

Impact of Work Life Balance on Economic and Sustainable Growth of Teaching Staff: An Empirical Study with reference to Higher Education Institutions in India

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Abstract

Introduction: Education is a very influential factor that drives the growth of any civilisation. The essence of education is the teachers who are the pioneers of spreading their knowledge and experience to the masses. Thus, it becomes imperative to look after the welfare of the teachers with regards to their work life as well as personal life in order to ensure that the knowledge is being propagated effectively and efficiently.

Objective: This study is carried out to determine the factors which affect the work life balance of the teachers involved with higher educational institutions of India.

Research Methodology: The data for the study was collected from various samples across the country of India and the sample size was 192. Both primary data and secondary data were used. The data was analysed using various statistical tools like AMOS 20.0, SPSS 23.0, etc.

Findings: Research findings suggests that various factors like Organisational Culture, Extra-Curricular activities, Family Related Factors, Individual factors and motivation were found to have an influence on the Work life balance of the individuals. A balanced professional life as well as personal life could lead to increased employee productivity, which, in turn, has a positive impact on the growth of the employee.

Implications: It is of pivotal importance to balance the work life as well as the domestic life as work and life are two sides of the same coin. Thus, the educational institutes need to design certain effective policies which would help to relieve stress of the employees and at the same time, help them to inculcate an optimal balance between their work life and personal life. This would lead to the burgeoning of their individual careers which would drive them to strive towards excellence.

Keywords: Work Life Balance, Employee Productivity, Employee Growth, Higher Educational Institutions

Introduction

One of the most common problems afflicting today's workforce is the blurring of the work done in the work and the non-work life. This leads to the development of stress in the individual along with personal conflicts in the family (Parikh, R. & Gandhi, H., 2014). This problem could be solved by cultivating a sense of Work Life balance in the individuals. Work life balance could be defined as the allocation of proper time and space to work as well as spend time with the family in order to create a unique balance between the two such that either of them is not hampered. The changing nature of the workplace along with the various changes in the different socio-cultural levels has created an imbalance in the personal lives as well as in the work lives of the employees across the globe. This had led to a higher attrition rate across various organisations. In order to control this, the various factors that cause this phenomenon need to be identified. Some work has already been done in this aspect and some of the factors which have been identified are increasing demand, increasing stress levels, increasing awareness, increasing family levels, etc. Therefore, the organisations need to create a flexible environment which would help the employees to manage their work as well as family at the same time (Mohanty, A. & Jena, L.K., 2016). Some of the other factors affecting the fragile balance between professional life and the domestic life were found to be travelling time between work and home, odd or extended working hours, additional job assignments, etc. (Bharathi, V., Padma Mala, E. & Bhattacharya, S., 2015). In order to investigate the cause and effect of the irregular building of the Work life balance, these factors need to be delved deeper as they have a very strong impact on the Work life balance. Statistics also indicate that generally people desire an optimal work life balance. But, in many cases, they cannot obtain it, though, not for the lack of trying. Employees and employers should consider the important factors that prove instrumental in achieving the fragile balance between work life and personal life (Rife, A.A. & Hall, R.J., 2015). Achievement of this balance would help the employees to seize the job opportunities that are there in the market to progress in their individual careers. The last decade of the twentieth century opened up ample number of job opportunities. Teachers in higher educational institutes are not restricted to only teaching nowadays. They are required to involve themselves in various research activities and other managerial projects in order to broaden their horizon. With the advent of computerisation and automation, the jobs are often accompanied with extended work schedule and work stress and the projects need to be completed within the given deadline. Some of the factors which prove to be very important in the measurement of the work life balance of the individuals are extended working hours, career growth, family responsibilities, etc. (Das, S.S. & Mishra, D.A., 2016). Employee engagement has also become a critical driver of the business success across the globe in today's competitive world. It is viewed as a win-win strategy for the employers, employees and the commodities alike. It has been found out that a highly engaged workforce is 50 per cent more productive as compared to the others (Susi, S. & Jawaharrani, K., 2011). The lack of a work life balance could lead to adverse effect on the employee's prospects for success across many arenas. In order to control the extent of this, organisations must focus on various factors to help the employees achieve the work life balance. Research findings give an evidence-based fact that a better work life balance can yield better employee performance which subsequently lead to employee job satisfaction (Mendis, M.D.V.S. & Weerakkody, W.A.S., 2017). However, achieving this harmonious balance is a tedious task and in order to do that, a complete and thorough understanding of the factors impacting the work life balance in a major as well as a minor scale is required.

Prevailing Situation of Work Life Balance in the Indian Context

It is of critical importance for the employees to look after the needs of their families, both physically and fiscally. This can be achieved by spending proper time with their family without any interference

from work and vice versa. Both are equally important and needs to be looked after. It has been reasoned that a family approach coupled together with work business structure and welfare procurement could bear fruitful results in terms of money as well as constructing a new work life balance (Raajarajeswari, M.A. & Saravanan, R., 2015).

As per statistics, a high correlation was found between the difficulties faced by the employees and their performance measurement to balance the work life and the personal life. The most important and crucial factors that were found to affect the Work life balance were career advancement factors, organisational support and psychological factors (Maiya, A. & Bagali, M.M., 2014). Some of the other factors which were found to have a negative impact on work life balance and a multitude of employees were found susceptible to these factors are the age of the employees particularly in the age bracket of 25-35 years, salary, experience, qualifications, etc. (Thakur, A. & Geete, V., 2014; Acharjee, C. & Dutta, S., 2013).

The findings of a study reveal that there is a correlation between job related attitudes and the organisational culture of initiating leave in an organisation (Oludayo, O.A., Gberevbie, D. E. & Omonijo, D.O., 2015) which have a positive effect on the mind-set of the employees and it drives them to deliver their best performance as they feel that the organisation is looking out for them. Furthermore, a strong organisational culture embedded within an organisation increases the person's intent of staying in the organisation, thus, decreasing the attrition rate and consequently significantly lowering the training costs of the newly recruited employees. This may be done by focusing on recruitment and retention of the work force, reduced employee stress by arranging some training programs to help them relieve stress, reduced absenteeism, job satisfaction, health benefits and a better work life balance (Namita., 2014). It has been proved statistically that there is a positive relationship between workplace factors, which are the independent variables and work life balance, which is the dependent variable. The workplace factors are co-worker support, supervisor support, flexible working arrangement, etc. Thus, it has become increasingly important for the organisations to design an appropriate system to enhance the cultivation of a proper work life system amongst employees (Wong, P., Bandar, N.F.A. & Saili, J., 2017). However, implementation is not easy in many organisations due to a number of challenges faced by them.

Review of Literature

Employees in the workplace find it extremely difficult to juggle their personal life and their professional life at the same time. One of the crucial factors which have a profound negative impact on work life balance is that of a poor working organisational culture. This factor is highly responsible for the faltering work life balance in the employees (Obiageli, O.L., Uzochukwu, O.C. & Ngozi, C.D., 2015). From the organisational point of view, good and talented teachers must be retained in the organisations. This can be done by employing various strategies such as attractive career prospects, paid overtime work, development of a supportive working environment, etc. This will also boost the individual's morale to perform better.

Family is of vital importance to every individual. The work load must not be given to individuals by the organisations such that the family life of the teacher is hindered. Without the support and help from the family, an individual is doomed to fail sooner rather than later. The valuable advice of the families equips the individuals to deal with certain stressful job situations which would have been difficult for the individual to handle. Positive energy is gained from the family which help to alleviate the job performance. Mental capability to handle stress could be developed with the help and support from the family. With the support from the family members, the capability of the employees to face

any kind of stiff competition in the workplace increases ten folds. Hence, family time should not be sacrificed because of work. Employees should take charge in allocating proper time to the work as well as their family. This could only be achieved through the help of the organisation by letting the individual maintain their personal work.

It is often observed that the employees think about their family issues during their work and at home, they think about their work problems. This happens because of improper time management. Due to the fact that their minds are occupied at all times, they are not able to concentrate and give their best at either their workplace or at their homes. Thus, the work life balance suffers. It can be said that the work life and the personal life are interconnected and a good work life balance helps in the execution of a particular job in a more effective manner. Work and life are also interdependent in the earning of the livelihood of the families. Achieving a balance in them is critical for increasing the quality of life as well as the living standards of the individual as the individual can prosper in their career. On the other hand, problems in the personal lives of individuals like demand of the children or aged persons in family, some evident financial problems etc. could lead to the loss of concentration at their workplaces (Divyabharathi, S., Balakrishnan, A. &Vetrivelam, R., 2014) and consequently a sharp decline could be witnessed in their work performance.

Monetary benefits as well as non-monetary benefits are essential for the employees in any organisation to motivate them to deliver their best performance Results showcase that majority of the organisations employ various measures in order to tackle the excessive pressure. Monetary strategies which prove to be beneficial in motivating the employees of the organisation to think over their work life balance are meal and transportation allowances, salary increase, performance incentives and performance bonuses, overtime and night differential pays, etc. Similarly, non-monetary benefits also positively affect the development of the work life balance within an individual. Some of the examples of non-monetary benefits are the different forms of leaves with pay, HMO and other various health programs, off-setting, flexible schedule, sleeping quarters at the place of work, free will to accept part time work, career leaves and breaks, health programs, study or training scholarship subsidy, club membership, early retirement, cultural or religious leaves, etc. (Meenakshi, A. &Bhivaneswari, M., 2013). A study reveals that in order for motivation to have a positive impact on the work life balance of an individual, the motivation needs to be maintained at all periods of time. Also, achievable targets need to be put forth in order for the employees to aim towards further growth and development (Manor, U. &Desiana, P.M., 2018). In case of teachers, various FDP's needs to be organised from time to time to update the teachers on the various changes going on in the industry. This would in turn motivate them to put forward their best as their morale is boosted up.

The expatriate workers in the education industry contribute majorly to the global workforce. It has been found that health and recreation are the two major aspects of life which play a very important role in driving the success or failure of an expatriate assignment in higher educational institutes (Naithani, P., 2016). Organisations should be family supportive and allow family engagement in the work schedule of the employees by arranging for family tours and other benefits to inculcate a proper work life balance. If the teachers have been successful in achieving something through their hard work and persistence, they should be acknowledged in front of the entire organisation and also felicitated for the achievement, if possible.

Work and personal life conflict often occurs when the family roles and the burden, obligations and responsibilities pertaining to a single job role become incompatible with each other. This situation, in turn, leads to a disparity between the work-life balances of the individuals. Work Life Balance is basically the amount of time an employee can spend on the job as compared to the amount of time

spent by the same employee with their family by doing the things they enjoy the most. Work Life Balance differs from one individual to the other. So, the job role should be such that an individual would be able to give proper time to their family, at the same time, maintaining their job responsibilities. The ideal situation must be so that the job helps an individual to fulfil their family responsibilities and the family time should not be sacrificed for work.

A research study has shown that the performance and consequently the productivity of the employees increase drastically if a balance is obtained between the personal life and the work life of the individual. The skills of the teachers grow as well (Subramaniam, D. & Ben Ben, J., 2018). It can boost the performance of the individual such that the employees can execute other job responsibilities other than teaching in a very efficient and effective manner. This is also quintessential in improving the financial situations of the teachers as well. The organisations who give them employment also benefits immensely as they receive plenty of grants and funding regarding a project and many such activities are carried out. Moreover, it has been seen that certain individual aspects were also responsible in implementing the work-life balance amongst employees (Narayana, M.S. & Neelima, J., 2017). Maintenance of the work life balance amongst employees is a highly talked after issue across the globe. It is of high strategic importance to the organisation and is also of high significance to the employees as well as it helps the employees to execute their jobs effectively. Poor work life balance could lead to many factors which could prove disastrous in the long run such as tardiness, bad performance, lack of motivation, errors in work, absence in the work turnover and many more. This in turn reduces the quality of the work, job satisfaction, employee productivity, employee effectiveness, employee efficiency, employee commitment, etc. It is very natural that if an employee cannot give sufficient time to their family, it will be a very stressful situation for that particular employee. This will turn into an adverse situation and will hamper the employee's prospects of growth in many fields (Mendis, M.D.V.S. & Weerakkody, W.A.S., 2014).

Teaching is a profession that is of paramount importance to the development of the society and it must not be neglected as the teachers also face difficulties in maintaining the work life as well as the personal life. It needs to be understood that teachers are the foundation stones of any civilisation and hence, their welfare has to be looked after, at the same time, their growth should not be hindered and the growth needs to be sustainable (Bhullar, A. & Singh, P., 2017). It is very important to explore the work life balance of the teachers with regards to their job performance and job satisfaction. It is of extreme importance to integrate both the work life and personal life and this could be achieved through the use of various work life initiatives (Agha, K., Azmi, F.T. & Irfan, A., 2017). Increased efficiency at work will also help an employee to enhance their career and also increase their adaptability to react to any situation they might face during the course of their career. It might inculcate a mental capability in the individuals to deal with the stress generated at work. However, career enhancement is often coupled with increased work load which leads to increased spending of the time at work that may prove to be disastrous to one's family life.

This study focuses on identification of the factors that have a strong relationship, positive as well as negative, with that of the work life balance of the teachers and consequently, finding out the effect of work life balance on the productivity and the growth of the faculty members.

The objectives of the study:

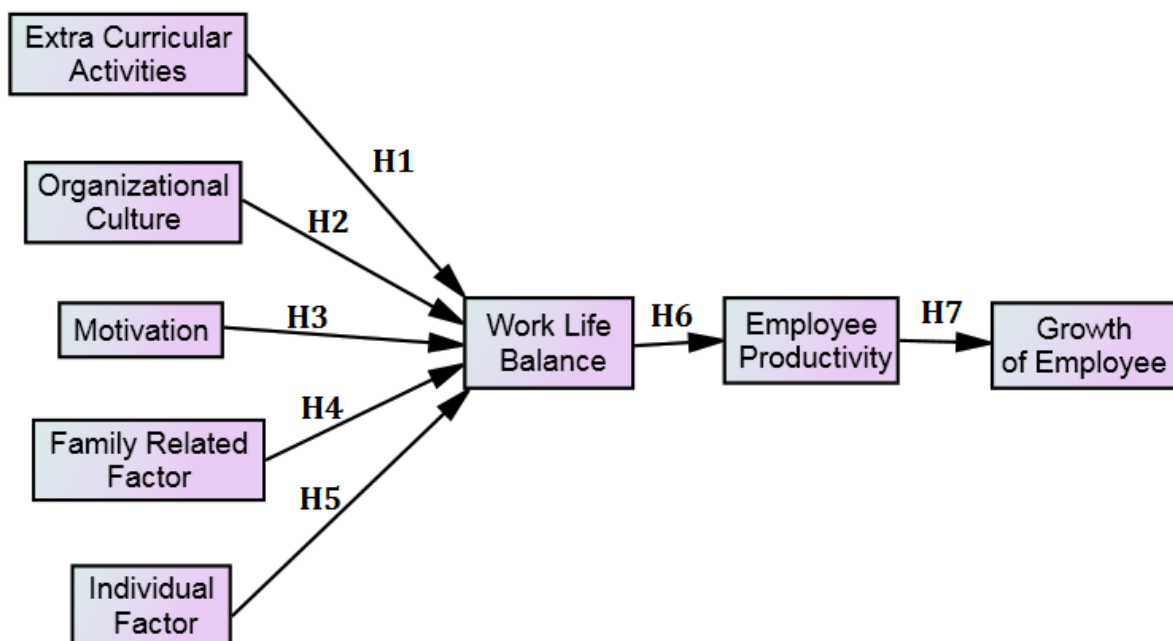
- To identify the determinants of work-life balance for sustainable growth of employees in Higher Education Institutions of India.

- To analyse the determinants regarding work life balance to understand the critical issues involved in sustainable growth of employees in Higher Education Institutions of India.

Hypotheses Development:

- H1:** ‘Extra-Curricular Activities’ positively influences the ‘Work Life Balance’.
- H2:** ‘Organizational Culture’ positively influences the ‘Work Life Balance’.
- H3:** ‘Motivation’ positively influences the ‘Work Life Balance’.
- H4:** ‘Family Related Factors’ positively influences the ‘Work Life Balance’.
- H5:** ‘Individual Factors’ positively influences the ‘Work Life Balance’.
- H6:** ‘Work Life Balance’ positively influences the ‘Employee Productivity’.
- H7:** ‘Employee Productivity’ positively influences the ‘Growth of the Employee’.

Figure 1: Hypothesized Research Model Establishment



Research Methodology:

At first, Hypothesized Research Model (**Figure 1**) has been developed by the help of secondary literature review and this model will be judged by the help of primary data. A structure questionnaire (**Annexure: 1**) has been created with the variables of related factors to collect the primary data. 5 point Likert scale has been used for measuring the intensity of the employees’ responses. Sample elements have been collected for our study from 25 Higher Education Institutions in India through convenience sampling technique. 192 responses have been collected (out of 200 circulated questionnaires) for this study. The survey period was from 10th November, 2020 to 15th February, 2021.

Analysis and Results

Structure equation modeling (SEM) has been used in this context for creating the model and proving the hypothesis by using AMOS 20.0 software. Validity and model fitness have been checked here through measurement and structural model. Exploratory Factor Analysis (EFA) by the help of SPSS-23 clearly explains the questionnaire validation through data reduction method.

Table 1: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.704
Bartlett's Test of Sphericity	Approx. Chi-Square	4059.274
	Df	276
	Sig.	<0.001

In this research paper, KMO and Bartlett's Test (Table 1) proves the appropriateness of Exploratory Factor Analysis (EFA).

Table 2: Overall Reliability Statistics

Cronbach's Alpha	N of Items
0.790	24

Overall Cronbach alpha for all items (Table 2) which is greater than 0.70, proves the acceptable range of reliability. Variables with individual ‘factor loading’ of above 0.5 have generated 8 different factors which have been extracted from Rotated Component Matrix. These factors explain total 85.666 % of the variations (Table 3).

Table 3: Result of factor analysis - Rotated Component Matrix (a)

Rotated Component Matrix ^a								
	Component							
	Organization al Culture	Growth of the Employee	Family Related Factors	Individual Factors	Work Life Balance	Employee Productivity	Motivation	Extra-Curricular Activities
q5	.937	-.034	-.017	.019	-.129	-.054	.192	.105
q7	.895	-.047	-.060	-.132	-.055	-.034	.121	.101
q4	.871	-.055	.022	.008	-.144	-.082	.301	.122
q6	.745	-.115	-.021	.003	-.335	-.008	.039	.055
q22	-.066	.939	.015	.057	.009	.174	-.020	-.025
q23	-.079	.931	.001	.038	.015	.216	-.060	-.053
q24	-.064	.909	.022	-.062	-.053	.196	.054	-.011
q14	-.039	.028	.962	-.001	.067	.048	.021	-.048
q15	-.039	-.026	.935	-.026	-.009	-.005	.055	-.019
q13	.009	.037	.885	.113	.163	-.009	-.010	-.030
q17	-.038	.001	.088	.953	-.012	.059	.003	.026
q18	-.037	-.056	.092	.901	.005	-.005	-.074	-.047
q16	-.016	.088	-.096	.845	.078	.126	.010	.036
q1	-.178	-.036	.044	.079	.900	.209	-.096	-.028
q3	-.246	-.011	.130	.032	.831	.141	-.130	-.069

q2	-.161	.010	.091	-.031	.783	.163	-.266	-.226
q21	.009	.172	.064	-.013	.098	.898	.020	-.052
q20	-.133	.201	-.055	.086	.183	.861	-.064	.044
q19	-.039	.265	.020	.149	.207	.820	-.049	-.037
q11	.164	.042	.008	-.028	-.176	.017	.919	-.049
q10	.269	-.007	-.083	-.121	-.050	-.132	.835	.108
q12	.141	-.060	.149	.069	-.193	.024	.797	.122
q8	.115	-.076	-.055	.044	-.125	.041	.140	.921
q9	.187	-.005	-.038	-.030	-.111	-.078	.014	.915
% of Variance Explained	13.824	11.512	11.172	10.566	10.376	10.348	10.251	7.616

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 6 iterations.

In the next step, the fitness indexes have been checked as mentioned below and hypotheses have been examined. Confirmatory factor analysis (CFA) has been executed to test how related variables explain the factors properly.

Table 4: Fit indices of Confirmatory Factor Analysis for Structural Model

Fit Index	Acceptable Threshold Levels	Structural Model Values
χ^2/df (Chi-square / degree of freedom)	Values less than 3	1.239
RMSEA (Root mean-square error of approximation)	Values less than 0.06	0.036
GFI (Goodness of fit index)	Values greater than 0.90	0.983
AGFI (Adjusted goodness of fit index)	Values greater than 0.90	0.943
NFI (Normed fit index)	Values greater than 0.90	0.931
CFI (Comparative fit index)	Values greater than 0.90	0.984

Here the fit indices (Table 4) of Structural model (Figure 2) show the acceptable range and prove a good model fit.

Figure 2: Path diagram of hypothesized structural model

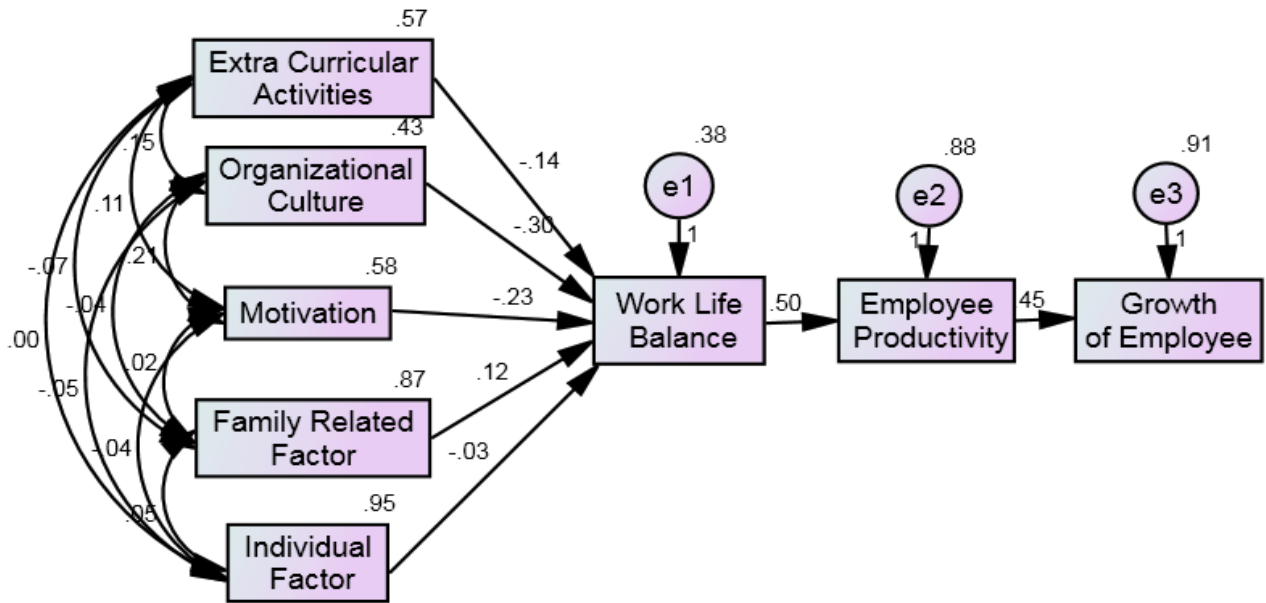


Table 5: Squared correlations between factors in Measurement Model

	Growth of the Employee	Work Life Balance	Extra-Curricular Activities	Motivation	Family Related Factor	Individual Factor	Employee Productivity	Organizational Culture
Growth of the Employee	0.845							
Work Life Balance	-0.005	0.812						
Extra-Curricular Activities	-0.008	-0.344	0.765					
Motivation	-0.064	-0.328	0.114	0.728				
Family Related Factor	0.053	0.144	-0.155	0.082	0.828			
Individual Factor	0.086	-0.001	0.033	-0.171	0.014	0.838		
Employee Productivity	0.350	0.231	-0.022	-0.057	-0.001	0.103	0.817	
Organizational Culture	-0.115	-0.285	0.158	0.290	-0.055	-0.063	-0.044	0.758

*Diagonal elements are Average variance extracted (AVE).

Table 6: Measurement Model Results

Constructs/ Factors	Variables	Standardized Regression Estimate	Construct Reliability (CR)	Average variance extracted (AVE)	Maximum Shared Variance (MSV)	Average Shared Variance (ASV)
Work Life Balance	q1	0.838	0.853	0.659	0.118	0.054
	q2	0.795				
	q3	0.802				
Extra-	q8	0.758	0.738	0.585	0.118	0.026

Curricular Activities	q9	0.771				
Motivation	q10	0.713	0.771	0.530	0.108	0.035
	q12	0.688				
	q11	0.779				
Family Related Factor	q13	0.776	0.867	0.685	0.024	0.008
	q15	0.836				
	q14	0.869				
Individual Factor	q16	0.797	0.876	0.703	0.029	0.008
	q18	0.854				
	q17	0.862				
Employee Productivity	q19	0.799	0.857	0.667	0.123	0.027
	q21	0.808				
	q20	0.842				
Growth of the Employee	q22	0.855	0.883	0.715	0.123	0.021
	q24	0.823				
	q23	0.858				
Organizational Culture	q4	0.777	0.843	0.574	0.084	0.030
	q7	0.761				
	q5	0.813				
	q6	0.673				

Higher Standardized Regression Estimates which are greater than 0.7 indicate higher reliability of variables / items. Construct Reliabilities (More than 0.7) indicates the internal consistency among the variables / items. As per Hair et al. (2010) & Field (2009) the following conditions prove the convergent and discriminant validity in Measurement model.

1. AVE > 0.5;
2. CR > AVE;
3. MSV < AVE;
4. ASV < AVE

Here, AVE values are also greater than corresponding squared inter-construct correlation (SIC), so it supports discriminant validity (Table 5 & Table 6).

Table 7: Path analysis of Structural Model

Measurement Path		Hypothesis	Estimate	S.E.	C.R.	P-Value	Assessment	
Work Life Balance	←	Extra-Curricular Activities	H1	-.139	.063	-2.214	.027**	Partly Supported
Work Life Balance	←	Individual Factor	H5	-.027	.047	-.581	.031**	Partly Supported
Work Life Balance	←	Organizational Culture	H2	-.297	.078	-3.818	<0.01*	Partly Supported
Work Life Balance	←	Family Related Factor	H4	.115	.049	2.363	.018**	Supported
Work Life Balance	←	Motivation	H3	-.228	.066	-3.478	<0.01*	Partly Supported
Employee	←	Work Life	H6	.503	.094	5.340	<0.01*	Supported

Measurement Path		Hypothesis	Estimate	S.E.	C.R.	P-Value	Assessment	
Productivity		Balance						
Growth of the Employee	←	Employee Productivity	H7	.448	.069	6.466	<0.01*	Supported

Significant Regression co-efficient (* for P<0.01 and ** for P<0.05)

Path Analysis for Hypotheses Testing and Research Findings:

1. H1: ‘Extra-Curricular Activities’ positively influences the ‘Work Life Balance’.

Structural model partly supports this hypothesis. The path coefficient is significant (p<0.05) statistically but it has the negative sign (-0.139) which means ‘Extra-Curricular Activities’ negatively influences the ‘Work Life Balance’. Work schedule of the faculties nowadays are very hectic and busy. The monotonous daily work draws out energy from them and hampers their productivity. Revitalization becomes very important for them and this could be done by sending the employees on trips along with their family or recognizing their achievements with a small token of appreciation from the Institutes. This has a positive impact on the work life balance of the employees directly. However, in the state of India, these policies are almost nonexistent and so the data showcases a negative impact on the work life balance of the employees.

2. H2: ‘Organizational Culture’ positively influences the ‘Work Life Balance’.

The P-value for the path co-efficient from Organizational Culture to Work Life Balance is negative (-0.297) and significant (p<0.01), indicating that ‘Organizational Culture’ negatively influences the ‘Work Life Balance’. Therefore hypothesis is partly supported. Generally, organizational culture has a positive effect on the work life balance of the individuals. However, in the context of India, the organizational culture is a bit different. Factors like attractive career prospects, overtime pay, stress handling training programs, supportive working environment, etc. are relatively absent. Hence, the work life balance of the employees suffers.

3. H3: ‘Motivation’ positively influences the ‘Work Life Balance’.

Structural model partly supports this hypothesis. The path coefficient is (p<0.01) statistically significant but it has the negative sign (-0.228) which means ‘Motivation’ negatively influences the ‘Work Life Balance’. Motivation is very important in any field of work. It drives the employees to push their limits and give their best in the organizations. Generally, motivation has a positive effect on the work life balance of the employees. However, this study showcases a negative impact on the work life balance as because of the absence of the factors such as adequate monetary and non-monetary benefits and arrangement of Faculty Development Programs to boost the performance of the employees in the higher educational institutes of India. Thus, motivation has a negative influence on the work life balance of the employees of higher educational institutes of India.

4. H4: ‘Family Related Factor’ positively influences the ‘Work Life Balance’.

The P-value for the path co-efficient from Family Related Factor to Work Life Balance is positive (+0.115) and significant (p<0.05), indicating that ‘Family Related Factor’ positively influences the ‘Work Life Balance’. Therefore hypothesis is supported. Family is a very important part of one’s life.

Without the support of family, Work life cannot be fulfilling and vice versa. The data suggests that family related factors such as support of the family regarding the work and their involvement in the work helps boost up the morale of the individuals regarding their work. This gives a mental peace to the faculty members which drive them forward to perform. Hence, it positively impacts the work life balance of the employees.

5. H5: 'Individual Factor' positively influences the 'Work Life Balance'.

Structural model partly supports this hypothesis. The path coefficient is significant ($p < 0.05$) statistically but it has the negative sign (-0.027) which means 'Individual Factor' negatively influences the 'Work Life Balance'. The data analysis pertaining to this study collected from the respondents at India, showcases that there is a negative influence of individual factors on the work life balance of the individuals as they lack time management as well as concentration. Thus, in spite of the fact that individual factors should positively influence the work life balance, in the context of India, the data analysis showcases quite different results.

6. H6: 'Work Life Balance' positively influences the 'Employee Productivity'.

Structural model supports this hypothesis. The path coefficient is significant ($p < 0.01$) statistically and it has the expected positive sign (+0.503) which means 'Work Life Balance' positively influences the 'Employee Productivity'. It is quite evident that the employee productivity would increase drastically if the work-life balance of the employees increases. The employees become very efficient and effective at the same time if one has been successful in achieving the optimal work life balance. Organizational development will be able to shoot up as the employees become highly proactive and execute the work in a timely manner. Brainstorming about new ideas also occurs and new ideas are generated and subsequently executed.

7. H7: 'Employee Productivity' positively influences the 'Growth of the Employee'.

The P-value for the path co-efficient from Employee Productivity to Growth of the Employee is positive (+0.448) and significant ($p < 0.01$), indicating that 'Employee Productivity' positively influences the 'Growth of the Employee'. Therefore hypothesis is supported. Growth of the employee explicitly increases with the increase in their productivity. The faculty members focus on their work and execute the strategies effectively within the stipulated period of time. High competition could have a positive effect on the employees as it drives them to give their best and it also acts as a stress buster. The faculty members find it increasingly easier to adapt to the organization and it consequently helps them in their career growth. Also, it can help the teachers to be secured financially. They can focus on getting other projects funded by the government and step outside of their teaching activities to explore other avenues as well. The success of the faculty members would also prove to be economically profitable to the institution as a whole.

Managerial Implications of the Study

With the changing global and economic needs, it has become imperative that nuclear families work as dual income groups. Women need to earn along with the male members of the family to support the growing needs of the family. Hence, with both the marital partners working, the importance of work life balance has evolved over the few decades. With this, the organisations need to support the individual employees in all forms and manner. As a result, nowadays the organisations have been successful in adapting a number of new strategies pertaining to the maintenance of the work life

balance across the globe to match the pace with the evolving needs. Some of the strategies which give fruitful results are flexi time, childcare assistance, parental leave, counselling, etc. (Barik, P. & Pandey, B., 2016). The institutions are working towards developing the skills of their employees. Various faculty development programmes are also being conducted to keep the teachers updated in their respective fields. The teachers are also asked to engage in other activities other than teaching. This will help them to broaden their horizon and secure them financially as well. This could be further achieved by the implementation of various work life policies which are increasingly gaining momentum across numerous business forums across India as because they have been found to increase the quality of working life and their personal life. It has been seen that the work life policies reduce the friction between the official and the domestic life by giving equal attention to work performance, work commitment and ultimately, job satisfaction (Maurya, V.N., Jaggi, C.K., Singh, B., Arneja, C.S., Maurya, A.K. & Arora, D.K., 2015). An effective work life balance would motivate the teachers to explore other areas of research. This could be found beneficial for the institution as there will be many areas that they can explore and it will benefit them economically as well as financially. It is often seen that the factors affecting the work life balance is evolving at a rapid pace. This is precisely the reason why a fecund ground is created for designing the policies in support of work life balance and they must be highly innovative in nature. Also, there is no doubt about the fact that certain plans and policies in the organisation are designed to help the individual in obtaining a balance between their work commitments and family responsibilities and help the employees to handle stress created because of various factors such as working overtime, travelling to work, meetings and training after the working hours, etc. (Chaitra, R., Kumar, A.R.S. & Murthy, T.P.R., 2013). Some of these policies are statutory while others are voluntarily implemented. There are different perceptions amongst employees regarding the impact of various training programmes on the performance of the employees by achieving the optimal work life balance. The only factor that was deemed important by all the different groups of employees was that of certain training and wellness programs that could help the individuals to deal with stress (Sigroha, A., 2014). However, as is evident from the research findings of this study, this is not the case for the employees of the higher educational institutions in the state of India. As a result, the educational industry is adversely getting hit because of this very reason.

The situation is so adverse that many good teachers are migrating out of the country and abroad in search of better job opportunities and career prospects (Agarwal, A., 2014). Innovation is discouraged and the organisational culture does not support the employees. Organisational Culture is a very important factor in any organisation and it must not be underestimated. It determines the level up to which the employees will be engaged in their work (Iljins, J., Skvarciany, V. & Gaile-Sarkane, E., 2015) and the level of employee engagement in India is decreasing day by day. Attrition rate is increasing and good and talented employees are flocking to other states in search for better opportunities. This cannot be controlled because if the organisation does not look after the interests of the employees, they would move towards other organisations in search for better career prospects. The organisation could only grow with the growth of its employees as a whole. In a nutshell, it can be summarised that individual growth of the employees drives the growth of the organisation. The data analysis in the study paints a grim picture of the future of the higher educational institutes of India, India and if steps are not taken to counter this problem immediately, the education industry would crumble and collapse.

Conclusion

The lives of the employees are nowadays plagued by factors such as intense pressure, fast change of pace, changing demographics, constant declines, increased use of technology and many more. The

need of the hour is to develop certain policies to support the employees; however, there is a dearth of these opportunities in the organisations (Singh, J., 2013) especially in the case of higher educational institutes of India. As a result, the work life balance of the employees suffers. Stress builds up within the employees and their performance goes down drastically. Financial constraints could also be a major contributor for stress. This might further lead to depression and irregular food habits which might cause health issues for the particular individual in the future (Kotwal, N. & Prabhakar, B., 2009). Also, when the faculty members are suffering from these financial constraints, there is a quality relationship between paid work and unpaid work. This difference manifests itself in the work output and paid work responsibilities tend to give more returns as compared to unpaid work responsibilities. Unpaid work uses up the time of the employee and creates a void in their family life which continues to expand with the due passage of time. This void becomes more critical if the extra work does not fetch any kind of rewards for the individual, monetary or otherwise. This leads to various repercussions like absenteeism, lack of engagement, low productivity, low turnover rates, low creativity, decreasing retention levels, higher attrition rate, etc. (Lazar, I., Osoian, C. & Ratiu, P., 2010). As compared to the men in this industry, it is seen that women have to undergo a lot of stress in order to progress in their career as they have a greater responsibility of managing the family life and the work life as compared to men in the Indian context. Due to this, women restrict themselves in participating in activities in spite of having talent which is further responsible for creating a lacuna in the workplace (Dashora, K.B., 2013) which becomes very difficult to fulfill. As a result, dissatisfaction rises within the female employees as they feel that the institutions are not doing enough to support them in their times of needs and they become indifferent towards the progress of the institution. This problem is afflicting India and the progress of the educational institutions are halted. Previously, India was regaled as the cultural hub of India, whereas, in the recent times, the situation is so bad that the students are seeking to go out of the state for their higher studies. The performance of the employees needs to increase in order to control the situation and some studies have revealed that employees were shown to showcase higher performance and growth if workplace interventions focus on organisational as well as work time related conditions on a simultaneous basis (Montano, D., Hoven, H. & Siegrist, J., 2014). This was found to be the case even when the job demands an extensive psychosocial work environment that might increase the stress of the individuals (Ranjan, R. & Prasad, T., 2013). Hence, policies focusing on the work life balance of employees are quintessential to the progress of the institution policies could be designed in the organisation which would focus on work and family balance as well as flexibility of the human resource. This will have a positive effect on the level of the job satisfaction of the faculty members which would grow by leaps and bounds. If the job satisfaction of the faculties increases, their productivity in terms of their performance is also likely to increase (Michel, R.D.J. & Michel, C.E.J., 2012). The performance of the teachers is very important for any educational institution. However, it has been seen that the employees suffer tremendously in terms of performance. One of the reasons which were identified was that of intense imbalance of work life balance. In order for the employee to stay prolific and productive throughout the course of their work, their family life needs to be happy and sustained. Only then, employee productivity will be enhanced and consequently, organisational productivity will follow (Lubna, R.V., 2013).

Limitations and Future Research Scope of our Study

There are certain limitations of this research study which will have to be considered before drawing any kind of specific inference from it. It must be noted here that a few of the reference papers used in this study were not proved empirically as they were literature based using only secondary data. Furthermore, many papers which would have been important for this particular study might have been

not incorporated as they were missed. Due to the limited time frame, it was impossible to go through all the papers that were connected to this field. Certain papers which were of relevance were used as references according to the judgment of the authors.

While collecting the data via sampling, the respondents might have been biased which may have an impact on the model created based on the research findings. Some of the respondents were found to be reluctant in sharing information which may or may not have certain effect on the research findings.

Various segments were remained unexplored during the course of this study. These segments could be taken up for further research. Thus, future research in this field could cover the following unexplored areas:

- The researchers may find other important variables which are important to this topic and they could do an analysis on how those variables affect the research model given in this study.
- This study was restricted to the country of India. Researchers could do this same study in certain other geographical areas and furthermore, draw a comparative study of the different geographical regions.
- Extensive studies could be done on the issues and challenges faced by the faculty of higher educational institutions on a national level and the data could be compared with that of the data available from the other foreign nations on the same topic.
- Separate models could be created by changing the target population from teachers to students or parents. This would help in obtaining a 270 degree view on the entire situation afflicting the industry.
- Certain studies could only take female teachers as the target population as many studies suggest that female teachers face much more difficulties maintaining the work life balance as compared to the male faculties.

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Annexure: 1 (Questionnaire)

Factors	Variables / Items
Organizational Culture	Your organization provides attractive career prospects for your future.
	Your organization pays for any overtime work.
	Your organization arranges for certain training programs to handle stress.
	Your organization has a supportive working environment.
Family Related Factors	Your family supports you regarding your job.
	Your family advises you to deal with certain job situations which you find difficult to handle.
	Your family time gives you positive energy which boosts your performance during work.
Individual Factors	You possess the mental capability to handle present working stress.
	You are able to keep the balance between work and home by properly managing the time.
	You can concentrate properly to get the over work-load done in a stipulated period of time.
Motivation	You are given adequate monetary benefits.
	You are given adequate non-monetary benefits.

	You participate in various FDP's to boost your performance in your work.
Extra-Curricular Activities	You are entertained by the organization to spend vacation with your family members for getting energy of executing job.
	You are boosted up by your organization for getting any achievement.
Work Life Balance	Your personal life is not hampered because of your work life.
	You do not sacrifice your family time for your work.
	The job helps to maintain your personal work.
Employee Productivity	Proper work life balance enhances employee productivity in terms of organizational development.
	You can engage proactively for executing other jobs except your assigned job if work life balance is maintained properly.
	Good work life balance helps you to execute your job efficiently.
Growth of the Employee	Your efficient work helps to enhance your career growth.
	You will not face any stiff competition in your work place if your work efficiency is high.
	Your efficient work helps to enhance your adaptability in the organization.

Annexure: 2 (Measurement model)

