the past 1 year has an academic background of above post graduate level is earning Rs. 25,000 as a monthly salary and Rs. 42,000 as a monthly income. Though the women school teacher was not having any respondents she reported that she suffers from Family demands.

Case let – 19
A 25-year-old women staff is engaged in Non-teaching work on the school irrespective of Above Post Graduate level of educational qualification. She is unmarried and having a work experience of 1 year and she earns a monthly salary of Rs. 19,000 and a monthly income of Rs. 25,000. She has no dependents and though she is working for around 8 hours in a day she is suffering from work life imbalance problem which is due to the cause Quality of work.

Case let – 20
A 28-year-old PG level qualified women teacher has been engaged in the work for almost 4 years and been working for around 9 hours a day. She has no dependents and earns Rs. 10,000 as a monthly salary and earns Rs. 60, 000 as a monthly family income. Role conflict is the major cause responsible for her work life imbalance problem.

Factors causing Work Life Imbalance
From the case Study conducted, it has been found out that the following factors are responsible for the work life imbalance of those cases. They are
- Multiple Role Conflict,
- Work Environment,
- Quality of work,
- Family Demands and
- Job Demands

Explanation (Theoretical Perspective)

Multiple Role Conflict
Every person has to face various roles on his life. Those roles may vary from person to person depending upon their situation and circumstances. Each role has some certain demands to be fulfilled and such roles need to be met on time and fulfilled, otherwise it will end up in the conflict. Thus the conflict which arises as a result of multiple roles of the employee is known as Multiple Role Conflict. When there is multiple role conflict, it results on the imbalance between the work and the personal life.

Work Environment
The workplace in which an employee works is known as work environment. It includes the infrastructure of that workplace, organizational policies, Co-workers support and workplace relationships with peers, superiors and subordinates. All these were the sub variables of the factor Work Environment and they are interrelated as a change in one variable has an impact on the other. So, if there is a disturbance on the work life imbalance, then that would lead to the work life imbalance.

Quality of Work
Quality of work refers to the Performance of the employees on the job assigned to him. The term Quality of work has an direct impact on the balance between the work and the personal life. If there is a change in the performance of the employees it will change the quality of the work. As a result, then it will lead to the work life imbalance of the employees.

Family Demands
The demands of the family have to be fulfilled on time and a person should ensure that the demands of the family have not interfered with the demands of his work. If the demands of the family are not met on the time, then there would be more chances of conflict. Then as a result it would result in the work life imbalance of the employees.

Work Demands
The work demands refers to those demands that arise on the course of work. This is the most common problem every employee suffers from. Similar to Family demands, the demands of the work must be fulfilled on priority based on their importance and urgency. If they are not fulfilled with time, then there are more chances of conflict which results on the work life imbalance of the employees.
Discussion

Causes for Work Life Imbalance:

<table>
<thead>
<tr>
<th>Sl.No</th>
<th>Work Life Imbalance Reasons</th>
<th>No. of Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Multiple Roles Conflict</td>
<td>6</td>
</tr>
<tr>
<td>2.</td>
<td>Work Atmosphere</td>
<td>2</td>
</tr>
<tr>
<td>3.</td>
<td>Quality of work</td>
<td>5</td>
</tr>
<tr>
<td>4.</td>
<td>Job Demands</td>
<td>3</td>
</tr>
<tr>
<td>5.</td>
<td>Family Demands</td>
<td>4</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>20</td>
</tr>
</tbody>
</table>

IV. INTERPRETATION

From the above table, the reasons responsible for the work life imbalance of the employees have been shown. In the above table the Multiple Role conflict is the most frequent cause as it is been reported by 6 cases followed by Quality of work with 5 respondents and followed by family demands (4 respondents) and then by Job demands with 3 cases reporting it. The work Atmosphere is reported by 2 cases.

Results

This multiple role conflict has been reported by around youngsters who were unmarried and between the age group 21-30 years of age. This Multiple Role Conflict has been reported by the respondents who has been within 0.5-5 years of experience. Though they have none of the dependents and unmarried they reported the multiple role conflict as a main cause for the work life imbalance.

Suggestions:

The multiple role conflict refers to the conflict which arises as a result of the various roles that arises with regard to the various domains such as life, work and society. These various roles have their own demands and needs. So every person has to fulfill his demands on various domains on its importance and priority. When such demands were not met, then there would be chance of more conflict. This conflict would lead to the imbalance between the work life and the personal life.

This type of role conflict cannot be avoided but, it could better be prevented to some extent. This role conflict can be prevented by meeting those demands earlier based on the importance and the priority of these demands. When these demands are fulfilled then there would be less amount of conflict among the employees.

Directions of Future Research:

As every study concentrates on Work life balance, this concept of Work life imbalance is quiet uncommon among the researchers. So, through this study there will be more chances of researchers to take this as a research thrust area for the study. And also at the same time, through this study many new case let oriented studies could be undertaken as this study forms as a base for case let oriented case study research work.

Limitations of the Study

The Study is limited to 20 cases.

There is no empirical investigation on the study.

The study is limited to a particular private school in Puducherry.

Due to the absence of Statistical Analysis, the relationship between the various factors and work life imbalance cannot be found out.

V. CONCLUSION

The Study has reported that Multiple Role conflict is the frequent factor responsible for the work life imbalance of the employees. And it could be better concluded that many empirical investigation has to be carried out on this work life imbalance aspect with role conflict as one of the variable and so that the results could be identified and necessary suggestions could be provided for the reduction of such role conflict.

VI. REFERENCES


