

**WORK LIFE BALANCE AND SUBJECTIVE WELL BEING: A COMPARATIVE
STUDY IN PUBLIC AND PRIVATE INSTITUTES IN HIGHER EDUCATION**

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**WORK LIFE BALANCE AND SUBJECTIVE WELL BEING: A COMPARATIVE
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***ABSTRACT:** This paper provides an insight into the Work life balance and Subjective well being of Educationists in Public and Private Higher Education Institutions. As in other multidimensional organizations Work life balance is a concern for Educationists too with the multitude of responsibilities that they have to manage. A sample of 100 educationists from public and private sector institutions of higher education was taken. The purpose of the research is to understand the antecedents and consequences of Work life balance. Also the research aims to study the impact of predictors Work family conflict, Family work conflict, Work life enrichment, Spiritual dimension and Work life balance on Subjective well being. Results indicate that Conflict, Enrichment and Spirituality significantly influence both work life balance and Subjective well being. Work life balance also has a positive association with job satisfaction. Demographic characteristics did not impact work life balance of respondents.*

Keywords: Work life balance; Work family conflict; Job satisfaction; Intentions to quit; Organizational citizenship behaviors; Subjective well being; Spirituality.

1. INTRODUCTION

Work-Life Balance is an important issue in HRM which is necessary in promoting individual and organizational effectiveness. Work-life Balance is a broad concept including proper prioritizing between "work" on one hand and "life" on the other. The issue has gained importance as there has been a substantial increase in work which is attributed to growing changes in information technology, by an intensely competitive work environment, extremely fast pace of change, constant deadlines and high targets. Recent work done by Lockwood (2003) found that more than 70% of employees report not having a healthy balance between their work and personal lives. Additional research has indicated that 90% of working adults believe they do not spend enough time with their families, which is also the number-one rated work/life priority of more than 80% of men and women (Lockwood, 2003).

Also work life balance is one of the factors which affects overall well being of an individual. Individual wellbeing depends on many things, ranging from personality, income, labor market status, job characteristics, health, family, social relationships to security, liberty, moral values, religious faith etc. Work life balance can be manifest from the degree of conflict between the home and life interface, so assessing the degree and direction of conflict and its influence is important. Frone et al. (2003) suggested that Work Family Conflict and Family Work Conflict are related through a bi-directional nature where one can affect the other. The work domain variables such as work stress may cause work roles to interfere with family roles; the level of conflict in the family domain impacts work activities, causing more work conflict, thus creating a vicious cycle.

WORK LIFE BALANCE AND SUBJECTIVE WELL BEING

Carr et al. (2008) in their study examined the specific role that work—family centrality plays in moderating the relationship between WFC and organizationally related outcomes. Using a sample of 129 employees from a manufacturing plant, they tested the moderating influence of work—family centrality on the relationship between WFC and job satisfaction, organizational commitment, and retention. Results indicated that when individuals view work as being more central to their lives, the negative relationships between WFC and organizational attitudes and organizational retention is suppressed.

Finally work life balance is influenced by the spiritual aspect of the individual and is a means to an end which is happiness with life as a whole which is sought to be measured through the constructs of spirituality and Subjective well being. Subjective well being includes people's emotional responses, satisfactions with life domains, and global judgments of life satisfaction.

2. WORK LIFE BALANCE, CONFLICT AND SUBJECTIVE WELL BEING: A REVIEW

Greenhaus, Collins and Shaw (2003) define work-life balance as the extent to which an individual is equally engaged in – and equally satisfied with – his or her work role and family role. Employees who experience high work-life balance tend to invest similar amount of time and commitment, to work and non-work domains.

The concept of Work Life Balance is not restricted to men and women with families or elder/child care responsibilities but also covers people who are single but still need to resolve work and life issues. Ransome, (2007) introduced what he called "total responsibility burden" which includes "recreational labor". This takes into consideration the fact that individuals need to

WORK LIFE BALANCE AND SUBJECTIVE WELL BEING

satisfy their need for other activities for enjoyment and leisure. Outside work hours there is unpaid work, like caring responsibilities, household chores, cooking, cleaning etc. with hardly any leisure time. Competitive and customer pressures force companies to rationalize and restructure with less people having to do more work, (Poelmans et al., 2008). Having a good Work Life Balance is expected to have a positive impact on job satisfaction, organizational commitment, organizational citizenship behaviors, employee engagement etc. Employee engagement, in fact, can make or break the business bottom line (Lockwood, 2006).

Work/non-work conflict is generally defined in the literature as occurring when the emotional and behavioral demands of work and non-work roles are incompatible, such that participation in one role is made more difficult by virtue of participation in the other (Greenhaus and Beutell, 1985). Work Family Conflict (WFC) takes place when the demands of work come in conflict with the time / attention given to family. Family-work conflict (FWC) is also a type of inter-role conflict in which family and work responsibilities are not compatible.

Madsen et al. (2005) in a study suggest that high work-family conflict is related to lower levels of desirable work and non work factors however, they did not study the direction of these relationships. For example, work-family conflict may lead to lower organizational commitment, while health problems and management/leadership concerns may be partly responsible for increased work-family conflict. The results also support the spillover theory according to which negative spillover from one role to another is evident when the conflicts or energy in one role strains an individual, making it difficult to effectively participate in another role. Positive

WORK LIFE BALANCE AND SUBJECTIVE WELL BEING

spillover in terms of both domains enriching each other is just the opposite.

SWB is a phenomenon that includes people's emotional responses, satisfactions with different life domains, and global judgments of life satisfaction. Subjective well being is comprised of two components, first being an affective part, which refers to both the presence of positive affect (PA) and the absence of negative affect (NA) and second a cognitive part. An individual's emotions and feelings are the affective part while the cognitive part is an information-based appraisal of one's life where a person appraises the extent to which their life so far matches up to their expectations and their ideal life. Subjective well-being is defined as an individual's emotional and cognitive interpretation and evaluation of one's own life. SWB comprises of satisfaction with life events, satisfaction with external but relevant factors like work, family, friends, and presence of feelings of joy along with absence of negative affects (Diener, 1984; Diener, Suh, Lucas, and Smith, 1999). Shier and Graham (2011) in their study found that the respondents' overall Subjective well being was impacted by characteristics of their work environment, interrelationships at work and specific aspects of the job.

Hagedorn (2000) stated that work and family relationships are one of the key mediators for job satisfaction among faculty members. Rosser (2005) studied work life and satisfaction of two university faculty groups based on her earlier structural equation modeling work with faculty satisfaction with "work life" and overall satisfaction. Her model investigated trends over time of faculty satisfaction with work life and concluded that both groups of faculty respondents were overall satisfied with the dimensions of work life and job satisfaction. Colbeck (2006) in his study of 13 faculty members from two research extensive universities from different departments

WORK LIFE BALANCE AND SUBJECTIVE WELL BEING

also found a gender difference in how men and women balance work/family issues. He found that male participants spent more time on work and less time on personal activities than the female participants.

Mukhtar (2012) in her study at Iowa State University found that faculty satisfaction towards work life does not have any differences among all academic disciplines at Iowa State University. Faculty member reported having considered being satisfied with their work and home factor regardless of their academic disciplines. There was a significant relationship between work life balance and job satisfaction among faculty at ISU.

3. THE PROPOSED MODELS

The study aims to study the Work Life Balance and Subjective well being of the respondents.

The proposed models for the study are detailed in these figures.

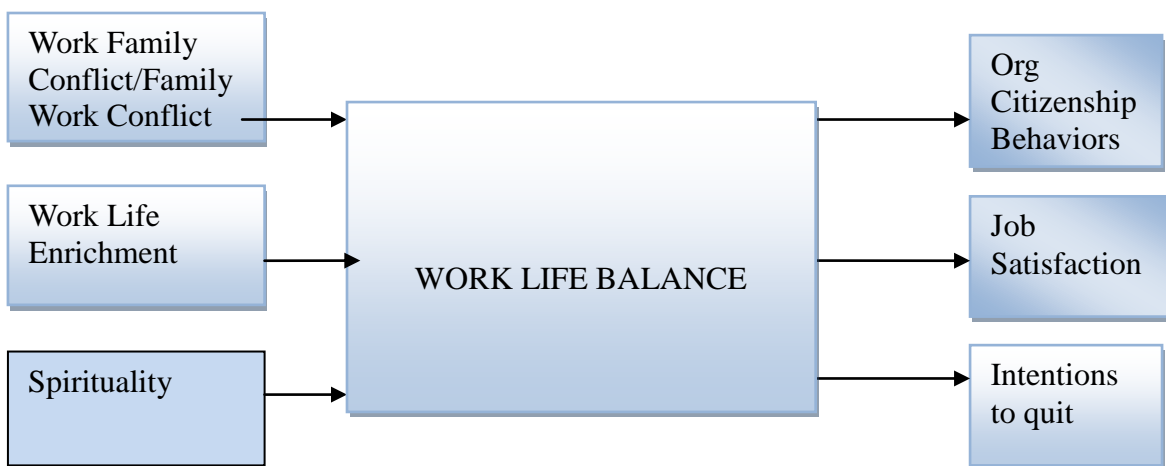


Figure 1 showing the antecedents and consequences of Work life Balance.

WORK LIFE BALANCE AND SUBJECTIVE WELL BEING

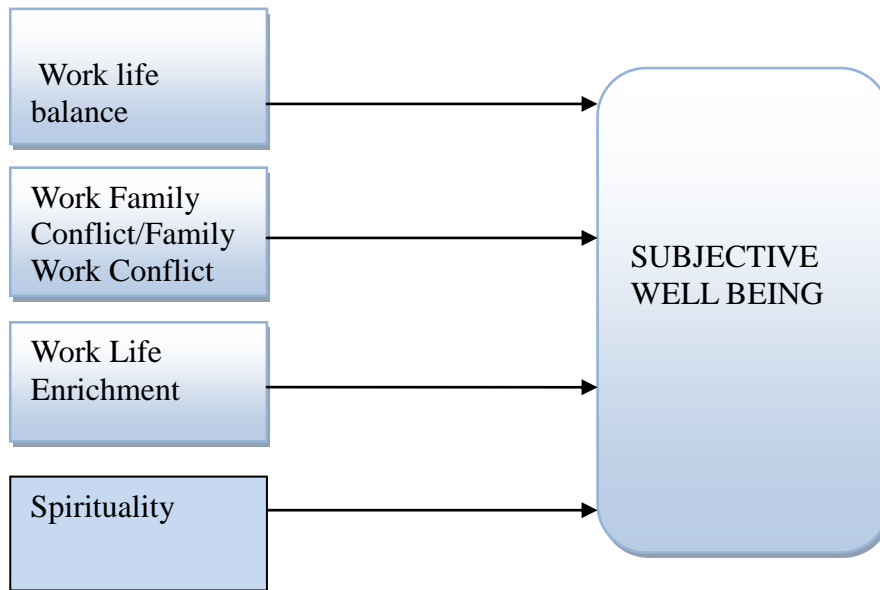


Figure 2 showing the predictor variables for Subjective well being

3.1 OBJECTIVES OF THE STUDY

This study is designed to be a comparative study between Educationists in public sector educational institutions henceforth referred to as PUB and private sector educational institutions henceforth referred to as PRI and has the following Objectives:

1. To compare the two selected sectors with respect to Work Life Balance (WLB), Work Family Conflict (WFC)/Family Work Conflict (FWC), Work Life Enrichment (WLE), Job Satisfaction (JS), Organizational Citizenship behaviors (OCB), Intentions to Quit (ITQ), Subjective well being (SWB) and Spirituality (SP).
2. To understand the relation between WLB and constructs of WFC/FWC, WLE, JS, OCB, ITQ, SWB and SP.

WORK LIFE BALANCE AND SUBJECTIVE WELL BEING

3. To study WLB with respect to demographic variables like age, gender, marital Status, parental status, family structure and level of income.
4. To study the influence of predictor variables WFC, FWC, WLE and SP on dependant variable WLB.
5. To study the influence of predictor variables WLB, WFC, FWC, WLE, SP on dependant variable SWB.

3.2 HYPOTHESES

To achieve the aforesaid objectives the following hypotheses were formulated. First of all it was hypothesized that the two sectors are similar with respect to the various constructs under study.

H01: There is no significant difference between the two sectors with respect to WLB, WFC, FWC, WLE, JS, ITQ, OCB, SWB and SP.

HA1: The two sectors differ significantly with respect to WLB, WFC, FWC, WLE, JS, ITQ, OCB, SWB and SP.

Earlier research has found Work Life Balance to be positively related to both organizational and individual outcomes. Giving the employees flexibility, information, and financial assistance can improve the organization's financial performance and raise Employee Satisfaction and Labor Productivity, (Konrad & Mangel, 2000), Employee-organizational commitment and attachment, and organizational citizenship behavior, (Lambert, 2000). Work Life Balance is also affected by Work/non-work conflict which occurs when the emotional and behavioral demands of work and non-work roles are not compatible, so that participation in one role is made more difficult by virtue of participation in the other (Greenhaus and Beutell, 1985). Fox, Fonseca and Bao (2011)

WORK LIFE BALANCE AND SUBJECTIVE WELL BEING

in their study among women and men in research universities found that the conflict is higher for work upon family than the other way around. Noor (2011) in a study of academics in Malaysian public higher education institutions indicated that perceived work-life balance satisfaction was correlated negatively with intention to leave the organization among academics. Numerous Studies highlighting the link between work life and various constructs thus abound work life literature. With these theoretical underpinnings in mind we made the following hypothesis regarding the association between work life balance its antecedents and outcomes.

HO2: WLB has no correlation with both WFC and FWC in both sectors.

HA2: WLB has a significant correlation with both WFC and FWC in both sectors

HO3: WLB has no correlation with WLE in both sectors.

HA3: WLB has a significant correlation with WLE in both sectors.

HO4: WLB has no correlation with JS in both sectors.

HA4: WLB has a significant correlation with JS in both sectors

HO5: WLB has no correlation with OCBs in both sectors.

HA5: WLB has a significant correlation with OCBs in both sectors

HO6: WLB has no correlation with ITQ in both sectors.

HA6: WLB has a significant correlation with ITQ in both sectors

HO7: WLB has no correlation with SP in both sectors.

HA7: WLB has a significant correlation with SP in both sectors

HO8: WLB has no correlation with SWB in both sectors.

HA8: WLB has a significant correlation with SWB in both sectors

WORK LIFE BALANCE AND SUBJECTIVE WELL BEING

Research on work life issues documents the unequal distribution of stressors across social statuses and dimensions of stratification, especially age, gender, religion, race, marital and parental statuses, education, family structure and occupation etc. Lawton and Tulkin (2010) in their study investigated the relationship between employer policies and family structure on conflicts between work and family and found that the presence of children in the household was the most important family structure factor, regardless of marital status, such that having children increased the likelihood of work- family conflict. Dex and Bond (2005) in their study conducted in Britain measured employees' work-life balance and found weekly hours of work was a very important determinant of employees work-life balance, along with their occupations, gender, age and caring responsibilities. These dimensions of stratification can influence the perception of balance and work non-work interference. The impact of demographic variables on WLB was sought to be investigated.

HO9: Demographic variables like Age, Gender, Marital Status, and Number of children, Structure of family and Level of Income do not have any significant influence on WLB.

HA9: Demographic variables like Age, Gender, Marital Status, and Number of children, Structure of family and Level of Income have a significant influence on WLB.

3.3 RESEARCH DESIGN AND METHOD

The study is descriptive in nature whereby an attempt is made to highlight the WLB and SWB of a cross section of Educationists in Public and Private Institutes of Higher Education in New Delhi/NCR.

WORK LIFE BALANCE AND SUBJECTIVE WELL BEING

Sample: A sample of 100 employees (50 Educationists from University of Delhi and 50 Educationists from Private institutes affiliated to Sri Guru Gobind Singh Indraprastha University and Amity University) was selected by following the Non-Probabilistic Purposive Convenience sampling. University of Delhi is one of the top most and largest universities in India with its diversity of employees across various colleges and was suitable for obtaining a reliable representative sample of Educationists in Delhi. The Sample was taken from faculty members working in full time Ad-hoc/Permanent Positions in different Colleges. SGGSIP University and Amity University are one of the largest private sector Universities in the NCR Region and hence private institutes affiliated to SGGSIP University and Amity University were suitable for obtaining a comparative sample of Educationists working in private institutes with respect to their life balance. The no. of males (19) and females (31) was equal in both samples.

Method: Potential respondents were asked to complete a survey on work–life issues and were guaranteed confidentiality. The responses were obtained by administering a self reporting questionnaire. An online version of the same questionnaire was also sent to respondents who could not be easily contacted. Standardized instruments for measuring WLB, WFC, FWC, WLE, JS, ITQ, OCB and SWB were used.

SPSS (Version 19) was used for the purpose of analyzing the data. Preliminary analyses were conducted to examine the sampling distribution for study variables. Reliability analysis on various instruments used in the study was conducted through the Cronbach alpha scores. Mean scores on constructs under study were obtained. T test were run to determine whether differences in mean scores on constructs were significant. Correlations were run to determine the

WORK LIFE BALANCE AND SUBJECTIVE WELL BEING

relationship between WLB and other constructs. Regression analysis and SEM were used to determine the relationship between WFC, FWC, WLE, SP and WLB/SWB.

3.4 MEASURES

Most measures in this study used a five-point likert scale. For some constructs 7 point scales were used. Some of the scales used were as follows.

Work Life balance

Work Life Balance was measured by six-items from Instrument for measuring overall WLB created by Carlson, Grzywacz and Zivnuska (2007). A reliability analysis conducted on the scale showed a Cronbach's alpha score of 0.834.

Work–family conflict

We used the 18-item work–family conflict scale developed by Carlson et al. (2000). WFC was measured by nine items that measure the Work to Family direction of conflict. The Cronbach's alpha for this scale was 0.741

Family-Work conflict

Nine items which measure the Family to Work direction of conflict from the 18-item work–family conflict scale developed by Carlson et al. (2000) were used. The Cronbach's alpha for this scale was 0.752

Work–family enrichment

Work to family and family to work enrichment 6 items was based on Carlson et al (2006) 18 item work to family enrichment and family to work enrichment scale. Cronbach's alpha of the scale is 0.885

WORK LIFE BALANCE AND SUBJECTIVE WELL BEING

Job Satisfaction

We used the 5 items from JS measure designed by Brayfield and Rothe (1951). Two questions were negatively phrased which were reverse coded. Cronbach's alpha of the scale is 0.442

Organizational Citizenship Behaviors

16 items from scale by Lee and Allen (2002) were used. Cronbach's alpha of the scale is 0.911

Intentions to quit

3 items from scale developed by Cammann et al. (1979) were used. One of the questions which were positively phrased was reverse coded. Cronbach's alpha of the scale is 0.857

SWB

Data has been collected through 2 instruments. 1. Positive Affectivity and Negative Affectivity Scale Momentary (PANAS) 2. Satisfaction with Life Scale

An individual's subjective well-being score is obtained with the help of following formula:
Subjective well-being = Scores on Life satisfaction scale + Positive affect Scores – Negative affect scores.

Positive Affectivity and Negative Affectivity Scale – Momentary (Panas)

This scale consists of a number of words that describe different feelings and emotions. The test includes 20 items or words 10 each for positive and negative affect and answered on a five point scale. Cronbach alpha of the scale is 0.715

The Satisfaction with Life Scale (SWLS)

The Satisfaction with Life Scale (SWLS) was developed to assess satisfaction with the respondent's life as a whole. 5 items from the scale developed by Ed Diener (1984) were used. Cronbach alpha of the scale is 0.869

WORK LIFE BALANCE AND SUBJECTIVE WELL BEING

Spirituality

The 6 items for measuring the spiritual dimension which is the constant search for larger meaning of life and ultimate integration with a higher level of being, transcending worldly engagements was self developed by the author. The alpha for the scale is .765

4. DATA ANALYSES AND INTERPRETATION

To understand the nature of data collected and find out the mean scores of constructs under study frequencies and other measures describing the data were calculated.

Type of org		Minimum	Maximum	Mean	Std. Deviation
Education	WLB	12.00	30.00	24.040	3.33785
	WFC	11.00	37.00	24.060	5.29308
	FWC	9.00	36.00	22.180	5.20475
	WLE	17.00	30.00	23.920	3.02938
	OCB	48.00	78.00	62.800	7.89730
	JS	20.00	34.00	27.680	3.13922
	ITQ	9.00	21.00	17.860	3.54568
	SWB	21.00	68.00	46.980	10.43051
	SP	23.00	39.00	30.740	5.05807
Education					
Private	WFC	18.00	37.00	26.040	4.86117
	FWC	9.00	33.00	23.020	4.93008
	WLE	6.00	30.00	23.040	4.57571
	OCB	48.00	80.00	63.240	9.91507
	JS	11.00	33.00	26.380	4.36540
	ITQ	3.00	21.00	15.520	4.77340
	SWB	13.00	75.00	44.480	13.90234
	SP	23.00	42.00	31.680	5.72656

Table 1 showing the mean, range and standard deviation of various constructs in the study

The mean overall life balance in both organizations is around 24 which reflect a higher overall balance. Work life Enrichment (23.94 and 23.04) is on the higher side in both sectors. Mean scores on intentions to quit are lower in PRI (15.52) as compared to PUB (17.86). Employees from both organizations also exhibit high mean scores on OCBs (62.8 and 63.24). Otherwise mean scores on constructs are similar in both sectors. Independent Samples t test was run to see

WORK LIFE BALANCE AND SUBJECTIVE WELL BEING

if the mean scores are significant or not. Results do not show any significant difference between the two sectors on the constructs measured except for Intentions to quit where the difference is significant. Our Hypothesis H01 that the sectors are not different on the constructs identified thus is largely supported except for Intentions to quit which are higher in PUB. The difference in WFC and JS is significant at 10% confidence level (mean scores for WFC lower in PUB (24.06) compared to PRI (26.04). For JS mean scores in PUB (27.68) are higher than PRI (26.38).

Construct	T	df	Sig. (2-tailed)
WLB	-1.251	98	.214
WFC	-1.948	98	.054
FWC	-.829	98	.409
WLE	1.134	98	.260
OCB	-.245	98	.807
JS	1.710	98	.091
ITQ	2.783	98	.006
SWB	1.017	98	.312
SP	-.870	98	.386

Table 2 showing the independent samples t test results

CORRELATIONS were examined amongst the various constructs to check any association between them.

	PUB		PRI	
	Pearson's correlation	Significance	Pearson's correlation	Significance
WLB	-.318	.025	.074	.604
WFC	-.336	.017	-.243	.089
WLE	.194	.177	.456	.001
JS	.165	.263	.413	.003
ITQ	.149	.302	.180	.210
OCB	.186	.196	.231	.106
SWB	.191	.185	.521	.000
SP	-.154	.285	.220	.124

Table 3 showing the correlation between WLB and other constructs

WORK LIFE BALANCE AND SUBJECTIVE WELL BEING

The findings show that in PUB there is a significant negative correlation between both WFC and FWC with WLB which corroborates earlier findings on the inverse relationship between conflict and WLB. Our Hypothesis H02 that there is no correlation between WFC/ FWC with WLB is thus is not supported in PUB. No significant correlation was found between WLB and other constructs of WLE, JS, OCBs, ITQ, SWB and SP. Hence our Hypotheses H03, H04, H05, H06, H07, H08 are supported in PUB. In PRI there is a significant negative correlation (10% level) between WLB and FWC. The correlation between WLB and constructs of WLE, JS and SWB is significant. In PRI our Hypotheses H02, H03, H04, H08 are not supported. We thus accept the alternate hypothesis that there is a relation between WLB and WLE, JS and SWB in PUB.

The ANOVA results of the effect of demographic descriptors on WLB have not shown significant results in either of the two sectors. None of the demographic descriptors seems to have any influence on WLB in both sectors. Our hypothesis H09 thus stands supported.

PUB

Variable	F value	Significance
Gender	.292	.591
Age	.863	.428
No. of children	.111	.741
Family structure	.419	.239
Income	.304	.739

PRI

Variable	F value	Significance
Gender	.001	.428
Age	.145	.865
No. of children	.389	.536
Family structure	.267	.607
Income	.531	.592

Table 4 showing the ANOVA results of various demographic factors on WLB

WORK LIFE BALANCE AND SUBJECTIVE WELL BEING

REGRESSION- WLB

Model Summary

type of org	Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
Education	1	.472 ^a	.223	.153	3.07107
Educationpv t	1	.538 ^a	.289	.226	2.82764

a. Predictors: (Constant), WFC, FWC, WLE, SP

Coefficients^a

type of org	Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
			B	Std. Error	Beta		
Education	1	(Constant)	31.081	5.396		5.760	.000
		FWC	-.156	.096	-.243	-1.629	.110
		WFC	-.148	.096	-.234	-1.536	.132
		WLE	.185	.145	.168	1.269	.211
		SP	-.144	.089	-.219	-1.628	.110
Education private	1	(Constant)	17.596	3.799		4.632	.000
		FWC	-.150	.096	-.231	-1.564	.125
		WFC	.026	.098	.040	.270	.788
		WLE	.307	.089	.437	3.460	.001
		SP	.094	.072	.167	1.298	.201

a. Dependent Variable: WLB

Table 5 showing the regression model of dependent variable WLB

As we can see from the table 22% of the construct of WLB in PUB is being explained by WFC, FWC, WLE and SP whereas in PRI the four predictors explain 28% of the influence on the WLB of an individual. The results show that in PUB and PRI none of the constructs significantly impacts WLB except in PRI where WLE significantly impacts WLB (.001).

WORK LIFE BALANCE AND SUBJECTIVE WELL BEING

REGRESSION- SWB

Model Summary

type of org	Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
Education	1	.398 ^a	.159	.084	9.98396
Educationpv t	1	.704 ^a	.496	.451	10.30059

a. Predictors: (Constant), WLB, SP, FWC, WFC

Coefficients^a

type of org	Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
			B	Std. Error	Beta		
Education	1	(Constant)	36.450	21.226		1.717	.093
		WLB	.404	.476	.129	.849	.400
		WFC	-.081	.321	-.041	-.253	.802
		FWC	-.481	.320	-.240	-1.504	.140
		SP	.437	.297	.212	1.471	.148
Education private	1	(Constant)	-31.941	16.683		-1.915	.062
		WLB	1.897	.483	.439	3.931	.000
		WFC	-.696	.357	-.243	-1.950	.057
		FWC	.466	.358	.165	1.302	.200
		SP	1.157	.268	.477	4.312	.000

a. Dependent Variable: SWB

Table 6 showing the regression model of dependent variable SWB

As we can see from the table only 15% of the construct of SWB in PUB is being explained by WLB, FWC, Work life balance and SP whereas in PRI the three predictors explain 49% of the influence on the SWB of an individual. The results show that in PUB none of the constructs significantly impacts SWB. In PRI WLB, SP and WFC significantly impact SWB (P=.000, .000, .057 resp.). Of these the SP (.477) has the greatest significant impact followed by WLB (.439) and WFC (-.243).

STRUCTURAL EQUATIONAL MODELLING

The structural equation modeling (SEM) has been gaining increasing popularity due to its robustness and flexibility. The standard SEM is composed of two parts the first being the measurement model which specifies the indicators of each construct and also assesses the reliability of each construct for later estimation of the causal relationships and also the structural model which defines the set of dependent relationships linking the model constructs. Model data fit is evaluated based on multiple fit indexes. Some of the measures of overall model fit are comparative fit index (CFI), adjusted goodness of fit index (AGFI), root mean square error of approximation (RMSEA) etc. GFI indicates the relative amount of variance and covariance jointly explained by the model. The index scores are interpreted in the range of 0.80-0.89 as representing reasonable fit; scores of 0.90 or higher are considered as evidence of good fit. RMSEA value <.05 signifies a good fit. Adjusted goodness of fit index (AGFI) ranges between 0 and 1 with higher values (0.95) indicating a better fit.

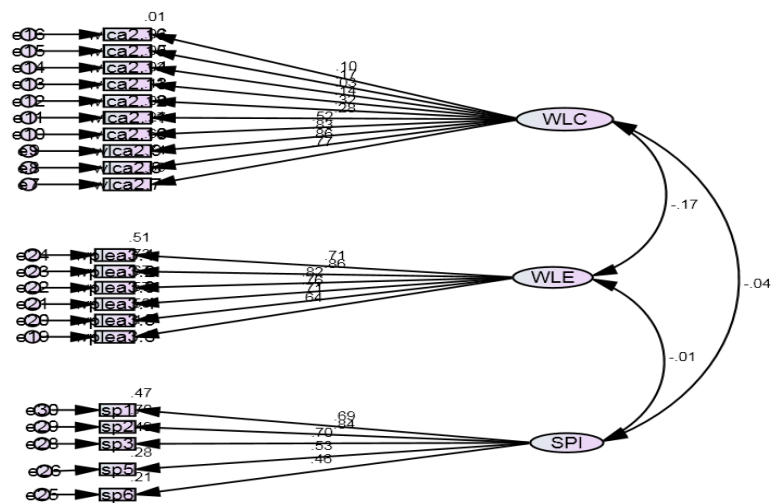


Figure 2 showing initial confirmatory factor analyses

WORK LIFE BALANCE AND SUBJECTIVE WELL BEING

Based on the above discussion, the existence of model fit was identified. Though the fit was good but it was found that removing some indicator variables with a low correlation led to a better model fit. Further, we also carried some modification based on the modification indices.

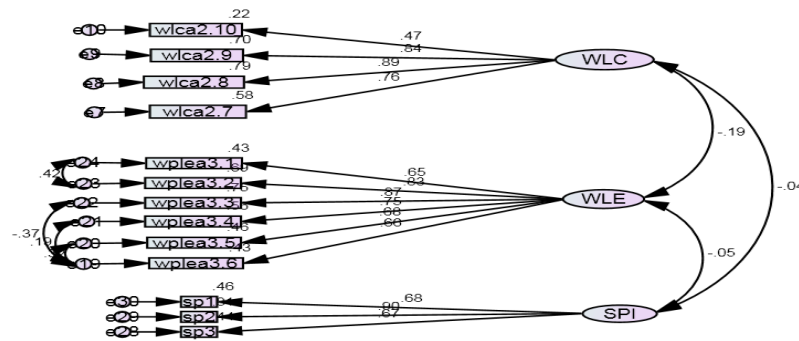


Figure 3 showing revised confirmatory factor analysis.

The results from the second confirmatory factor analysis exhibits better goodness of fit indices as shown below.

INDICES	CMIN/DF	GFI	AGFI	IFI	CFI	RMSEA
RESULTS CFA1	2.36	.710	.639	.716	.707	.115
RESULTS CFA2	1.374	.897	.839	.965	.964	.061
STANDARD	<3	>.90,>.80	Closer to 1	>.9	>.9	<.10

Table no. 6 showing model fit indices

The table shows that the confirmatory factor analysis on the latent variables WLC, WLE and SPI which influence the latent variable WLB showed a moderately good fit (CMIN/DF= 2.36, GFI=.710, AGFI=.639, IFI=.716, CFI=.707 and RMSEA=.115). After removing some indicator variables with a lower correlation the model fit improved significantly. (CMIN/DF = 1.374, GFI=.897, AGFI=.839, IFI=.965 CFI=.964 and RMSEA = .061).

WORK LIFE BALANCE AND SUBJECTIVE WELL BEING

	CR	AVE	MSV	ASV	WLE	WLC	SPI
WLE	0.886	0.566	0.030	0.015	0.753		
WLC	0.837	0.573	0.030	0.016	-0.173	0.757	
SPI	0.796	0.570	0.002	0.001	-0.024	-0.042	0.755

Table no. 7 showing validity scores

The CFA was done to Measure Construct Validity. Convergent Validity specifications were met with CR=.886 (CR> AVSE and AVSE> .5). Discriminant validity was also obtained with MSV< AVE (.030 <.566) and ASV< AVE (.015<.566).

In order to get the complete picture we also carried out the SEM analysis for the proposed model shown in figure 3. The SEM analysis conducted showed good results. We intended to find out the structural path and the antecedents and consequences, which were successfully incorporated.

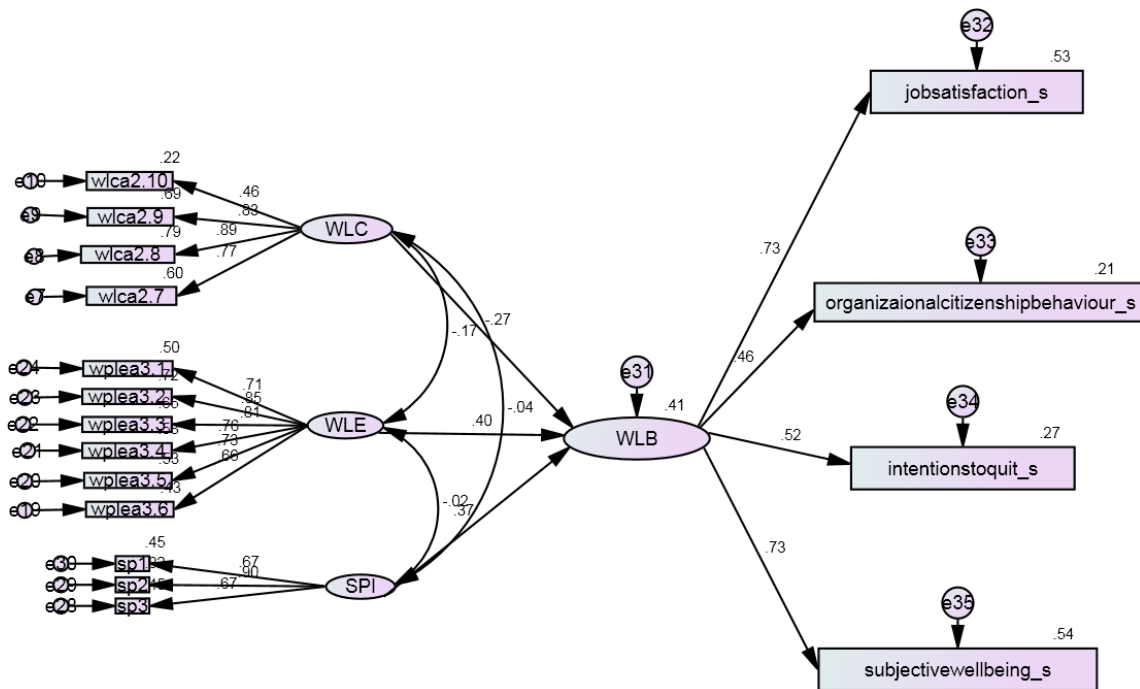


Figure 4 showing SEM analysis for the estimated model

WORK LIFE BALANCE AND SUBJECTIVE WELL BEING

The figure shows the path diagram for the final model. We can see that the latent variable work life balance (WLB) has 3 predictor or antecedent latent variables i.e. Work life conflict (WLC), Work life enrichment (WLE) and Job Spiritual dimension (SP1). The R Square coefficient of 0.41 shows that 41% percent of the variable work life balance is explained by the three predictors. The outcome variable subjective well being has r square coefficient 0.54 which reflects that the latent variable work life balance is a good predictor of the dependent variable subjective well being. The predictor variable WLC shows a negative relation with WLB (-0.27), lending weight to our assessment that conflict in work has a negative effect on the work life balance. SPI and WLE depict positive standardized regression weight of 0.37 and 0.40, showing a positive predictive capability of the two indicators.

Further, the goodness of fit criteria was assessed. The overall model goodness of fit is reflected by the magnitude of discrepancy between the sample covariance matrix and the covariance matrix implied by the model with the parameter estimates (also referred to as the minimum of the fit function or F_{min}). A variety of alternative goodness-of-fit indices have been developed to supplement the chi-square statistic. All of these alternative indices attempt to adjust for the effect of sample size, and many of them also take into account model degrees of freedom, which is a proxy for model size. Three goodness of fit indices were taken into account. RMSEA was reported to be 0.096 which is less than 0.1 (Kline, 2004) and therefore this model can be considered to be having a good fit. Further the CMIN/DF was 1.912, the requisite threshold of which should be 3 (Hair et. al, 2010). The CFI score of 0.860 can also be considered an acceptable score which shows a moderate fit.

5. SUMMARY FINDINGS AND DISCUSSION

The main aim of the paper was to identify the factors affecting WLB and SWB in the selected organizations. Statistical analysis of the primary data collected leads to the following results:

1. In both the Sectors WLB is affected by the level of Conflict between the work and life interface. In PUB WFC is significantly lower (mean 24.06) as compared to PRI (mean 26.04). JS is significantly higher in PUB (mean 27.68) than PRI (mean 26.38). Though WFC is significantly lower in PUB, ITQ is significantly higher (mean 17.86) as compared to PRI (mean 15.520).
2. The correlation between WLB and WFC is significant in PUB (-.318, $p = .025$) which corroborates findings of earlier studies in this regard (Greenhaus, Collins and Shaw (2003), Lockwood (2003)). In PRI WLE which is the positive spillover of the two domains of work and life has been found to have a significant positive relationship with WLB (.456, $p = .001$).
3. Having a good balance has positive outcomes as JS has been found to have a significant positive relationship with WLB in PRI (.413, $p = .003$).
4. A higher WLB is a predictor of higher feelings of well being especially in PRI where it has been found to have a significant positive relationship with SWB (.521, $p = .000$).
5. There is no definite link between various social and demographic variables on the WLB in both sectors. The ANOVA results have not found these variables to mediate the effect on WLB.
6. The regression analysis indicates that none of the predictors significantly affect WLB in PUB but in PRI WLE significantly affects WLB ($\beta = .437$, $p = .001$). The most significant

WORK LIFE BALANCE AND SUBJECTIVE WELL BEING

factor influencing SWB in PRI is SP ($\beta=.477$, $p=.000$) followed by WLB ($\beta=.439$, $p=.000$) and WFC ($\beta=-.243$, $p=.057$).

6. RECOMMENDATIONS

WLB is an important issue in the employment relationship and studies have indicated that employees are increasingly finding it difficult to maintain a balance between the work and life domains. On the other side the very spillover but in Positive way where learning or skills from one role enhance /facilitate the other role can lead to a higher balance. Greenhaus, Collins and Shaw (2003) have also stated that positive balance has a more substantial positive impact on a better quality of life than a negative balance. Investing substantial time or involvement in their combined roles provides more time or involvement to distribute between work and family. If there is a negative balance it can reflect sizeable differences between work time and family time or between work family involvements, and thus produce extensive work–family conflict and stress which lowers the quality of life. Results show that WLB is indeed affected by the level of conflict between the work and life interface with WFC affecting balance in PRI. Employers need to look into the aspects of work like work overload, over time, unsupportive superiors or other factors in the work environment which are causing the imbalance.

WLB has specific outcomes like enhanced JS, greater OCBs and decreased Intentions to quit. So WLB is an area of great concern for management which should initiate policies and address WLB issues of their employees. Numerous studies have identified several variables that influence the level of balance and conflict such as the size of family, the age of children and

WORK LIFE BALANCE AND SUBJECTIVE WELL BEING

income level etc. Klerk and Mostert (2010) investigated the socio-demographic predictors of negative and positive work–home interaction of South African employees and found that negative and positive work–home interaction is associated with socio-demographic characteristics like age, occupation, education etc. An Organization should, therefore, carefully tailored Work–life balance initiatives to address the needs of each socio-demographic group. The results on influence of demographics are however conflicting in different studies. Our hypothesis regarding the influence of various demographic predictors was also unsupported in the study. Taking more diverse samples can address the issue.

Though WFC, FWC, WLE and Spirituality may not be highly predictive on work life balance in our model especially in case of PUB but they do tend to influence an individual's balance and well being as our results in PRI show. Healthy work practices and a spiritual orientation tend to enrich the work family domains so organizations can actually influence the level of well being in a society by keeping the employees lives well balanced as it has spillover effects. For example, the time management and problem-solving skills learned at work may help in balancing work and family life, increasing life satisfaction. Hill (2005) as well as Karatepe and Bekteshi (2008) reported positive correlations between work family enrichment and its positive spill over in the form of greater life satisfaction. Organizations, thus, must weigh the influence of these factors in addressing work life concerns.

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