



Exploring Work–Life Balance among Female Staff Members in HEIs of Bengaluru City

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Abstract

The study examines the impact of work-life balance attributes; Workload, Flexible Work Arrangements, Institutional Support, and Family Responsibilities on the well-being of female employees in Higher Educational Institutions (HEIs). Using a sample size of 328 respondents, data were collected and analyzed through SPSS, employing a stratified random sampling approach to ensure representation across various institutional categories. The study evaluates the relationship between work-life balance factors and employee well-being, identifying key determinants that influence job satisfaction, stress levels, and overall quality of life. Statistical techniques, including factor analysis and regression analysis, were applied to assess the significance of these variables. The findings provide insights into how institutional policies and support mechanisms can enhance female employees' well-being, thereby contributing to a more inclusive and productive academic environment. The study offers recommendations for policymakers and educational administrators to improve work-life balance initiatives, ensuring better retention, engagement, and overall job satisfaction among female employees in HEIs.

Keywords: Workload, Flexible Work Arrangements, Institutional Support, Family Responsibilities, Employee well-being and HEIs.

Introduction

A thorough summary of the various elements affecting work-life balance is given by this study on work-life balance among employees in Omani educational institutions. It discusses important factors that may have an impact on how people perceive work-life balance, including marital status, educational attainment, employment status, position level, nationality, age, and experience. In order to improve employee well-being and productivity, it is critical to address the gaps in current knowledge regarding organisational support, workload, family responsibilities, cultural factors, career development opportunities, and work-life balance.

The level of organisational support reveals both areas of strength and need for development. It draws attention to the necessity of adaptable rules and assistance programs to meet a range of work-life demands. In a similar vein, the workload discussion offers insightful information on how employees view manageability and difficulties, highlighting the significance of fair workload distribution and efficient support systems. The difficulties of striking a balance between work and family obligations, recognising the complex relationship between the two and the possible effects on workers' well-being, examines cultural factors and how they affect gender roles and workforce participation, and provides insight into the cultural framework that shapes how work-life balance is perceived and handled.

Literature Review

Employee impressions of their workplace and professional achievement are greatly influenced by organisational support, especially perceived organisational support (POS). The obstacles preventing women from advancing in their careers in the Indian IT industry are examined by Chauhan et al. (2022) [3]. According to their research, women's perceptions of their professional success are highly influenced by mentorship, family obligations, and perceived organisational support. Similarly, Nabila et al. (2022) [16] emphasise how women's organisational commitment is influenced by moral support from friends, family, and supervisors.

This knowledge is expanded by Kusnayain et al. (2021) [8], who investigate the relationship between employee loyalty and organisational culture and support. According to their research, commitment is increased by a supportive organisational culture, and in some situations, gender moderates this link. In their deeper exploration of the mechanisms relating POS to psychological empowerment and job satisfaction, Maan et al. (2020) [9] highlight the moderating influence of proactive personality.

A thorough analysis of POS is given by Marindo et al. (2022), who highlight its effects on employee happiness, performance, and corporate citizenship. Their results highlight how crucial organisational fairness, HR regulations, and leadership are to raising workers' sense of support.

Numerous studies look at workload and how it affects work-life balance and job satisfaction. The difficulties of work-family conflict and career advancement are highlighted in Chand et al.'s (2023) discussion of how technology advancements and rising workplace stress impact female workers. Using structural equation modelling, Inegbedion et al. (2020) demonstrate how a balanced workload has a major impact on workers' job satisfaction.

Swathi and Reddy (2016) ^[21] highlight the necessity for supporting workplace regulations while outlining the particular difficulties experienced by women in juggling traditional responsibilities with professional tasks. According to Mochklas and Fatihudin (2019), female employees' career growth and workload are directly correlated, supporting the need for focused career development initiatives.

Omar and Ariffin (2015) ^[17] examine how workload and conflict affect work-life balance, highlighting the detrimental effects on workers' productivity and well-being. Together, this research highlight how crucial role conflicts and workload management are to improving work-life balance and job satisfaction.

A common theme is how work growth and family obligations overlap. In their discussion of how Australian women manage work and childcare responsibilities, Austen and Ong (2010) recommend policy measures to assist working mothers. Sharma and Venkateswaran (2021) highlighted the complex interaction between family responsibilities and professional aspirations by using descriptive statistics to investigate the effect of family obligations on career advancement.

Young and Wallace (2009) investigate how work-family investments affect lawyers' productivity and discover that, even if productivity levels are comparable, gender disparities in investment have an effect on career paths. Khan (2014) ^[6] investigates the detrimental effects of work-family conflict on career outcomes among working mothers in the United Arab Emirates. In order to reduce work-family conflict, this research highlight the necessity of supporting organisational cultures and policies.

Organisational practices and gender equality are greatly influenced by cultural variables. Khan (2020) highlights how cultural norms shape gender inequities by discussing how sociocultural constraints in Pakistan impede women's education and career advancement.

In their analysis of how national cultural frameworks affect gender diversity policies in corporate boardrooms, Cabeza-García et al. (2019) ^[2] contend that regulatory frameworks have a major impact on the results of gender equality. Onyango (2016) examines the ways in which societal and organisational culture affect women's promotion to senior management roles and promotes laws that guarantee gender equality in positions of leadership.

Maziku and Robert (2014) ^[10] investigate the sociocultural obstacles that Tanzanian women-owned SMEs must overcome, highlighting the necessity of policies that encourage women's entrepreneurship. The significance of cultural environment in influencing women's career prospects and organisational success is shown by this research. The elements impacting women's career success in Indian firms are examined by Gangai and Agrawal (2019) ^[4], who emphasise the importance of social norms and organisational practices. In her analysis of professional growth choices for female CEOs in Spain, Martín-Peña (2023) employs multicriteria decision-making approaches, highlighting the obstacles presented by the glass ceiling issue.

A thorough literature analysis on the factors affecting women's career progression is carried out by Thasika (2019), who highlights the necessity of supporting organisational practices and policies. In their discussion of the value of training and development in fostering women's professional advancement in the construction sector, Pathirage et al. (2007) ^[18] make the case for specialised training initiatives. Hopkins and Bilimoria (2008) shed light on women's professions in the twenty-first century, emphasising the importance of human and social capital. Their work emphasises how crucial it is to incorporate career theories that take into account the varied career pathways and experiences of women.

Research Gap

Even with a wealth of studies on work-life balance (WLB), little is known about the particular difficulties experienced by female employees in higher education institutions (HEIs). Studies that have hitherto been done mostly concentrate on business or general academic contexts without sufficiently addressing the gender-specific barriers that exist in HEIs, such as the combined weight of professional and household duties. Additionally, although WLB has been studied in the context of faculty members in the past, non-teaching female staff members who frequently face distinct pressures and work dynamics have received less attention. Furthermore, little is known about how organisational assistance, flexible work schedules, and institutional rules affect the WLB of female employees in HEIs. Comparative studies that examine differences in WLB experiences between various HEI types, such as public and private institutions, are particularly lacking. Developing focused policies and interventions that can improve the work-life balance and general well-being of female employees in higher education requires addressing these discrepancies.

Research Problem

In the quickly changing world of higher education institutions (HEIs), female employees frequently have to balance a variety of duties, including personal and family obligations in addition to their professional ones. Their general well-being, job happiness, and career advancement may be impacted by the particular difficulties brought about by the demanding nature of academic and administrative responsibilities as well as societal expectations. Many female employees in HEIs still struggle with stress, burnout, and sustaining a work-life balance, even in the face of growing emphasis on gender parity and workplace diversity. These difficulties are made worse by long workdays, little institutional support, and limited flexibility in work arrangements. Although work-life balance has been studied in a variety of fields in the past, a more thorough analysis of the particular obstacles and facilitators affecting female employees in HEIs is required. Gaining an understanding of these elements is essential to creating strategies and policies that improve employee retention, create a positive work environment, and advance institutional efficacy as a whole. By looking at the main factors, ramifications, and possible solutions to enhance their professional and personal well-being, this study seeks to understand the intricacies of work-life balance among female employees in HEIs.

Research Objectives

- i). To examine the key factors influencing work-life balance among female staff members in HEIs.

- ii). To assess the impact of work-life balance on employee well-being.

Research Hypotheses

- **H01:** There is no significant relationship between work-life balance and well-being.

Statistical Tools

- Reliability test
- Exploratory factor analysis
- Multiple linear regressions

Research Methodology

Sampling Procedure

In order to guarantee participation from a variety of female staff types, such as teaching, administrative, and support staff, the study on work-life balance among female employees in higher education institutions (HEIs) in Bengaluru City uses a stratified random sample technique. The stratification is based on institution type, employment functions, and experience levels because HEIs in Bengaluru are different, ranging from public universities to private colleges. To preserve variety, a list of HEIs in Bengaluru City will be created, and institutions will be chosen by proportionate random selection. Female employees of each chosen institution will be picked at random to take part in the research. 328 responders will make up the entire sample size, guaranteeing sufficient representation for statistical analysis. The population size, prior research, and the requirement for insightful subgroup analysis are taken into consideration when determining this sample size. The sampling process seeks to minimise selection bias while offering a thorough insight of the work-life balance experiences of female employees across various HEIs.

Results

Reliability Test

Table 1: Case Processing Summary of all Variables

		N	Percentage
Cases	Valid	328	100.0
	Excluded ^a	0	0.0
	Total	328	100.0

Source: Primary data through questionnaire.

Table 2: Reliability Test Results of Dimension wise

Dimension	Number of variables	Cronbach's Alpha
Work-Life Balance	12	0.785
Well-Being	4	0.721

Source: Primary data through questionnaire.

The internal consistency of the dimensions evaluated in the study is shown by the reliability test results, which are shown in Table 2. Both dimensions' Cronbach's Alpha ratings point to respectable levels of dependability. With a Cronbach's Alpha of 0.785, the 12-variable Work-Life Balance dimension has a good degree of internal consistency, indicating that the items used to measure it are dependable and yield consistent results. Comparably, the four-variable Well-Being dimension has a Cronbach's Alpha of 0.721, over the generally recognised cut-off of 0.7, indicating a fair degree of dependability. These findings demonstrate the validity of the study's constructs for additional investigation, guaranteeing that the information gathered may be utilised to make insightful judgements regarding the wellbeing and work-life balance of female employees in higher education.

Exploratory Factor Analysis

Table 3: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.863
Bartlett's Test of Sphericity	Approx. Chi-Square	1761.661
	df	66
	Sig.	.000

Source: Primary data through questionnaire.

A high degree of suitability for factor analysis is shown by the Kaiser-Meyer-Olkin (KMO) Measure of Sampling suitability, which stands at 0.863. Because it indicates a strong correlation between the variables, a KMO value above 0.8 indicates that the sample is appropriate for exploratory factor analysis. Furthermore, with 66 degrees of freedom and a significance level of 0.000, the approximate Chi-Square value for Bartlett's Test of Sphericity is 1761.661. Factor analysis is suitable for the dataset since the extremely significant p-value (less than 0.05) verifies that the correlation matrix is not an identity matrix. All of these findings lend credence to the data's appropriateness for additional factor analysis.

Table 4: Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.102	42.517	42.517	5.102	42.517	42.517	2.787	23.228	23.228
2	1.522	12.680	55.197	1.522	12.680	55.197	2.639	21.988	45.217
3	1.277	10.641	65.838	1.277	10.641	65.838	1.924	16.030	61.246
4	.830	6.920	72.758	.830	6.920	72.758	1.381	11.512	72.758
5	.629	5.238	77.997						
6	.522	4.353	82.350						
7	.480	3.999	86.349						
8	.437	3.643	89.992						
9	.357	2.972	92.964						
10	.344	2.865	95.829						
11	.294	2.454	98.283						
12	.206	1.717	100.000						

Extraction Method: Principal Component Analysis.

Source: Primary data through questionnaire.

Four components have been derived using Varimax Rotation with Kaiser Normalisation. All of the variables with factor loadings higher than 0.5 make up each factor. Four components were created by combining twelve variables. Out

of the twelve variables included in the study, four factors were identified. 72.758 percent of the variation in work-life balance qualities in HEIs was explained by these four factors.

Table 5: Rotated Component Matrix^a

Statements	Component			
	1	2	3	4
My workload at the institution is reasonable and manageable.	.809			
I frequently experience stress due to excessive work demands.	.798			
I have sufficient time to complete my academic/administrative responsibilities.	.776			
My institution has policies that promote work-life balance.		.862		
Flexible work policies help me maintain a balance between work and personal life.		.852		
Leadership is supportive of female employees managing work and family.		.768		
I receive fair treatment in terms of workload distribution and support.		.579		
My family responsibilities interfere with my work commitments.			.806	
I receive support from family members in managing work demands.			.788	
I have sufficient time to fulfil family responsibilities.			.648	
I am allowed to adjust my work schedule to accommodate personal needs.				.814
My institution provides flexible work arrangements (e.g., remote work, flexible hours).				.650
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.				
a. Rotation converged in 6 iterations.				

Source: Primary data through questionnaire.

The correlation between the variables and each of the extracted factors is shown in the above matrix. Typically, each variable has a high burden on one element and a low load on the others. The variable with the highest value in each row is chosen to be a component of the corresponding factor in order to determine which variables are included in each factor. With the exception of low loading variables, the values in each row have been high-lighted to arrange the 12 variables into 4 key factors.

Multiple Linear Regressions

In order to access the impact of work-life balance attributes on employee well-being as a dependent variable, enter a method of multiple regressions was applied.

Table 6: Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.609 ^a	.613	.513	.714	1.725
a. Predictors: Workload, Flexible Work Arrangements, Institutional Support and Family Responsibilities.					
b. Dependent Variable: Employee Well-Being.					

Source: Primary data through questionnaire.

The model summary in Table 6 sheds light on how the dependent variable, employee well-being, and the predictors workload, flexible work arrangements, institutional support, and family responsibilities relate to one another.

The independent variables and employee well-being have a moderately positive association, as indicated by the R value (0.609), which suggests that these factors taken together have a considerable impact on well-being in HEIs. The model's predictors account for roughly 61.3% of the variance in employee well-being, according to the R-Square value of 0.613.

This suggests that both personal and work-related characteristics have a large impact on well-being, indicating a good explanatory power. Approximately 51.3% of the variance in employee well-being is explained after modifications, according to the Adjusted R-Square (0.513), which takes into consideration the number of predictors in the model and offers a more realistic estimate for the general population. The existence of autocorrelation in the regression model's residuals is evaluated using the Durbin-Watson statistic (1.725). The assumptions of the regression model are supported and the findings are trustworthy when the value is near 2, which indicates that there is no significant autocorrelation. All things considered, the model shows a strong correlation between work-life balance elements and employee satisfaction at HEIs, confirming the importance of both institutional and individual assistance in fostering employee satisfaction.

Table 7: ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig. (P value)
1	Regression	3.147	2	31.168	8.188	0.000
	Residual	301.14	325	.173		
	Total	311.178	327			
a) Dependent Variable: Employee Well-Being.						
b) Predictors: (Constant), Workload, Flexible Work Arrangements Institutional Support and Family Responsibilities.						

Source: Primary data through questionnaire

The regression model's F statistics are statistically significant at the 0.05 level, according to the ANOVA (Table 7), suggesting that the regression equation fits well. There is statistical significance in the model.

Table 8: Regression- Coefficient

Variables	Un-standardized Coefficients		Standardized Coefficients	T	Sig. (P value)
	B	Standard Error	Beta		
(Constant)	.745	.141		6.321	.000
Workload	.326	.074	.324	5.745	.000
Flexible Work Arrangements	.254	.019	.259	4.625	.000
Institutional Support	.179	.032	.171	4.210	.014
Family Responsibilities.	.152	.017	.114	3.028	.000

a. Dependent Variable: Employee Well-Being.

Source: Primary data through questionnaire.

Table 8's regression coefficient analysis sheds light on how different factors affect employee well-being at higher education institutions (HEIs). The baseline level of employee well-being stays positive when all independent variables are held at zero, according to the constant value (0.745, $p = 0.000$).

- With the highest standardised beta coefficient ($\beta = 0.324$, $p = 0.000$) among the predictors, workload appears to have the greatest influence on employee well-being. It is possible that organised and managed workloads have a good impact on well-being because the positive correlation ($B = 0.326$) suggests that an increase in workload is linked to an increase in employee well-being.
- Additionally, flexible work arrangements have a considerable positive influence ($\beta = 0.259$, $B = 0.254$, $p = 0.000$), indicating that giving employees flexible work options helps them feel much better.
- The moderate effect of institutional support ($\beta = 0.171$, $B = 0.179$, $p = 0.014$) suggests that the institution's resources, policies, and support are essential for preserving employee well-being.
- Despite having a smaller influence than other predictors, family responsibilities had the lowest but still significant impact ($\beta = 0.114$, $B = 0.152$, $p = 0.000$), demonstrating the importance of striking a balance between work and family obligations for employee well-being.
- The findings demonstrate that every independent variable significantly influences the prediction of employee well-being because every p-value is less than 0.05. These results emphasise how crucial family-friendly policies, flexible work schedules, institutional assistance, and moderate workloads are to promoting employee well-being in HEIs.

Suggestions

- Implement fair workload distribution to prevent burnout.
- Offer flexible working hours to accommodate personal and family responsibilities.
- Develop employee assistance programs (EAPs) for counseling and mental well-being.
- Encourage supervisors to be empathetic and supportive of employees' personal commitments.

Conclusion

Workload, Flexible Work Arrangements, Institutional Support, and Family Responsibilities are work-life balance traits that have a substantial impact on employee well-being

in Higher Education Institutions (HEIs), according to the study. The results show that flexible work schedules, supportive institutional policies, and moderate workloads all have a positive impact on employee well-being by lowering stress and raising job satisfaction. Workload and flexible work arrangements have the biggest impact among these parameters, highlighting the necessity of more autonomy in scheduling and balanced job demands. Workload, Flexible Work Arrangements, Institutional Support, and Family Responsibilities are work-life balance traits that have a substantial impact on employee well-being in Higher Education Institutions (HEIs), according to the study. The results show that flexible work schedules, supportive institutional policies, and moderate workloads all have a positive impact on employee well-being by lowering stress and raising job satisfaction. Workload and flexible work arrangements have the biggest impact among these parameters, highlighting the necessity of more autonomy in scheduling and balanced job demands.

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