

**WORK LIFE BALANCE AND ITS IMPACT ON JOB SATISFACTION AMONG
UNIVERSITY TEACHERS IN POKHARA**

A Dissertation Proposal

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1. Background of the Study

Work-life balance (WLB) is essentially the balance between three components, namely; paid work, unpaid work and personal time ([Agha, 2017](#)). [Hackanen \(2006\)](#) stated that work-life balance is a factor which is always used in the context of employees. However, teachers are found to be overburden because of their workload and career issues. Therefore work-life balance issues need to be addressed in the academic sector. [Luthens \(1989\)](#) explains job satisfaction as a positive feeling through individual assessment of his/her job. He focuses on three dimensions namely emotional, compatibility of employees and job and attitude towards the job. Job satisfaction is concerned with how happy employees are and how employees view their work. Job satisfaction is an important factor influencing productivity and performance. Education mainly comprises three key elements: Teachers, Students, and Curriculum. Among these, teachers have a more reflective effect on the other two. Satisfaction of teachers in the university leads to a good academic culture. It is more important in the context of Government University and campus.

In considering the impact of work-life balance on employee job satisfaction it is at the core of issues central to human resource development. It is a measure of how happy employees are with their job and working environment. Keeping the morale high among employees can be of tremendous benefit to the company, as employees would be more likely to produce more, take fewer days off, and stay loyal to the company. [Poza and Poza \(2000\)](#) concluded that job satisfaction is a positive outcome of WLB. Forsyth and [Debuyne \(2007\)](#) suggested that when an employee perceives that his/her employer is supportive and is helpful in integrating family and work-related issues, it results in a higher level of job satisfaction and organization commitment. [Hughes and Bozionelos \(2007\)](#) determined that there is the impact of work obligations on personal life and that there is a link or relationship between, the WLB and job satisfaction. Research in the area of work-life balance and its relationship with job satisfaction is important. Therefore, the focus of the study will be, firstly, to analyze the factors contributing to work-life balance and to identify the factors to improve them among the teachers to improve productivity. Work-life balance also leads to a higher level of commitment among university teachers. Therefore, the empirical research noted that the work-life balance and job satisfaction as an important aspect of human resource management and related to the productivity of the organization as well. Several factors are responsible for work-life balance like work-family and family-work conflict, work-life balance, job

satisfaction. There is a need to consider working environment, job satisfaction, family support and number of working hours for proper utilization of human resources.

2 Problem Statement

Work life and personal life are almost inseparable. Balancing work and life is hard enough for the employees working in the different organization. It thus has affected the level of satisfaction among employees. Continuous efforts are being placed by organizations to ensure their employees are content by moving towards a more humanistic approach in dealing with them and identifying roles of workers' life than just the hours they spend in the office. Although many factors have been identified as the key determinants to job satisfaction, examining satisfaction with the job as a part of life satisfaction that can only happen if employees can create a balance in their work and personal life is least studied. The problem in managing work-life balance may lead to job dissatisfaction as well. When people are dissatisfied with their workplace and job, it leads to a negative impact on their work outcomes and personal life. Some employees have real problems managing their time with work duties and family responsibilities which leads them to feel dissatisfied with work arrangements in the workplace. More stress and anxiety increases due to work overload. Another problem is that some employees in open office environments are dissatisfied because of lack of privacy and its distraction. The open office environment may be an obstacle to reaching a good work-life balance. In addition, some employees can't finish their tasks at the workplace because of workload and other work conflicts and sometimes they stay longer hours. [Parasuraman and Simmers \(2001\)](#), in a comparative study of work-family conflict, type of employment and employees' welfare, have confirmed that work-family conflict is negatively related to job satisfaction. Nonetheless, they argued that the specific work characteristics (e.g. autonomy, flexibility) affect this correlation and provide the most reliable prediction of job satisfaction. [Netemeyer and Boles \(1996\)](#) suggested that there is also a negative relationship between family-work conflict and job satisfaction.

There are large number of university faculty members in Pokhara. According to the higher educational plan, proper management of employees is necessary for the betterment of the university and to meet the quality accreditation. However, it is also very important to manage employee's work-life balance and job satisfaction. Therefore this research focuses on various aspects of work-life balance and job satisfaction among university teachers which was not conducted in the Nepalese context.

The study seeks to address the following research questions:

- How do the faculty members perceive work-life balance factors?
- What is the level of job satisfaction among faculty members?
- Is there any perceptual difference in work-life balance and job satisfaction on different demographic variables?
- Do work life balance impact job satisfaction among faculty members ?

3 Objectives of the Study

The general objective of this study is to investigate the aspect of work-life balance and job satisfaction among University teachers in Pokhara. The specific objectives of the study are:

- To assess the perception of faculty members towards work-life balance factors
- To examine the level of job satisfaction among faculty members.
- To differentiate perception of faculty members towards work-life balance and job satisfaction based on different demographic variables.
- To explore the impact of work-life balance on job satisfaction among faculty members.

4. Hypothesis

Based on the research questions, the following null hypotheses have been used to validate the test.

H₁: There is no significant difference with reference to work-life balance according to the demographic condition of respondents

H₂ : There is no significant difference with reference to job satisfaction factors according to the demographic condition of respondents.

H₃: There is no significant relationship between work-life balance and job satisfaction.

5. Rationale of the Study

As mentioned earlier most of the studies have been conducted in developed countries relating to work-life balance and its association with job satisfaction among university teachers. However, such studies may not be applicable to developing countries because work-life balance and job satisfaction factors of developed and developing may be different. This study

will be the first to investigate the impact of work-life balance and job satisfaction among university teachers in Pokhara. The specific rationale can be summed up in the following points:

- It seeks to analyze the relationship between work-life balance and job satisfaction among university teachers and will be first to do so.
- The findings of the present study will extend the understanding of the factors affecting university teachers work-life balance and job satisfaction.
- The study will also be helpful to the relevant campus administration to formulate human resource policy
- It is also hoped that the findings of the study will contribute to maintaining work-life balance among different employees working in different professions
- Finally, it is hoped that the findings will provide information for further research in work life balance and job satisfaction in the Nepalese context.

6. Review of the Literature

6.1 Theoretical Review

This part covers the conceptual and theoretical perspective on work life balance, job satisfaction and the impact of work life balance on job satisfaction.

6.1.1 Work-Life Balance

The concept of work-life balance was believed to be coined in the year 1986. However, the concept evolved during the 1930's. Work-life balance is defined as the balance maintained in work life and family life. It is prioritizing the importance of work and family. Work-life balance has been defined as organizational support, flexible work options, and family or personal leave (Kar & Misra, 2013). WLB includes practices that have the capacity to increase the autonomy and flexibility of employees in the process of balancing different requirements.

Work-life balance does not mean equal balance between work and life. Dividing an equal number of work-load for various individual activities and work schedule is generally unrealistic. WLB is a comfortable state of equilibrium achieved between an employee's primary priorities of their employment position and their private lifestyle. Work-life balance

deals with the effective management of responsibilities at work, home, and another aspect. In today's context, work-life balance greatly influences organizational success (Naithani, 2010).

The work-family balance was defined as the extent to which individuals are equally engaged and equally satisfied with work and family roles (Clark, 2000; Kirchmeyer, 2000). Work-family balance referred to the degree to which an individual is able to simultaneously balance the temporal demands of both paid work and family responsibilities, whereas work-family conflict represented incompatibilities between work and family responsibilities because of limited resources like time and energy (Gröpel, 2005).

6.1.2 Importance of Work-Life Balance

It is believed that the work dimension should not affect our personal life and vice versa. The successful work-life balance strategy is helpful for employees to optimally utilize working hours. Proper work-life balance helps employees to increase the quantity and maintain quality because work-load decrease and employees are motivated more towards his responsibility. Therefore proper work-life balance tends to increase employees efficiency and job satisfaction (Muthukumar, 2014). The work-life balance is an important factor contributing for employee's morale and motivation towards work. It not only provides satisfaction at work but also creates the good family environment. The specific importance of work-life balance as explained by (Yadav & Rani, 2015)

- Facilitates balance between work and life
- It helps in growing productivity of employees
- Work life balance can be taken as a measure of stress management.
- It also helps in prioritizing the responsibilities
- Work-life balance helps to maintain the quality of work
- The ultimate outcome of work-life balance is job satisfaction
- It also decreases health problems too

It is beneficial for employees because it reduces job stress levels, increases a sense of job security, enhances control over the work-life environment and also enhances the performance of employees. Most of the research indicates the relationship between work-life balance and job satisfaction. A positive relationship has been found between work-life balances enhancing job satisfaction.

6.1.3 Theories of Work-Life Balance

This part presents the theories of work-life balance which helps to develop a conceptual foundation for the study.

6.1.3.1 Border Theory

This theory states that work and family are separate but are mutually influencing each other. This theory further explains that individual negotiates between work and family dimension to attain work-life balance (Desrochers & Sargent, 2004). More recent border theory by Clark's (2000) is based on the dimension that workers are daily border-crossers. It means to say that an individual can easily adjust with work and home life easily. It focuses on integrating work and family demand with minimum conflict. An individual can easily move between work and life (home). According to him, flexible work policies are required to support an employee's autonomy. Family-friendly policies are essential for this outcome. However, some other researchers have expressed concerns about women's double burden because of work and family role. Vodydanoff (2004) exhibits the work-family conflict due to work demand. She concludes that there is a direct relationship between work demand and work-family conflict. According to her, workplace support and other support program induce less work-life conflict. Other researchers also examined the emotional influence of work on employee life. In conclusion, the broader theory of work-life balance focuses on satisfaction at work and at home with minimal role conflict.

6.1.3.2. Family Stress Theory

This theory mainly focuses on ways The work-family balance was defined as the extent to which individuals are equally engaged and equally satisfied with work and family roles (Clark, 2000; Kirchmeyer, 2000). Work-family balance referred to the degree to which an individual is able to simultaneously balance the temporal demands of both paid work and family responsibilities, whereas work-family conflict represented incompatibilities between work and family responsibilities because of limited resources like time and energy (Gröpel, 2005).

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6.1.3.2.Family Stress Theory

to manage family demand and ways to manage it. It concentrates on adaptation to stressful events. It is important for the family members to cope and find resources to deal with stressful situations and provide quality of life ([Patterson,2002](#)). Another point made by family stress theorists is that stress is incurred when role demands exceed their abilities

6.1.3.2 Ecological System Theory

This theory states that work and life are suggestive in nature. It is a joint function of process, person, time and context. Each and multiple characteristics effect on the work-life experience. This theory was converted as the Person-in-environment theory with a common link among diverse person-environment variants as recognition of the vibrant relationship between individual and groups with their physical, social and natural environment ([Grzywack & Marks, 2000](#))

6.1.3.3 Enrichment Theory

This theory is based on the notion that role in work and family will enhance the quality of life in the other role. It is based on the positive association between work and family. Experience from the work and family would enrich the experience of other ([Morris & Madsen, 2007](#)). It means to say that a good outcome at work has a good personal life outcome and vice versa. The individual should focus on both aspects of work and life in order to enrich each other.

6.1.3.4 Compensation Theory

[Clark \(2000\)](#) explains that there exists a contradictory relationship between work and life, the individual seeks to satisfy annulled from one sphere with satisfaction from others. It means to say that one negative experience at work-place may be compensated with the positive experience of family life and vice versa. Individual behave negative role in one place behave positively in another role in order to compensate for the experience.

6.1.3.5 Integration Theory

It is a more comprehensive and holistic view that flexible boundaries between family life and work life facilitate work life and family life domains. It calls for active participation of all

stakeholders with an equal voice in order to attain proper work-life balance. This theory was supported by [Clark \(2000\)](#).

6.1.4 Factors Affecting Work-Life Balance

There are many factors contributing to or hindering work-life balance. They are:

6.1.4.1 Hassles and Job Security

Researchers revealed that work-life balance is significantly affected by daily hassles in individuals. Work life balance is also affected by the threat of job loss and other financial problems. Daily hassles result in divorce and poor childcare.

6.1.4.2 Work to Family Interference

There is a negative association between works to family interference. [Allen and Spector \(2002\)](#) revealed that there is a negative relationship between works to family conflict with job satisfaction. Household responsibilities may or may not be affected by work responsibilities.

6.1.4.3 Stress

Stress level arises at individual life and work-place. Undue job demand and work demand creates stress like family-related stress and work-related stress. There is a significant relationship between work-family conflict and job stress. [Hart \(1999\)](#) found a strong negative relationship between job stresses and job satisfaction. Negative association is seen with work-life balance and job satisfaction.

6.1.4.4 Workload

Workload generally indicates the physical and mental time spent by the workers. There is an issue of workload and its impact on work-life balance. Workload generally tends to have a major risk factor for work-life balance ([McDowall & Lindsay, 2014](#)). It is important from human resource management practice to find the association between workload and work-life balance.

6.1.4.5 Greater Demands

Another factor affecting work-life balance is greater job demands which influence work time and work-life balance among individuals. Technological changes have made the job more challenging. The survey conducted by [Green and McIntosh \(2001\)](#) revealed that employees feel increasing work pressure, where their job requires high speed or a tight deadline. Those factors lead to role overload, work stress and work-life imbalance ([Clutterbuck, 2003](#)).

6.1.4.6 Management Support of Employee

Work-life balance also depends upon supportive management policy for the employees. [McCrea, Boreham, and Ferguson \(2011\)](#) study revealed that participative management impact on work-life balance in public sector employees. The researcher also concluded that participative management induces work-life balance. It has an influence on other attributes like workload, flexible hours and meaningful work. [Vallone and Ensher \(2011\)](#) study concluded that there is significant correlation found between top-level management support and employees work-life balance.

2.1.4.7 Communication with Employees

Communication is a systematic process of exchanging information between people. Communication among employees is crucial for maintaining work-life balance among employees. However, communication needs to be related to work issues. [Lockwood \(2003\)](#), communication about work-life programs is essential for managing work-life balance. Although an organization may offer a rich menu of work-life benefits, the desired effect yielding positive business results, is unlikely to occur if employees do not know about the programs or understand them. Exchange of information between employees and management ensures decision to be reached quickly and make health work-life relationship.

6.1.5 Job Satisfaction

Job satisfaction is defined as the feeling of positive attitudes towards one work. It is a positive feeling towards work itself. [Ranft and Ranft \(1999\)](#) mentioned job satisfaction as the combination of his/her attitude towards or about the job. Attitude, here focus on positive element towards jobs. Job satisfaction is also a factor that leads to effective performance and reduces employee's turnover too. It can be defined as whether or not a worker is content with the facilities and reward he/she get out of his/her job. Job satisfaction is mainly focused on intrinsic motivation ([Statt, 2004](#)). Job satisfaction ranges from extreme satisfaction to extreme dissatisfaction too. Most of the research conducted revealed that there is a positive relationship between work-life balance and job satisfaction. [Toker \(2011\)](#) survey results exhibit that job satisfaction among professor is high compared to other academic staffs.

6.1.6 Importance of Job Satisfaction

The specific importance of employee job satisfaction are ([Bisk, 2018](#)):

- **Lower Employee Turnover** – Employees turnover may be costly for the organization as it reduces organizational performance. A higher level of job satisfaction leads to lesser number of employees turnover and retain quality manpower in the organization. It is said that satisfied employees are less likely to leave the organization.
- **Increase Productivity** – a Higher level of job satisfaction lead to achieving higher productivity. Productivity may be expressed in terms of the achievement of organizational objectives.
- **Increased Profits** – If employees are satisfied, it increases sales and decreases the cost of production which consequently increases the profit of the organization.
- **Loyalty** – Satisfaction of employees leads to spread organizational goodwill by employees to the outside world. They will be loyal towards their work, organizational objectives, and supervisors. All these factors enhance overall loyalty for the achievement of organizational objectives.

6.1.7. Theories of Job Satisfaction

Job satisfaction is directly linked with motivation. Therefore motivation theories can also be taken as the theories of job satisfaction. Some of the theories of job satisfaction are as follows:

6.1.7.1 Maslow's Need Hierarchy Theory

Maslow's Need Hierarchy theory is the basic theory that laid the foundation for job satisfaction. This theory proposes that human being seek to satisfy five specific needs namely psychological, safety, social, self-esteem and self-actualization needs. This theory believes that a lower order need must be fulfilled for job satisfaction ([Robbins & Coulter, 2007](#)).

6.1.7.2 Herzberg's Two Factor Theory

Herzberg's theory also known as two-factor theory namely Motivator-Hygiene Theory explore that these two factors create job satisfaction or dissatisfaction. He argues that it is necessary to have a hygiene factor at an acceptable level to reach a neutral feeling about the job ([Robbins & Judge, 2007](#))

6.1.7.3 Affective Event Theory

The theory was propounded by Psychologist Howard M. Weiss and Russel Cropanzo. This theory explains that emotions and mood influence job satisfaction. This theory further states that internal factors like cognitions, emotions influence commitment and job satisfaction (Wegge, van Dick, Fisher, West, & Dawson, 2006). Satisfaction and dissatisfaction of an individual depend upon how much an individual values his/her work. It also explains that positive and negative emotional incidents impact upon workers job satisfaction.

6.1.7.4 Equity Theory

This theory relates to how people perceive the social relationship. If an employee believes that there is an inequity between two groups or individuals, the employee may fall into distress or dissatisfaction. It means to say that if an individual perceives that their inputs are fairly rewarded by output, the employee is motivated and satisfied with their job (Ball, 2014)

6.1.8 Factors Affecting Job Satisfaction

There are different factors affecting job satisfaction. They are

6.1.8.1 Salary and Job Satisfaction

A salary is a form of extrinsic reward that motivates employees towards their work. It may be in the form of pay, allowance, fringe benefit and other of monetary nature. A study conducted by Bailey, Berg, and Sandy (2001), (Robbins & Judge, 2007) revealed that pay package and pay policies directly influence motivation and job satisfaction of employees. It is also an important factor in attracting qualified manpower and retention of those employees.

6.1.8.2 Superior-Subordinate Relationship

Organizational performance depends upon the cordial relationship between superior-subordinate relationships. The behavior of superior has an influence upon the subordinate and work as a source of motivation to the subordinates. The behaviour of superior towards his/her subordinate influence job satisfaction too (Robbins & Judge, 2007). Teven (2007) the communication between superior and subordinate is most likely to influence the satisfaction of employees.

6.1.8.3 Relationship with Peers

[Lucas and Diener \(2001\)](#) explored how the employee's who communicate and had a relationship with their peer had a higher job satisfaction than those who did not have any ties. The more recent research found similar findings that close personal relationship like friendship relationships are particularly important on job satisfaction ([Bettencourt & Sheldon, 2001](#)). They argued that close friendship ties affect satisfaction in two ways. First, such ties are an important resource for psychosocial support; they are likely to enhance enjoyment and to buffer work problems. Second, they are instrumentally important for successful negotiations and enable access to crucial resources and information.

6.1.8.4 Working Conditions

Working conditions also affect job satisfaction among employee. Working conditions not only refer to physical working conditions but also resources available to conduct assigned job. [Eulberg \(1985\)](#) indicates that organizational constraints such as inadequate tools and equipment, insufficient training and unsafe work environments may be important predictor variables of employee attitudes, motivation, and performance. This negative effect may also be seen in job satisfaction of employees.

6.1.8.5 Motivating Factor

[Herzberg, Mausner, and Snyderman \(1959\)](#) suggested emphasizing factors associated with the work itself or outcomes directly derived from it, such as promotional opportunities, opportunities for personal growth, recognition, responsibility, and achievement can greatly enhance job satisfaction. So, he revealed that recognition, achievement, and advancement are also the factors contributing to job satisfaction.

6.1.8.6 Personal Characteristics

Many researchers also state that personal characteristics play a moderating role in job satisfaction. Such personal characteristics influence job satisfaction of employees. Some of these factors are age, gender, academic qualification, the position of an employee.

6.2 Review of Past Studies

Modern organization especially academic institution should address the work-life balance issues and implement policies to support them to manage work-life balance. Today's good balance between work and family is a growing concern for every profession ([Subha, 2013](#)).

Alexander and Ebria (2015) in their study concluded that time spent with the family members is important to maintain work-life balance. Work pressure affects family life and it also leads to a decline in the quality of work. Munn (2013) in their study concluded that female teachers have a problem in maintaining work-life balance compared to male teachers. However, (Helvaci, Bakalim, Can, & Akkoyun, 2017) carried out a study in Usak University among the university teachers. They revealed that gender dimension does not play a significant role in work-life balance. It means to say that work-life balance among academicians is not significantly different between male and female teachers. According to Kinman and Jones (2008), academics in the USA exhibit a lower level of job satisfaction and a high level of work-life conflict. A study conducted by Rajendran and Theiler (2012) in Australian universities found a negative association between workplace stress and work-life balance. It leads to a higher level of work-life conflict.

Ssesanga and Garrett (2005) conducted a survey-based study among lecturers of Universities in Uganda concluded that age, the tenure of teaching and position they held impact job satisfaction but gender and marital status did not have any impact on job satisfaction. Taminmi and Anood (2009) revealed in their study that income, academic qualification job satisfaction and financial literacy too. On the contrary, James (2011) studied the relationship between support from peer and job satisfaction. They revealed that support from peer significantly influences job satisfaction among the staff of Nigeria Breweries. Chepkwony (2014) research revealed that job satisfaction in teachers depends upon the compensation policy adopted by the Teacher Service Commission in Kenya. Pay, promotion, supervision and fringe benefit have a positive impact on job satisfaction among academic staffs in a different institution (Asan & Wirba, 2017)

Several studies have amply demonstrated that work-family conflict affects both workers' attitudes and organizational behavior, such as job satisfaction, organizational commitment, turnover, absenteeism and organizational citizenship behaviors (Duxbury & Higgins, 1991; Frone, Russell, & Cooper, 1992; O'Driscoll, Brough, & Kalliath, 2006). Job satisfaction expresses, in line with a classical definition proposed by Byan and Locke (1967), "a feeling of the pleasure that comes from the perception that its business is able to satisfy important personal values" and is generally considered to be an affective reaction (i.e. emotional) to a number of aspects related to the work. In the literature on work-family conflict, a notable number of researchers have analyzed its existing relationship with job satisfaction (Kacmar & Carlson, 2000). Carlson and Kacmar (2000) confirm the existence of a negative correlation

between work-family conflict and job satisfaction, identifying in values and personal characteristics (involvement in business and/or family) factors of possible mediation.

[Negi and Singh \(2012\)](#) explored the challenges associated with managing the professional and personal lives of employees. Life balance has become a quest for professionals in banking industries and also that employees work better when they do make time for family and personal interest. [Varatharaj and Vasantha \(2012\)](#) have studied on women working in the service sector with reference to Chennai city. It is said that the relationship between personal and professional life for women working in the service sector at Chennai, can be achieved through emotional intelligence. Better emotion management is necessary in order to accomplish the day-to-day objectives of life. The findings of the study reveal that the majority of the women employees feel comfortable in their workplace irrespective of their trivial personal and work-place irritants. The secret to work-life balance will vary depending on the field of work, family structure, and financial position. The public sector banks sacrifice their career ambition for the sake of the family. [Kumar and Hagargi \(2013\)](#), highlights how the Indian ITES are striving hard to balance the work-life of its employees and how employee balances the professional life and personal life in the hectic work environment. They have to make tough choices even when their work and personal life is nowhere close to equilibrium. Work life and personal life are interrelated and interdependent. Spending more time in office, dealing with clients and the pressures of the job can interfere with and affect the personal life, sometimes making it impossible to even complete the household chores. On the other hand, personal life can also be demanding, if one has a kid or aging parents, financial problems or even problems in the life of a dear relative. It can lead to absenteeism from work, creating stress and lack of concentration at work.

[Nadeem and Abbas \(2009\)](#) conducted an investigation of the association between conflict of work life and job satisfaction. They concluded that job satisfaction has a negative relationship with both work family and family work conflict. A study conducted by [Dev \(2012\)](#) in Indian banking industry found the positive relationship between work-life balance and job satisfaction. However, job stress and work-life conflict were negatively correlated. Supervisor relationship was seen to have a positive relationship with job satisfaction. A study conducted by [Agha, Azmi, and Irfan \(2017\)](#) among the teachers in schools revealed that work interference in personal life and life interference with work had a negative relationship with job satisfaction. However, work and personal life enhancement had a positive relationship with job satisfaction.

[Nepali \(2018\)](#) carried out a study on balancing work life and family life among women professionals in Nepal. He pointed out that women professional have many difficulties in maintaining work-life balance. Especially work-load and responsibility were the major reason for poor work-life balance. He suggested that management should consider about work life that affects family life in any organization. A study carried out by [Bista \(2016\)](#) shows that there is no significant difference between male and female employees in commercial banks in Nepal. Similarly, [Kayastha and Kayastha \(2012\)](#) found that most of the teachers teaching at the secondary level were satisfied with their work. The main factor affecting job satisfaction was co-workers relationship, work itself and lesser work-load. Another research conducted by [Kayastha and Kayastha \(2012\)](#) examined the relationship of occupational stress on job satisfaction among higher secondary school in Nepal. They revealed that the major factor affecting job satisfaction was pay, co-workers, supervisor's relation, promotion and job itself. A significant relation was identified between and among job stressors, job stress and job satisfaction.

[Biswakarma \(2015\)](#) concluded in his study that employee working in Nepalese financial institutions has a comparatively low quality of work life in comparison to an employee working in Nepalese non-financial institutions. His research concentrated on other non-financial sector but not the university teachers in specific. [Gyanwali \(2017\)](#) in his research explains that the working female school employees perceive that their higher household responsibilities hinder their work domain and cause stress. He also concluded that public sector teachers stress level is significantly lower than of private sector female school teachers in Nepal

6.3 Research Gap

A vast amount of research has been focused on the general topic of work-life balance including work-life conflicts and work-life balance practices and job satisfaction. However, very limited research has been directed towards the personal environment and work environment of an employee and job satisfaction among university teachers in Nepal. The relationship between work-life balance and its impact on job satisfaction among university teachers is not explored until now. Therefore, this research will contribute to add literature in this field of human resource management. Therefore, the research will also fulfill the literature gap of work-life balance and job satisfaction among university teachers in Nepal.

7. Research Methodology

This part presents the overall methodology and design of the current study. It discusses on the research design, population, sample, research framework and method of analysis.

7.1. Research Design

The study will employ quantitative research techniques. Descriptive research design will be employed to analyze, interpret and present the perception of faculty members on a different dimension of work-life balance and job satisfaction among faculty members. The causal-comparative research design will be adopted to analyze the relationship between factors associated with work-life balance and job satisfaction among different faculty members of different campus too.

7.2 Population and Sample, and Sampling Design

The study has been based on primary data. The population of the study comprises of all university teachers in Pokhara. There are approximately 730 ([UGC Nepal, 2019](#)) university teachers involved in different campus in Pokhara as per the University Grant Commission of Nepal Report. The university teachers are mainly classified as management, humanities and social sciences, law, education and science and technology. Among the faculty members, using finite population sample size determination formula developed by [Yamane \(1973\)](#), a sample of 260 has been determined with 5 % random error term.

$$\text{Sample Size}(n) = \frac{N}{1 + N(e)^2}$$

N=population; n=sample size; e=random error term

Multistage sampling technique will be employed draw the sample. The first stage focuses on stratified sampling selecting Tribhuvan University, Pokhara University and Purbanchal University. Similarly, cluster will be developed to select campus as constituent, community and private campus. Lastly, purposive sampling will be employed to select university teachers representing humanities, science, education, law and management.

7.3 Nature and Sources of Data, and the Instrument of Data Collection

The study will focus on quantitative research. The primary source of data collected will be quantified. For this study, the survey-questionnaire instrument will be used to achieve the objective of the study. The questionnaire will be designed after referring to extensive

literature available on same and researcher self-intuition. A self-administered questionnaire will be distributed to the faculty members. The questionnaire shall be mainly divided into three parts comprising the work-life balance dimension, job satisfaction dimension, and profile of respondents. The questionnaire follows open-ended and closed-ended systematically developed in English and translated into Nepali for the convenience of the faculty members. Five-point Likert scales will be employed, 5 indicating strongly agree and 1 indicating strongly disagrees. All form of scale, namely nominal, ordinal and scale data will be included in the questionnaire.

7.4 Method of Analysis

The descriptive and inferential analysis will be employed for analyzing the data collected through questionnaire. Similarly, bivariate and multivariate analyses will also be used for analyzing data. The bivariate analysis will be utilized for cross tabulation and Chi-Square test to assess the association between the different sets of independent and dependent variables. Similarly, multivariate analysis accommodates regression analysis of different independent variables and dependent variable. Collected data will be presented and analyzed with the help of table and graph. Mean value of Likert scale and standard deviation will be a part of the descriptive analysis. One way ANOVA will be assessed to find the perceptual difference among respondents will also be a part of descriptive analysis. The relationship and association will be tested through correlation and regression analysis which will be a part of multivariate analysis. Those descriptive and inferential analyses will be conducted with the software's like Microsoft Excel (Ms-Excel) and Statistical Package for the Social Sciences (SPSS), version 20.

Multicollinearity refers to when the predictor variables are highly correlated with each other. This is an issue, as regression model will not be able to accurately associate variance in outcome variable with the correct predictor variable, leading to muddled results and incorrect inferences. This assumption is only relevant for a multiple linear regression, which has multiple predictor variables. Check of multicollinearity can be done in two ways: correlation coefficients and variance inflation factor (VIF) values. To check it using correlation coefficients, all the predictor variables are put into a correlation matrix and look for coefficients with magnitudes of .80 or higher. Similarly VIF less than 5 reflects no issue of multicollinearity. Therefore the study will eliminate those multicollineratiy issues too.

Multiple regressions will be used to determine the predictive power of the factors. Employee job satisfaction (Y) is expressed as a function of work-life balance factors in the following regression equation.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$$

Where

Y= Job satisfaction

β_0 =Constant

β_1 - β_5 =Intercepts of independent variables

X_1 =Individual life at home (Productivity)

X_2 =Individual life with family (Happiness)

X_3 = Other factors

ε = Standard error term

7.5 Research Framework and Definition of Variables

On the basis of the above literature review and research gap, the following research framework has been developed in order to measure the relationship between work-life balance factors and job satisfaction. Work-life balance will work as independent factors and job satisfaction as dependent factors. However, gender, age, qualification, position, marital status, tenure will be taken as a moderating variable influencing both dependent and independent variables.

Work Life Balance

Work life balance is operationalized as the balance of work and family life balance. It mainly focuses on individual life at home and individual life with family. Similarly, other factors will also be considered to measure work life balance.

Job Satisfaction

Job satisfaction in the present study will be operationalized on the basis of satisfaction of faculty members namely on monthly salary(pay), promotional opportunities, recognition and support from peers, seniors and organization. Similarly, communication among peers and

channel of communication will also be employed as the factors of job satisfaction. Lastly, the job factors will also be considered for satisfaction.

Moderating Variables

Age, gender, qualification, position or designation, faculty involvement and mode of house will work as moderating factors namely demographic characteristics affecting work life balance and job satisfaction.

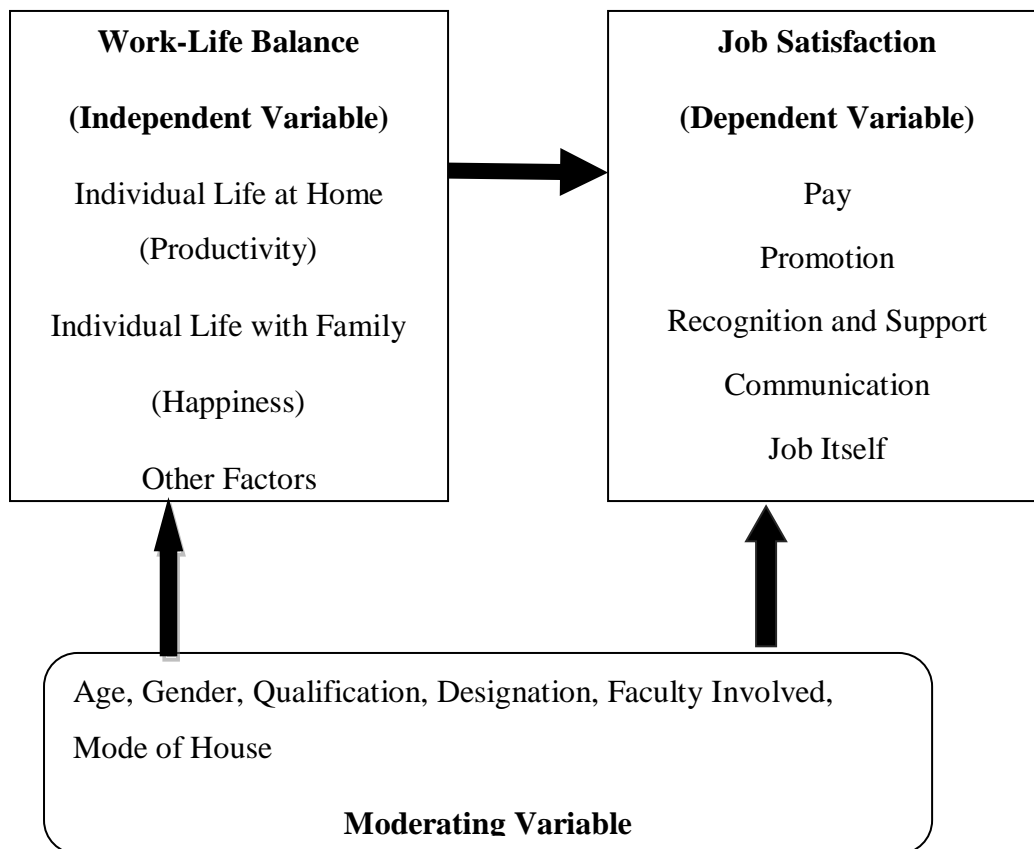


Figure 1. Conceptual framework.

8. Limitations and Delimitations of the Study

The study will only include the faculty members involved in different campus of Pokhara . It means only the teaching faculty members will comprise the study. This will research focus only on some aspects of work-life balance and job satisfaction. The major limitations of the study are:

- This study will utilize only the work-life balance (Individual life at work, individual life with family and other factors) and job satisfaction (pay, promotion, recognition and support, communication, job itself) information derived from the self-administered questionnaire.
- There may be other factors that influence the work-life balance, however, such factors will not be addressed in the study.
- The study will employ multi stage sampling for selection of respondents and the margin of error used for sample size determination is 5 percent.
- Only limited statistical analysis will be used for analysis.
- The study findings cannot be generalized as the characteristics and work culture of institutes could be different from one employee to another at the same level in the different parts of the country.

9. Organization of the Study

The chapter of the proposed dissertation will be organized as follows.

Chapter one will be the introduction of the study and it will include the background of the study, problem statement, objectives, hypotheses, rationale and limitations of the study. Chapter two will present review of the literature. It will include a theoretical and empirical research review of the existing literature regarding work-life balance, job satisfaction and the relationship between these two factors. Research gap will be identified at the end of this chapter.

Chapter three will described the research methodology that will be used in the study. It will provide a description of the research design and methodology. It will describe different aspects of research methodology. It will focus on issues related to research design, population, and a sample of the study, research framework and method of analysis.

Chapter four will provide results and discussion. It will present an analysis of the findings of quantitative data gathered through a questionnaire, dividing the chapter into two major sections, namely results and discussion. This chapter will cover different aspects related to demographic factor influencing work-life balance and job satisfaction. Lastly, it will attempt to explore the relationship between these two factors through regression analysis.

Chapter five will present summary and conclusions of the study. It will summarize the work carried out in chapter one through chapter four, draw conclusion and state the implications of the study to the concerned authorities and scope for future research.

10. Work Plan

The major activities plan for the proposed study is given in Table 2.

Table 2

Tentative Work Plan for the Study

SN	Task	Time in month					
		1	2	3	4	5	6
1.	Literature Review and Questionnaire Preparation	■	■	■			
2.	Data Collection, Coding and Entering data		■	■	■		
3.	Data Analysis and Model Development			■	■		
6.	Report Writing				■	■	
7.	Finalization, Report Printing					■	■
8.	Report Submission and Presentation						■

11. Budget

The estimated expenditure for the research project is given in Table 3.

Table 3

Estimated Expenditure for the Research Project

S.N	Particulars	Amount (Rs)
1.	Literature review(collection of journal articles, publications, reports, bibliographic cards, record keeping, visit to central library of TU and other libraries	1,000
2.	Questionnaire preparation and translation	500
3.	Data collection (questionnaire distribution and collection and allowance to enumerator)	1,000
4.	Stationery support	1,500
6.	Printing , binding cost	2,000
7.	Report presentation and official work	1,000
8.	Registration fee	8,000
	Total estimated expenditure	15,000

In words, fifteen thousand only.

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