

Investigation of the Work-Life Balance of Employees in the Field of Education

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Abstract:

In the modern, fast-paced workplace, most workers are under pressure to enhance productivity, accelerate activities, and function with limited resources. An extraordinary amount of pressure to attain success seems to exist. While fulfilling the responsibilities of multiple individuals at work, we also strive to be ideal parents, lead fulfilling personal lives, engage in our hobbies, contribute to the community, and diligently care for our physical, mental, and spiritual health. The pursuit of balance is laudable, although it frequently proves to be an unattainable objective for most persons. Instead, it has evolved into yet another entry in an ever-expanding, guilt-inducing roster of responsibilities. Certain circumstances require further exertion, while others permit prolonged absences. At times, we may concentrate more fervently on our interests and passions; at other times, various concerns may assume priority. There are times when we diligently prioritize self-care and other times when it wanes—instances when we invest considerable attention in our family and moments when we possess less energy and time for them. The aim of balance is to cultivate a holistic existence, regularly rejuvenating your creative energy to realize your maximum potential. By dedicating adequate time to both work obligations and cherished personal hobbies, you can achieve life balance. When one aspect of your life demands considerable energy, it might result in irritation, diminished productivity, and strained interpersonal connections. This research investigates work-life imbalance, the advantages of a healthy work-life balance, and the techniques to attain an optimal work-life balance.

Keyword: work-life balance, personal life, productivity

I. INTRODUCTION

Djibouti, a small nation strategically located at the junction of the Gulf of Aden and the Red Sea, covers approximately 23,000 square kilometers and has a population of 921,000 (Central Intelligence Agency, 2020). The nation saw consistent economic growth, with its per capita Gross Domestic Product (GDP) increasing at an average annual rate of 3.1% from 2001 to 2017 (World Bank, 2018). In 2017, Djibouti's GDP was \$3.64 billion, yielding a per capita GDP of \$3,600 (Central Intelligence Agency, 2020). Despite a workforce of over 300,000, the country exhibits a significant unemployment rate of 40%. The financial sector in Djibouti comprises 12 banks with increasingly

diverse portfolios across several industries. This sector encompasses both Islamic and conventional banks, which have experienced considerable growth in recent years (Ali, 2018). The World Bank and the Central Bank are endorsing initiatives to modernize and automate the financial sector (Oxford Business Group, 2020). Ali (2018) notes that financial institutions in Djibouti account for 97% of the country's financial assets and contribute 13% to its GDP. The insurance sector constitutes 2.5% of financial assets, while microfinance represents the remaining 0.5% (Oxford Business Group, 2020). The arrival of multinational banks has heightened competition in the local market, necessitating the implementation of effective human resource strategies to enhance employee engagement

and benefits and thereby preserve a competitive edge (Albrecht et al., 2015). Employee retention and turnover have garnered considerable attention due to their influence on organizational performance and competition. Retaining skilled workers is vital, since their knowledge and capabilities are key for sustaining a competitive advantage (Kyndt et al., 2009). The Work Institute (2019) indicates that the cost of employee turnover is considerable, averaging around 1.5 times an individual's annual compensation. Cappelli and Keller (2013) estimate the replacement cost of an employee to be around 90–100% of their annual remuneration. In 2017, voluntary turnover increased by 7.6%, with a considerable segment being preventable, underscoring the imperative for employers to address this concern proactively (Work Institute, 2019). High turnover rates escalate operating costs and adversely affect organizational efficiency and profitability (Spain & Groysberg, 2016). Conversely, companies with low turnover rates and robust retention of top talent have a significant competitive advantage.

Several factors, including effective communication, reward programs, career development opportunities, and performance-based incentives, influence employee retention (Sandya & Kumar, 2011). Bimbi, Ahmad, and Majid (2018) identify remuneration, training and development, and performance evaluation as advantageous aspects affecting employee retention. Additionally, cultivating a supportive work environment is essential for employee retention (Kundu & Lata, 2017). Career progression opportunities are essential as they improve employee engagement and reduce turnover intentions (Naim & Lenka, 2018; Herman, 2005). The cultivation of competencies is crucial for enhancing employee commitment, which in turn influences their intention to remain with the organization (Naim & Lenka, 2018). Scholars have identified work-life balance as a significant determinant in mitigating employee turnover intentions (Osman, 2013; Mita, Aarti, & Ravneeta, 2014). Deery and Jago (2014) contend that work-life balance significantly affects employee retention and advocate for further research to establish effective strategies. Employee engagement is a vital determinant of retention. Balakrishnan, Masthan, and Chandra (2013) found that employee engagement is a crucial determinant of retention. Kossivi, Xu, and Kalgora (2016) assert that

further study is necessary to fully understand the complexities of employee retention.

II. LITERATURE REVIEW

Work-life Balance and Employee Retention

The management of work and home duties has attracted considerable interest from employees, practitioners, and scholars (Jones, Burke, & Westman, 2013). Notwithstanding its significance, the notion of work-life balance continues to be a subject of persistent discourse among academics. Work-life balance is fundamentally defined as the lack of conflict between professional and familial obligations, highlighting the simultaneous existence of both responsibilities in an employee's life (Quick et al., 2004). Hill et al. (2001) offer a more sophisticated definition of work-life balance as the concurrent management of the emotional, behavioral, and temporal demands linked to professional and familial obligations. People often confuse work-life balance with work-life conflict. Kumarasamy, Pangil, and Isa (2015) define work-life balance as an employee's capacity to reduce the conflict between professional and familial responsibilities. We can examine this topic from both organizational and personnel perspectives. Galea et al. (2014) characterize work-life balance from an organizational perspective as a setting that offers individuals job options while concurrently permitting time for familial obligations. On the other hand, Greenhaus and Allen (2011) argue that employees achieve work-life balance when they strike a balance between their professional and personal obligations. Lockwood (2003) elaborates that, for employees, work-life balance entails the issue of reconciling job obligations with family responsibilities. From an organizational standpoint, it entails cultivating a corporate culture that allows employees to concentrate on professional responsibilities during work hours while accommodating familial commitments. In modern workplaces, the management of work-life balance has emerged as a significant issue for both people and businesses. Deery and Jago (2014) identified work-life balance as a crucial determinant of employee retention. Further research has shown a clear correlation between workers' work-life balance and their choice to stay with their present employer (Mita, Aarti, & Ravneeta, 2014). Qu and Zhao (2012) also emphasize work-life balance as a crucial factor in keeping skilled

personnel. Kar and Misra (2013) contend that corporate policies promoting work-life balance are favorably associated with employee retention. Furthermore, they assert that a culture characterized by flexible work hours and support for work-life integration significantly improves the achievement of a superior balance. Cegarra-Leiva, Sánchez-Vidal, and Cegarra-Navarro (2012) contend that it is not just work-life balancing methods, but the existence of a supportive work-life balance culture that enhances job satisfaction and employee retention. Research has demonstrated that a culture that provides emotional support to employees reduces their desire to leave the firm (Osman, 2013). Consequently, cultivating such a culture is vital for enhancing retention and overall organizational efficacy.

Employee Retention

Employee retention is a multifaceted issue that has garnered significant attention and relevance among scholars and organizations. Scholars (Mita et al., 2014; Bidisha and Mukulesh, 2013; Hausknecht, Rodda, and Howard, 2009) have characterized this multifaceted construct in several ways. Employee retention pertains to the duration of employees' tenure inside the present organization (Bidisha and Mukulesh, 2013; Hausknecht, Rodda, and Howard, 2009). Hausknecht, Rodda, and Howard (2009) elucidated that employee retention encompasses the measures implemented by organizations to inspire and persuade people to perform at their highest capacity for an extended duration. Chiboiwa, Samuel, and Chipunza (2010) defined retention as a measure implemented to reduce the attrition of competent personnel. This term emphasizes competent or skilled personnel. Singh and Dixit (2011) asserted that retention includes the methods and activities utilized by an organization to ensure that workers essential to its operations remain with the organization for an extended duration. Johnson (2000) defined retention as an organization's capacity to retain personnel they wish to keep. Thus, it suggests that organizations rigorously implement retention for talented individuals. From an organizational standpoint, most definitions emphasize the formulation of rules and procedures designed to inspire or persuade people to retain their positions within the organization. Huang et al. (2006) asserted that, from the standpoint of employee loyalty, retention correlates with an employee's intention to remain committed to their present organization. Organizations employ employee

retention as a method to maintain a productive staff that meets their operational needs (Mita et al., 2014). Researchers and scholars have identified numerous elements that impact employee retention. A comprehensive strategy for employee retention, as articulated by Munish and Agarwal (2017), includes training and development, remuneration, quality of work-life, and work policies and arrangements. According to Hytter (2007), notions such as loyalty, trust, and dedication are indicators of employee retention from the employee's perspective. Furthermore, workplace characteristics such as leadership, career advancement, work-life equilibrium, training and development, and rewards exert an indirect impact on employee retention (Hytter, 2007). Pritchard (2007) asserted that to retain personnel, organizations must prioritize training and development. Additional predictors of employee retention include organizational characteristics like gratitude and work pressure, individuals' learning attitudes, seniority, and self-perceived leadership abilities (Kyndt, Filip Dochy et al., 2009). Retention variables may vary over successive generations. Aruna and Anitha (2015) highlighted mentoring, career growth, job satisfaction, inclusive management style, work environment, and working style as variables influencing the retention of Generation Y. Consequently, several variables contribute to employee retention.

III. OBJECTIVES OF THE STUDY

1. The aim is to explore the concept of work-life balance in the context of employment relationships.
2. We aim to evaluate the significance of work-life balance for both companies and employees.
3. The goal is to identify the factors that influence the balance between work and life for employees.
4. The aim is to scrutinize the connection between the job duties of employees and their influence on their personal lives.
5. The aim is to investigate the relationship between supervisory assistance and the productivity of employees.
6. To recommend measures for improving employees' satisfaction about work-life balance.

IV. HYPOTHESES OF THE STUDY

H1: Employees' job roles are linked to their effects on personal life.
 H2: Adopting a work-life balance approach is positively correlated with employees' performance within the organization.

V. RESEARCH DESIGN

The current study employed a descriptive research technique to analyze the work-life balance of lectures across different colleges.

Population

All the lectures functioning in various colleges under the regulator of AICTE constituted the population of the study.

Sample

A sample of 187 lectures was selected from various colleges in Andhra Pradesh using a random sampling approach for data collecting.

Data Collection

A standardized questionnaire was developed to gather primary data from the employees. Secondary data was obtained from the college's official website, online sources, periodicals, and textbooks.

Statistical Tools

Statistical methods like multiple regression analysis, ANOVA, and percentage analysis are employed to examine the data.

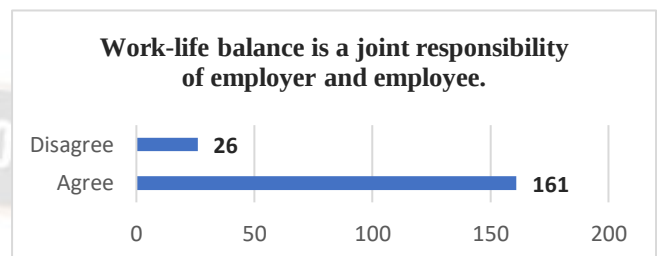
Validity and Reliability

We have computed reliability assessments, such as split-half and Cronbach's Alpha, to evaluate internal consistency. We evaluated the reliability of the responses by dividing the data into two segments. The average value of both the first and second groups is the same (3.9). The Cronbach's Alpha score of 0.93 demonstrated the internal consistency of the data.

VI. ANALYSIS AND INTERPRETATION OF THE DATA

1. Do you believe that achieving work-life balance is a shared duty between company and employee?

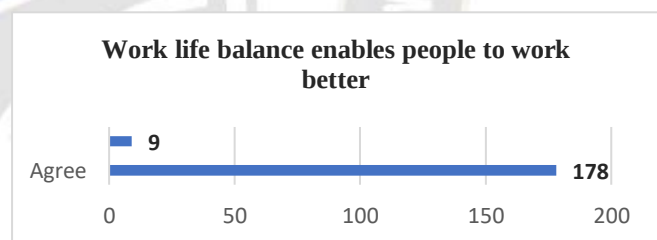
Graph: 1



161 (86%) of educators thought that maintaining work-life balance is a shared obligation between company and employee. While 26 individuals (13.9%) responded negatively.

2. Do you believe that work-life balance enhances individuals' productivity?

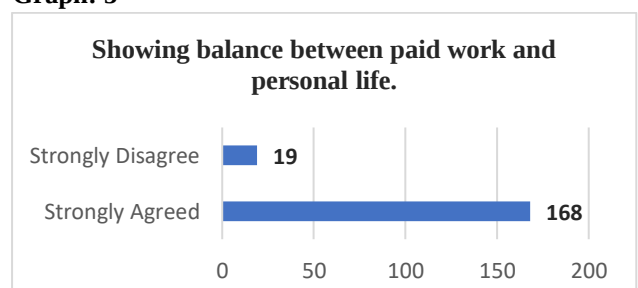
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178 (95.2%) of the lecturers concurred that work-life balance enhances productivity; 9 (4.8%) disagreed.

3. Do you believe it is essential to attain equilibrium between professional obligations and personal life?

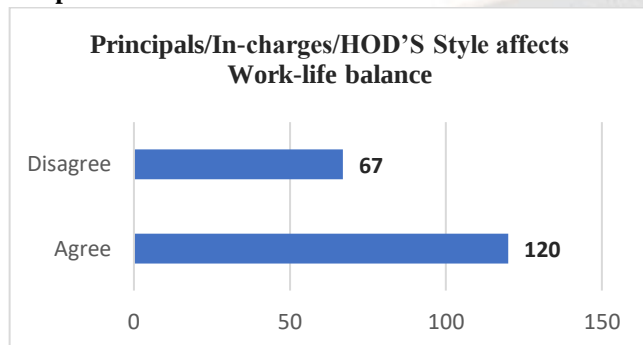
Graph: 3



The data indicates that the majority of instructors, 168 (89.9%), strongly concurred with the need to attain a balance between professional obligations and personal life. Of the respondents, 19 (10.2%) expressed an unfavorable opinion.

4. Do you believe that the leadership style of your principals, supervisors, or heads of department influences your work-life balance?

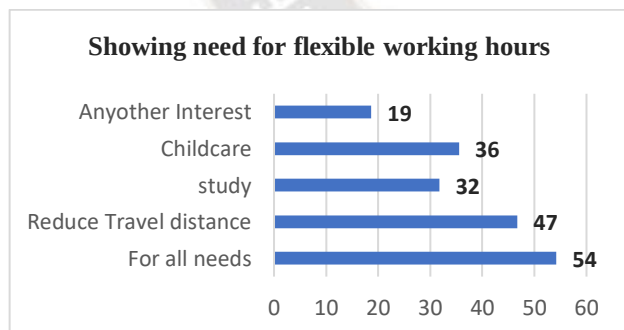
Graph: 6



Only 120 (64.2%) of the teachers reported that the leadership style of their principals, in-charges, or heads of departments influences their work-life balance. 67 individuals (35.8%) said that the leadership style of principals, in-charges, or heads of departments does not influence their work-life balance.

5. What is the necessity for flexible working hours?

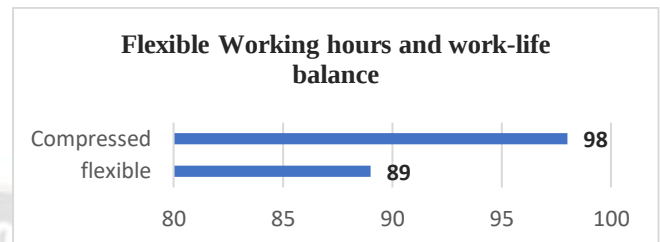
Graph: 5



The predominant justifications for requiring flexible working hours include accommodating overall demands (54, 29.0%), minimizing commute distance (47, 25.0%), engaging in educational or training pursuits (32, 17.0%), managing childcare duties (36, 19.0%), and pursuing alternative interests (19, 10.0%).

6. Do you believe that flexible working hours are essential for achieving work-life balance?

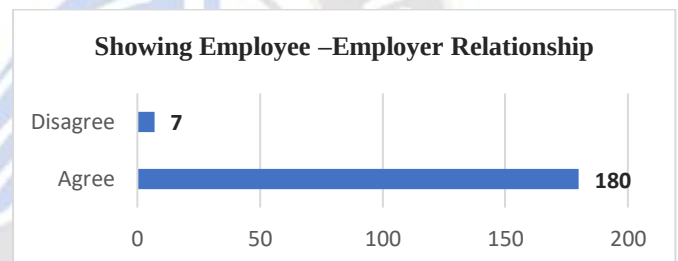
Graph: 6



Of the educators surveyed, 89 (47.6%) responded favorably, while the remainder, 98 (52.4%), expressed satisfaction with the reduced working hours.

7. Do you expect your boss to show empathy towards employees?

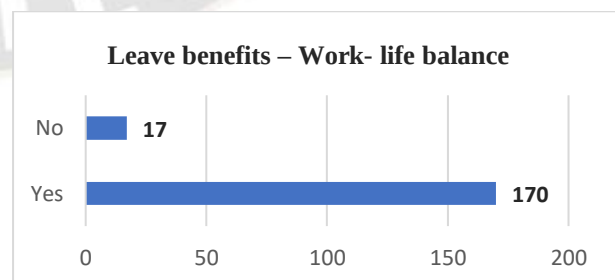
Graph: 7



180 respondents (96.3%) said that their employer needs to have sympathy towards them. Seven individuals (3.7%) held an unfavorable opinion regarding this statement.

8. Are you aware of the leave benefits offered by your organization?

Graph: 8

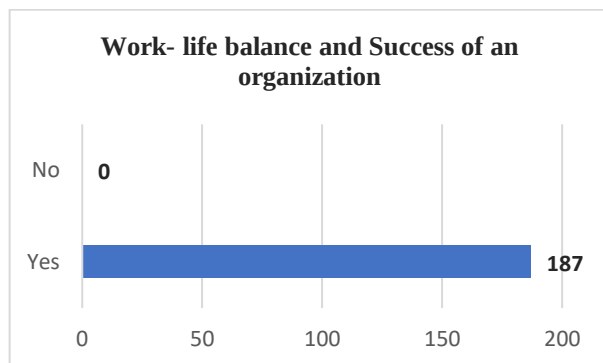


Of the respondents, 170 (90.9%) indicated awareness of their organization's leave benefits and confirmed their utilization. 17 respondents (9.1%) indicated that they

were aware solely of maternity leave and compassionate leave.

9. Do you believe that your business will achieve more effectiveness and success if workers maintain a healthy work-life balance?

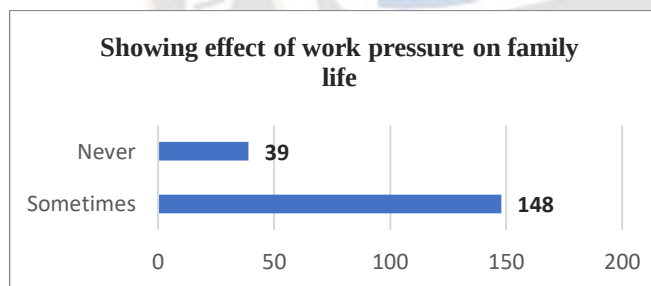
Graph: 9



All the respondents (100%) opined that their organization will be more effective and successful if employees have a good work-life balance.

10. Do you think that working too much interferes with spending quality time with your family?

Graph :10



Of the respondents, 148 (79.1%) occasionally feel they lose quality time with their family, whereas 39 (20.9%) never perceive a loss of family time due to job pressure.

Hypothesis Testing

H1: Employees' job roles are not linked to their effects on personal life.

H2: Adopting a work-life balance approach is positively correlated with employees' performance within the organization.

Model Summary

Model	R	R Square	Adjusted R Square	Std Error of the Estimate
1	0.551	.283	.212	0.7335

Inference: Given that $r = 0.551$, a strong correlation exists between the predictor and the dependent variable in the investigation.

ANOVA

Model	Sum of Squares	Df	Mean Square	F	Sig
Regression	11.714	5	2.43	5.32	.000
Residual	23.73	55	0.48		
Total	35.444	60			

We reject the null hypothesis and accept the research hypothesis because the significant result is 0.001, which is below the threshold of 0.05.

The work-life balance strategy has a positive correlation with employee performance within the company.

VII. FINDINGS

1. The lives of employees are negatively impacted by their place of employment. The excessive work hours and task demands significantly diminish the employees' quality time.
2. Employment may have an impact on an employee's personal life.
3. Overtime, traveling to work, meetings, and other factors all have a detrimental influence on the employees' ability to maintain a healthy balance between their professional and personal lives.
4. A strategy that promotes work-life balance is, according to the majority of workers, favorably related to the performance of employees inside the firm.

VIII. SUGGESTIONS

1. The firms must enhance and invent methods to address the varied demands of their personnel.
2. Thoughtful consideration is essential when making decisions about the adoption and implementation of policies, as these choices affect both employees and businesses.
3. The organization should inform its employees about its work-life balance policy.

IX. RECOMMENDATIONS

1. We should heavily promote effective policies and efforts to increase awareness of the various options for achieving work-life balance.
2. We must evaluate the policies and programs in light of the diverse work-life balance needs of employees, taking into account their unique life situations and circumstances.
3. Organizations must advocate and disseminate positive case studies that illustrate the advantages of implementing work-life balance policies and programs.
4. The organization ought to advocate for a favourable work-life equilibrium.
5. The relevant leaders should promote team discussions on aligning work-life balance requirements.

X. CONCLUSION

Work-life balance is an essential topic in human resource management, significantly impacting the productivity and development of both the organization and the person. Consequently, resolving this matter is imperative. Several factors facilitate employees' capacity to achieve a harmonious equilibrium between their personal and professional lives. We can enhance certain elements, such as employee involvement in policy development and decision-making, and strengthen the effective communication of organizational policies to achieve a high equilibrium between employees' personal and professional lives.

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