

**A Study of relation between Work Life Balance and Organizational Commitment in Academic Sector.****Jyoti Dave ,Research Scholar****Abstract:**

*Work life balance has always been considered important in all the other sectors except academics. This study is carried out to understand the work life balance issues and its impact on the commitment of employees in the academic sector. The work life balance was measured using a scale that was developed keeping in mind the major factors of work life balance. Organizational commitment was measured using the Allen & Meyer scale. There were a total of 82 respondents from engineering institutes and management institutes. The results that were yielded show that work life balance has come to center stage in academics as well. Men who have joined the academic sector also expressed that they have joined the academic sector for better work life balance. The study brings out many more changes in the social setup of modern academic sector in India. There is a significant relationship between work life balance and organizational commitment.*

**Keywords:** - academic sector, organizational commitment, and work life balance.

**Introduction:**

Modern organizational systems are moving towards humanistic approach in dealing with their most valuable asset i.e. human resources to make them satisfied with their work and life. The organizations are now realising and identifying several different factors and roles of workers' life than just the hours they spend in office, which affect their productivity. It is also important to note that quality of time spent at workplace and the climate that is provided to the employees can affect their work life balance. The present study tries to bring into light the impact work life balance on the commitment.

Work life balance has been defined as an individual's ability to balance work life and family life. In psychological context it means that how an employee makes choices to handle the work life balance and how work life balance initiatives by organization can affect the employee's commitment towards the organization. The initiatives taken by the organizations also seem to recognize the different roles an employee possess.

In education sector, we see that many a times if the time allotted to a particular faculty is less, then other faculties give extra lectures to their co-workers to complete the syllabus and when a person has an urgent family demand to fulfil, the co-workers take extra classes to adjust that person's class and free him/her to complete his/her obligation. Along with the teaching, a faculty is also inclined and interested in research work. The next big question that any employee seeks to answer is the organization's support to research work as well as encouragement to carry quality research.

The present study is an attempt to find the common work life balance issues in the academic sector and its impact on the overall commitment of employees. This study also brings out the various myths associated with the academic sector. Myth1:- women join the academic sector for work life balance, was found to be true as well as for men. Myth 2:- only those people join the academic sector who don't have any other career option.

**Literature Review:**

**Gulbahar Amjad Ali, et.al.** (2014) defines work life balance as a mental state of mind, which is related to choosing of priorities in life. The paper reveals that most of the time people tend to choose work over family. **Karthik R.** (2013), emphasizes that people should be much more strategic and rational to tackle work life issues. He states that people should have strong communication skills so that they can clarify the values and importance of the both spheres of life. **Miryala and Chiluka** (2012), talks about the work life balance issues, which has always been associated with a particular gender i.e. women. Workplace has always been associated with men and domestic sphere is always called the sphere for women to do their duties, is a perception which is changing with time, **Mary Kunte & Albert J Mills** (2004).

According to **Rehman & Waheed** (2012), the concept of work life balance came into existence about 75 years ago, when the US employees were only maintaining working hours at workplace and were ignorant about family demands. Later after world war II they became conscious about their responsibility towards family and so they started working fewer hours along with better pay in order to maintain work life balance. They through their study concluded that women face more work family conflict as compared to men which in turn affects their overall organizational commitment.

**Kossek E.E.**, (2013), brings to light that changes in work culture, family needs and demands, the trend of dual earner has increased in the recent times. These changes have adversely affected the performance of employees. It is important to note that though women have moved out of their traditional domain i.e. family and entered the workspace, but still her responsibility towards her family is not being shared by men. They also give rise to conflict which employees' experience, which in turn affects the performance and commitment of employees, **Anderson et.al.** (2002).

**Delecta P.** (2011), emphasizes that work life balance capability depends on the personality of the person. The author concludes that people with type A personality are work oriented and therefore they are incapable of balancing work life and family life tactically. **Belwal & Belwal** (2014), in their research work conclude that organizations have started believing that work life balance initiatives have actually benefitted the organization and has contributed effectively in the areas of retention, motivation and increased focus on work by employees.

Commitment has been defined as the level of loyalty that an employee has towards his/her organization and willing to put in his/her best efforts to maintain his/her membership in the firm. **Susan J. Lambert** (2000), have pointed out the link between benefits and organizational citizenship behavior. **Mowday et.al.** (1982) defines commitment as a relative strength of involvement of employee in the organization. **Kossek et.al.** (1999), argues that "individuals who have good access to resources and support for childcare, for example, elderly parents at home, then they ensure more organizational commitment and can spend more time at work".

**Allen & Meyer** (1990), states that employees with high levels of commitment identify themselves with organizations they work and they tend to be very much active in participation at workplace. They are highly engaged employees. The research paper concludes that the perception in the employees that my organization supports me in balancing work life and family life increases the commitment of employees towards the organization. Commitments are of three types namely:-

- a. Affective Commitment: - it talks about the emotional attachment of the employee with the organization.
- b. Normative Commitment: - it is expressed by the employees who feel obliged to be with the organization because of the favours provided by the organization.
- c. Continuance commitment: - the employee is willing to work with the organization as he knows that the cost of leaving the organization is higher.

**Objectives:-**

- a. To identify the reasons for increase in number of female employees in the work force especially in education sector.
- b. To identify relationship between work-life balance and the growing trend of professionals moving from corporate to the education sector.
- c. To identify the type of commitment associated with the organization.
- d. To identify various factors that contribute to the commitment of the employee in a positive way.
- e. To understand the relationship between work life balance initiatives in the Institutes and levels of commitment.
- f. To understand employees preferences in case of work life balance initiatives (integration and segmentation).

**Methodology:-**

Literature review was the first step and was a part of exploratory design. In the second stage, a questionnaire was framed for work life balance after identifying major factors that affect the work life balance. The commitment questionnaire by Allen & Meyer was modified according to the need of study. The next most important step was the collection of primary data through a structured questionnaire, which was uploaded in google docs and the target group were sent the link. Simple random sampling was used to collect data, the data collected were coded and analyzed using excel and SPSS 21. The total sample size was 82 faculties from various Institutes and Universities.

**Analysis and Interpretation:-**

In the sample taken for the survey there were 32 women and 50 men. Out of the 32 women only 15 had prior experience in the corporate world. Out of the 15 women who had corporate experience 12 expressed that they had shifted to the academic for better work life balance .This accounts to almost 80% of the total sample.

Out of the 50 men, 30 had corporate or industry experience. There was an interesting aspect that was discovered from the men respondents. Out of these 30 faculties, only 7 felt that they were always meant for teaching and they were passionate about teaching. There were 6 faculties who gave the reason for joining the academic sector was no opportunity in the corporate world. A whopping 14 faculties stated that they had joined the academic sector because of work life balance. There were 20 men who did not have industry experience. Out of these 8 faculties which is 40 % responded that the main factor/reason for joining the academic sector was better work life balance. 9 faculties felt that they always thought they were meant for teaching and there was only one person who expressed that there was no job opportunity in the industry.

In the table below (**Table 1**), we can understand the relation between work life balance and the age group.

1. 20-30 years: - there are 17 people who had joined the academics for better work life balance out of the 39 respondents. There are 12 respondents who had joined the academic sector because they were passionate about teaching, there were 4 people who could not find a job in the corporate and had to forcibly shift to the academics.

Table No 1

Relation between Work Life Balance & Age groups of the respondents

2. 30-40 years: - the total number of respondents in this group were 35, out of which 18 felt that academics provided better work life balance. There were 12 respondents who felt that they were always meant for teaching, 5 people joined the academics because there was no job opportunity in

Age Groups	Better work and family balance or I wanted to stay near my family	I felt, I was always meant for teaching	No job opportunity was available in that industry	Not Applicable	To pursue my second career	Grand Total
20-30 years	17	12	4	3	3	39
30-40 years	18	12	5			35
40-50 years	1	4		1		6
50-60 years					1	1
above 60 years					1	1
<b>Grand Total</b>	<b>36</b>	<b>28</b>	<b>9</b>	<b>4</b>	<b>5</b>	<b>82</b>

the corporate.

**Issue of integration and separation of life domains:** - Two questions were included in the questionnaire regarding the employees' preference in terms of keeping their work life and family life integrated to strike a better balance between them and whether they wanted to keep their work life and family life separate in order to remain committed in both the spheres.

A simple pivot table was used to analyze the preferences of men and women when it comes to keeping their work life and family life separate. From the table (table 2), it clearly indicates that majority of men i.e. 48 out of 50 want to keep their work life and family life separate, which is about 96% of the total men respondents. It was also seen that out of the 32 women respondents, 30 women wanted to keep their work life and family life separate.

TABLE 2:- Integration and Separation of Work Life and Family Life

I always want to keep my work life and family life separate	Strongly disagree	Disagree	Neutral	Agree	strongly agree	Grand Total
Women	0	2	4	17	9	32
Men	1	1	8	19	21	50
<b>Grand Total</b>	<b>1</b>	<b>3</b>	<b>12</b>	<b>36</b>	<b>30</b>	<b>82</b>

There were 2 women who felt that integration can help them balance their work and family life better. There were 2 men who were of the same opinion that they would integrate work life and family life to handle it more successfully.

**Cronbach’s alpha for the overall commitment scale**

To test the reliability of the commitment scale, Cronbach’s Alpha test was carried out in SPSS. The total number of items in the scale were 18. Cronbach’s Alpha was found to be 0.820, which represents that there is a high level of internal consistency in the scale that was used to measure the commitment (table 3). Though the scale that was used was by Allen and Meyer, but changes were made according to the type of study that is being aimed to carry out.

**TABLE 3:- Cronbach’s Alpha for Organization Commitment Scale**

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.820	.815	18

**Cronbach’s alpha for work life balance scale:** - The work life balance scale was developed according to the purpose of study. The scale was divided into 5 parts, which are the five different of factors which talk about the work life balance of faculties namely, institutional factors, interaction levels between the work life and family life, well-being of employees, career progression and involvement. The overall Cronbach’s alpha was found to be 0.776(table 4), which clearly indicates high level of internal consistency in the scale.

**TABLE 4:- Cronbach’s Alpha for Work Life Balance**

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.776	.779	28

After the test of reliability, the next step was to find out the most dominant commitment in the faculties, where a simple average was used to find out the average of the three commitments. Affective commitment’s average was 3.5, continuance commitment average was 3.1 and normative commitment average was 3.3. From the average we can find out that affective commitment was dominant commitment. So for further research the affective commitment will be taken into consideration as per the requirement.

**Null Hypothesis 1(H<sub>0</sub>):- There exists no relation between work life balance and organizational commitment.**

To test this hypothesis a Pearson Correlation was run to determine the relationship between work life balance and affective commitment. In this the dependent variable was affective commitment and independent variable was work life balance. The data shows no violation of normality and linearity. There is a strong positive correlation between work life balance and organizational commitment. The correlation coefficient was found to be  $r=0.676$  &  $p =0.000$  (table 5). Thus, the null hypothesis is rejected and alternative hypothesis is accepted.

**TABLE 5:- Pearson Correlation for Affective Commitment & Work Life Balance Correlations**

		Work Life Balance	Affective commitment
Work Life Balance	Pearson Correlation	1	.676**
	Sig. (2-tailed)		.000
	N	82	82
Affective commitment	Pearson Correlation	.676**	1
	Sig. (2-tailed)	.000	
	N	82	82

\*\* . Correlation is significant at the 0.01 level (2-tailed).

To further find, the strength of the relation a regression analysis was carried on the data. The constant was kept as zero (0). The regression confirms the strong correlation that existed between work life balance and organizational commitment. The R value which represents the multiple correlation coefficient was found to be 0.713(**table 6**), which indicates a good level of prediction. The R squared which shows the proportion of variance in the dependent variable that can be explained by the independent variable was found to 0.509 , which is considered a good score in psychological and social sciences studies.

**TABLE 6:- Regression Analysis for Strength of Relation between Commitment and Work Life Balance Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.713 <sup>a</sup>	.509	.477	.4696

- a. Predictors: (Constant), career progression, involvement, wellbeing, interaction, institutional
- b. Dependent Variable: affective commitment

The F ratio in the Anova table talks about the overall regression model is a good fit for the table. The table shows that the independent variables statistically significant predict the dependent variable.  $F(5, 76) = 15.757$  &  $p < 0.05$ . (**Table 7**) This shows that the regression model is a good fit of data.

**TABLE 7:- ANOVA table to find good fit of regression analysis ANOVA<sup>a</sup>**

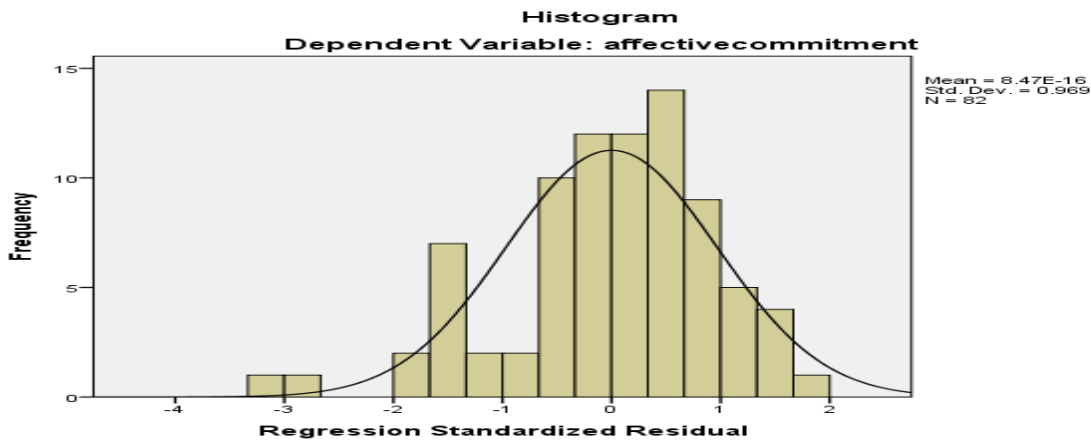
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	17.378	5	3.476	15.757	.000 <sup>b</sup>
	Residual	16.763	76	.221		
	Total	34.140	81			

- a. Dependent Variable: affective commitment
- b. Predictors: (Constant), career progression, involvement, wellbeing, interaction, institutional

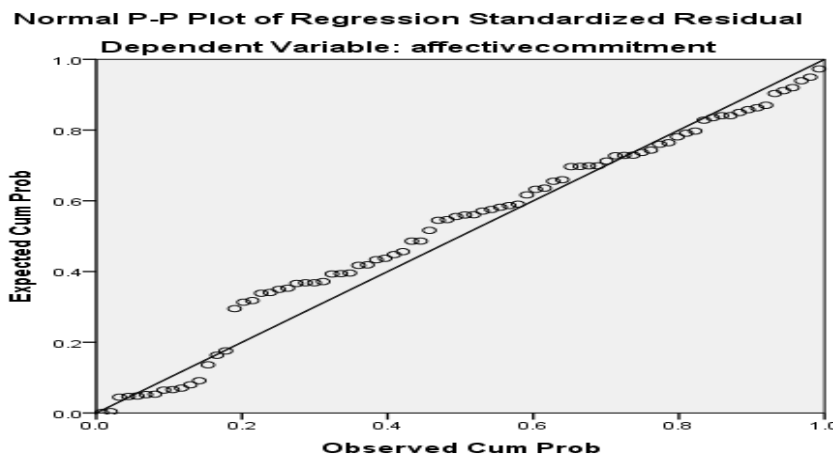
The unstandardized coefficients indicate how much the dependent variable varies with an independent variable. The table below it can be clearly seen that interaction and career progression are the two independent variables which causes maximum changes in the dependent variable and other variables are also causing changes as well in a positive direction.

The histogram and the P-P plot reinforce the strong regression relation between work life balance and affective commitment (.Graph 1 & Graph 2) respectively.

**GRAPH 1:- Histogram for Regression**



**GRAPH 2:- (P-P plot for Regression)**



**Null hypothesis 2 (H<sub>0</sub>):- Organizational commitment is not positively related to the perceived organizational support.**

To test this hypothesis a Pearson Correlation was carried out with the help of SPSS. The data shows that there is no violation of normality and linearity. The Pearson Correlation was found to be  $r = 0.439$  &  $p < 0.05$  (table 8). The data clearly shows that there is a positive correlation between organizational commitment and organizational support, but not so significant. Through the data we, thus reject the null hypothesis and accept the alternate hypothesis.

**TABLE 8:-** Relationship between Affective Commitment & Institutional Support Correlations

		Affective commitment	institutional
Affective commitment	Pearson Correlation	1	.439**
	Sig. (2-tailed)		.000
	N	82	82
institutional	Pearson Correlation	.439**	1
	Sig. (2-tailed)	.000	
	N	82	82

\*\* . Correlation is significant at the 0.01 level (2-tailed).

**Hypothesis no 3 (H<sub>0</sub>):- There is a strong relationship between why women join the academic sector and work life balance.**

To test this hypothesis there were two main tools that were used. The first tool was the basic mathematics of percentage. A direct question was included in the questionnaire “I have joined the academic sector because of work life balance”. The total number of women in the survey were 32, out of which 27 women agreed that their purpose of joining the academic sector was work life balance which is provided by the academic sector. About 84.37% women were in this category. One more interesting fact that was discovered during the analysis was that almost 70 % of the men had also joined the academic sector for better work life balance. This can be a major turning point in the study and will give a better understanding that work life balance is not only limited to women and the society now realize the role of men needs to expand towards his family other than work.

The second tool that was used to prove the hypothesis and to peep better into the data, a Mann Whitney test was employed. First of all a normality test was carried out to find out whether the data is normal or not. The normality test was carried out in SPSS, where the dependent list is work life balance and the factor was grouped by gender. The Shapiro Wilk test was considered appropriate (table 9).

**Table 9**  
**Tests of Normality**

	Gender	Kolmogorov-Smirnov <sup>a</sup>			Shapiro-Wilk		
		Statistic	df	Sig.	Statistic	df	Sig.
I have joined the academic sector because it provides better work life balance	1	.424	32	.000	.634	32	.000
	2	.247	50	.000	.847	50	.000

a. Lilliefors Significance Correction

The significance is at 0.000, which clearly states that the data is not normally distributed and therefore a non –parametric test is to be used to test the hypothesis.

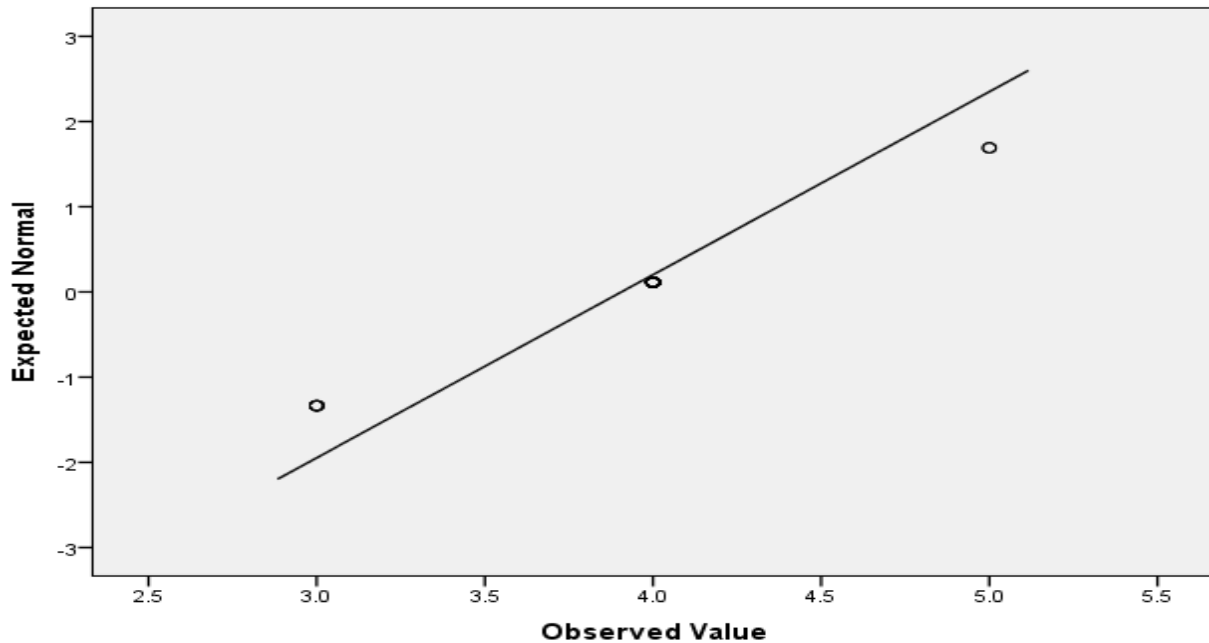
The normal Q-Q plot of both female and male are projected which show similar result predicting that the data is not normal. Though female show better normality than male.



The graph below is the normal Q-Q plot for women (**graph 3**), and through normality test we come to know that the data are not normally distributed. In the graph of men (**graph 4**) it clearly indicates that it is not normally distributed and hence we need to carry out non-parametric test.

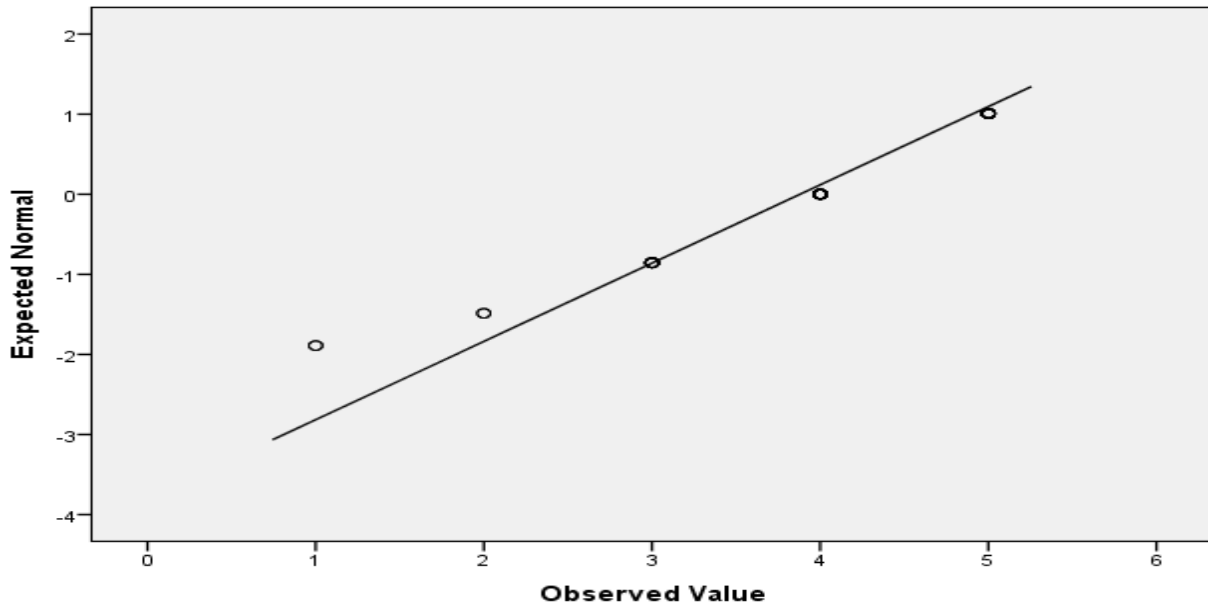
**GRAPH 3 :-** Q-Q Plot for the normality of data for women

**Normal Q-Q Plot of YourWellBeingIhavejoinedtheacademicsectorbecauseitpr  
for Gender= 1**



**GRAPH 4:-** Q-Q Plot for the normality of data of men

Normal Q-Q Plot of YourWellBeingIhavejoinedtheacademicsectorbecauseitpr  
 for Gender= 2



Subsequently, a Mann Whitney Test was used to understand and find the differences in the perception of work life balance in men and women (**table 10**). The result is as follows:

**TABLE 10:-** Statistics for Mann Whitney Test  
**Ranks**

	Gender	N	Mean Rank	Sum of Ranks
I have joined the academic sector because it provides better work life balance	1	32	40.17	1285.50
	2	50	42.35	2117.50
	Total	82		

Women are represented as gender 1 and men as gender 2. Their mean ranks are 40.17 and 42.35 respectively. The sum of ranks for women and men are 1285.50 and 2117.50 respectively.

**TABLE 11:- Mann Whitney Test Results for Men & Women**

<b>Test Statistics<sup>a</sup></b>	
	I have joined the academic sector because of work life balance
Mann-Whitney U	757.500
Wilcoxon W	1285.500
Z	-.447
Asymp. Sig. (2-tailed)	.655
Exact Sig. (2-tailed)	.645
Exact Sig. (1-tailed)	.322
Point Probability	.000

a. Grouping Variable: Gender

It can be concluded that  $U = 757.500$ , but  $p > 0.05$ (table 11), hence the null hypothesis proves to be correct. It can be concluded that there is no significant difference in perception of work life balance for men and women.

**Conclusion: -**

It is evident from the study that work life balance is a major concern in the academic sector as well. The study finds that there is a significant relationship between work life balance and the organizational commitment of academicians. It also brings out certain important facts about the academic sector such as –

1. Men also join the academic sector for better work life balance.
2. The myth that those who don't get job join the academic sector is busted.
3. If there is enough Institutional support the longevity of career gets enhanced.
4. Women join the academic sector for better work life balance was found to be true.
5. It was also observed that young academicians have good awareness about the work life balance and its importance in their life.

In totality, the study has tried to bring out the demographic and social changes taking place in the society.

**Limitations: -**

There are several limitations that were faced during the study. The study was limited to Gujarat. There was time and resource limitation. It was difficult to collect faculty details so that the questionnaire can be sent to them through mail. The response rate was 10%.

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