

Relationship between Work-Life Balance and Job Satisfaction

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ABSTRACT

The purpose of this paper was to determine the relationship between work-life balance and job satisfaction. The scales used to measure these variables are work-life balance by Minnesota and job satisfaction was by (Paul E. Spector 1994). The design of this study is a quantitative design. Due to diversity amongst workforce and emerging realities of global business, the focus has shifted to maintaining a good Work-life balance for making the workforce productive, happier and engaged. Work life balance has been a concern for those who are interested in the quality of working and its relation to broader quality of life (Guest, 2002). Thus, the perception of employees for the organization and intention to support Work-life balance policies at a strategic level need to be in a positive direction and it should enable the employee to have a psychological contract with the organization. “The work life balance provides an organization with an innovative and productive employee“(Greenhaus, 2003). Job satisfaction has an impact on the general life of the employees and therefore, it’s very important because most of the people spend a major portion of their life at their working place. “Employees job satisfaction towards organization leads to increase in organizations productivity as a result of employee performance” (Shagufta Sarwar, 2013). This is an exploratory research, attempting to discover how the dimensions of job satisfaction are significantly related to the work-life balance of an employee. The sample size for study was 40 employees from different sector in India who responded to the

questionnaire consisting of a self-reported Likert scale. The results of the current study showed a negative correlation between work-life balance and job satisfaction. Moreover, job satisfaction should also consider that the employees are content and happy human being. A satisfied employee has better physical and mental well-being.

Keywords: *Work-Life Balance, Job Satisfaction*

INTRODUCTION:

It is important to understand that work-life balance does not mean to devote an equal amounts of time to paid work and non-paid roles; in its broadest sense, it can also be defined as a satisfactory level of involvement or fit between the multiple roles in a person's life. The term "work-life balance" means the semantic shift that arises from a recognition that childcare is by no means the only important non-work responsibility and the issue can be applied to any non-paid activities, commitments and to a diverse age range of employees. There are many family friendly policies which include flexible working hours, job sharing, part-time work, compressed work weeks, parental leave, telecommuting, on-site child care facility but are not compulsory to follow. "Work life balance has been a concern for those who are interested in the quality of working and its relation to broader quality of life" (Guest, 2002). Although definitions may vary, work-life balance is generally associated with equilibrium between the amount of time and effort somebody devotes to work and personal activities to maintain an overall sense of peace in life.

Job satisfaction is defined as the extent to which an employee feels contentment or a sense of accomplishment, which an employee derives from his/her job. It is a result that causes one to attain their job values or meet out their basic needs through appraisal. Research show that those workers who have some form of control over their working environment tend to suffer less stress-related health problems, and have a clear implications for the concept of work-life balance. Each individual needs to work smarter- to get more work done in less time to achieve a better work-life balance. The primary way companies could help their employees for work-life balance is through work-life practices, which are usually associated with flexible working and reductions

in working time or family-friendly policies. A Research was done by Kenexa Research Institute in 2007,” in which it showed that those who worked at organization who gave better work-life balance were more satisfied with their job then those companies who didn’t offer work-life balance.”

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LITERATURE REVIEW:

Sakthivel Rania, Kamalanabhanb & Selvarania in year 7 February 2011 did a research study on work-life balance reflections on employee satisfaction. They conducted a study on a total of 210 participants working in IT organizations. This study contributed to join a 2 different research streams that are employee satisfaction and work-life balance. Findings show high correlation exists between work and task also in employee satisfaction with a mediator variable that is work-life balance.

Neelni Giri Goswami did a research study on work-life balance among women in India with special reference to Agra and National Capital Region. The study consisted of four variables that are:- A) family, B) workplace, C) personal and D) social variables. These variables were used to compare and contrast the work-life balance among women and to recommend different strategies for working women.

Jitendra Kumar Singh and Dr. Mini Jain did a research study on employees job satisfaction and its impact on their performance in the year 2013. The research main focus was on employee job satisfaction and the increasing challenges of maintaining productivity of the organization by keeping their workforce constantly engaged and motivated. The paper focused on various variables responsible for employees job satisfaction and how it could be improved.

Farah Mukhtar in year 2012 did a research study on work-life balance and job satisfaction among faculty at Iowa State University. The study was conducted on 143 tenure-track faculty members.

The study was done on the existing database from Iowa State University of 2009-2010. The main reason to the study was to explore faculty work life balance and job satisfaction among academic disciplines at Iowa State University. This research also focused on if: (a) work-life balance differed in education (b) job satisfaction differed in education and (c) there is a relationship between work life and job satisfaction of the education department, and (d) if theres a unique effect on faculty of work-life balance. Along with studying academic discipline, job satisfaction and work-life balance, the demographics used were gender, age, salary, race, rank and professional experiences were also control. Results concluded that the work-life balance and job satisfaction has no significance among the academic disciplines at ISU but when the demographic and professional experience was controlled there were significant predictors for work-life balance.

Researchers Esther Mutheu, Abraham Kiflemariam, and Thomas Ngui conducted a study which was accepted on 8th August 2017 which was on effects of work-life balance practices on Employees job satisfaction. The main purpose of the study was to determine the effects of work-life balance on job satisfaction for the employees at Kenya Wildlife Service. The results were that work-life balance has positive impact on job satisfaction of employees at Kenya Wildlife Service and it should be implemented in all other fields as well.

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Methodology/ Purpose of study:

Aim: The aim of this research was to examine the primary objective of how work-life balance leads to job satisfaction in different organizational firms. It was measured through correlation between the variables that are work-life balance and job satisfaction. The data was collected using survey methodology and data analysis was done using R. Various researches were taken into consideration.

Hypothesis: The following research was done on relationship between work-life balance and job satisfaction in different sectors of organizational firms. It states that there is more work-life balance in younger age group than older age group people. The independent variable was work-life balance. This was divided into two level of independent variable on basis of age that were: young people and older people. The sample for this study was taken from different firms. The people ranging from 24 to 55 age group were taken into consideration.

Tools description: The scale used to measure work-life balance was by Minnesota. The scoring for the scale was 4 point likert scale where 0 being not true and 4 being definitely true. Half of the questions on the scale were reverse scoring.

The job satisfaction scale was by Paul E. Spector 1994. This scale had 6 point likert scale where 0 being strongly disagree and 6 being strongly agree. Half of the questions on the scale were reverse scoring.

Procedure: Data was collected from 40 participants using the scales in survey method through Google form. The participants were randomly selected from different organizations to fill the response in the form. It was mentioned participation in the survey was voluntary and they could withdraw any moment. The participants were thanked for taking part in the survey.

Statistical analysis of descriptive analysis, inferential statistics and correlation for the studies was done for both the scale that is work-life balance and job satisfaction by using the Pearson product moment correlation.

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Data Analysis:

Table1: Descriptive Statistics

Scales	Job Satisfaction	Work-Life Balance
Total	5790	15142
Mean	145	379
Range	85	217
Standard Deviation	22.27	94.36
Variance	1012.5	8903.1

In table1: Total of work life balance is 15142 and mean is 379. The Range is 217 and standard deviation is 94.36. The variance is 89031 of the sample of 40 people. This is more than the total of Job Satisfaction that is 5790. The mean of Job Satisfaction is 145 which is seen to be less than the mean of Work-Life Balance. Range of Job Satisfaction is 85 and the standard deviation is 22.27. The variance is 1012.5. Range is the highest score minus the lowest score. Although it is seen that the scores of Job Satisfaction is less than the scores of Work-life Balance.

Table2: Inferential Statistics

Scales	Correlation Values
Work-life balance and job satisfaction	-0.0353

In table2: The value of R is -0.0353. The degree of freedom is 38 and the p value was 0.8286. There is a negative correlation which states that the relationship between the variables is low and true correlation is not equal to 0. The correlation between the Job Satisfaction and Work-Life Balance is seen to be negative stating that the relationship is weak and it rejects the alternative directional hypothesis and accepts the null hypothesis that is the higher the work-life balance in younger generation does not lead to job satisfaction compared to older people. The scores is neither significant at 0.05 level nor at 0.01 level. Which means that the score of the participants obtained is more than the chance factor which should be 5.

Results And Discussion:

The data interprets that the variance of Job Satisfaction is less than the Work-Life Balance. As the scores obtained are more for Work-Life Balance than the Job Satisfaction. And the older population showed more work-life balance than the younger population which lead to more job

satisfaction in older population. To compare the results t-test is used to find out the correlation and relationship between the two variables. This is because the most of the population was between the age range of 32-52. As most the population is in the older range. Their level of job satisfaction is seen higher with better work-life balance. Therefore negative correlation was seen as the relationship between the two variables is low and not equal to 0.

With the help of past research: A study was done by Hussein Isse Hassan Adbirahman, Bello Taofik Abidemi, Roshidah Binti Ahmad and Illiyasu Shiyanbade Najeemdeen on the relationship between job satisfaction, work-life balance and organizational commitment on employee performance in the year 28th may 2018 it stated that work-life balance takes a significant and positive relationship with employee performance, it obviously indicates that and improve in standard of work-life balance of administrative staff in Northern region universities in Malaysia (UUM, UniMAP, UITM, Arau, Perlis and USM) also lead to increase and higher performance.

In a study by Bushra Arif and Yasir Aftab Farooqi in the year 9th September 2014 did a study on impact of work-life balance on job satisfaction and organizational commitment among university teachers. In the study they state that the dependent variable that is job satisfaction is strongly affected by the independent variable that is work-life balance and it is seen that that there is a positive relationship between job satisfaction and work-life balance along with the other variables in the study.

Nadeem and Abbas (2009) in their study found that work pressure/stress is negatively correlated with job satisfaction in both private and public companies. A research was done by Rose (2003) also found an insignificant relationship among the job satisfaction and workload.

Farah Mukhtar (2012) found in their study Work life balance and job satisfaction among faculty at Iowa State University. To determine the relationship between Work life balance (WLB) and Job Satisfaction a correlation analysis was done using the Pearson correlation coefficient and a significant relationship was seen between the two variables.

Fatima and Sahibzada (2012) did a study on work-life balance in the universities. They found that due to heavy workload in universities, staff becomes dissatisfied. Therefore, universities should develop strategies that could help the faculties needs to balance between work and life activities to achieve competitive advantage.

Limitations:

Access to the people in this study was limited and the sample size was also too small of 40 participants from various firms. therefore the data can have less validation due to limited sample. If the same was larger it could give more accurate results which can be generalized to the whole population. Only few variables like the job satisfaction and work-life balance were taken into consideration while other variables that could have influenced the results were not taken into consideration. Due to busy work schedule of the employees there are chances that the responses to the questionnaire can be with lack of concentration.

Suggestion for future research:

More variables such as employee satisfaction, work performance, employee motivation and performance appraisal can be taken into consideration. Which can help to study in depth about the employees motive at the organization and how it can be improved or how it can help in job satisfaction. Research in future can also be conducted to see the effect of gender as a variable in work-life and how culture affects the work-life balance among people can also be studied as a variable.

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Learning outcomes:

Through this study conducted we can say that it can be applied to the other organization and it is learned that older generation had better work-life balance than younger generation of people. As older generation had more experience of the job and thus they can balance the work and life more effectively and be satisfied by the job they doing over the years. Whereas the younger generation have just began working and might still not be sure of what they want to do or still not used to the job therefore they have poor work-life balance thus their job satisfaction is lesser. Therefore seminars should be conducted for younger generations on how to balance work and life effectively which can help them to have better job satisfaction.

Conclusion:

In this study the results for work-life balance and job satisfaction is found to be negatively non-significant. This study gives evidence that there is weak relationship between two variables that is work-life balance and job satisfaction. This could be due to a small sample of 40 participants in the research and maybe because of the length of the questionnaire. The study states that there is low work-life balance in younger generation than older generation. This was supported by research findings in literature review and discussion. Thus the results aren't in line with the hypothesis.

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Words 353 Date December 02,2019

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INTRODUCTION: It is important to understand that work-life balance does not mean to devote an equal amounts of time to paid work and non-paid roles; in its broadest sense, it can also be defined as a satisfactory level of involvement or fit between the multiple roles in a person's life. The term "work-life balance" means the semantic shift that arises from a recognition that childcare is by no means the only important non-work responsibility and the issue can be applied to any non-paid activities, commitments and to a diverse age range of employees. There are many family friendly policies which include flexible working hours, job sharing, part-time work, compressed work weeks, parental leave, telecommuting, on-site child care facility but are not compulsory to follow. Work life balance has been a concern for those who are interested in the quality of working and its relation to broader quality of life (Guest, 2002). Although definitions may vary, work-life balance is generally associated with equilibrium between the amount of time and effort somebody devotes to work and personal activities to maintain an overall sense of peace in life. Job satisfaction is defined as the extent to which an employee feels contentment or a sense of accomplishment, which an employee derives from his/her job. It is a result that causes one to attain their job values or meet out their basic needs through appraisal. Research show that those workers who have some form of control over their working environment tend to suffer less stress-related health problems, and have a clear implications for the concept of work-life balance. Each individual needs to work smarter- to get more work done in less time to achieve a better work-life balance. The primary way companies could help their employees for work-life balance is through work-life practices, which are usually associated with flexible working and reductions in working time or family-friendly policies. A Research was done by Kenexa Research Institute in 2007, in which it showed that those who worked at organization who gave better work-life balance were more satisfied with their job then those companies who didn't offer work-life balance.

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PLAGIARISM SCAN REPORT

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LITERATURE REVIEW: Sakthivel Rania, Kamalanabhanb & Selvarania in year 7 February 2011 did a research study on work-life balance reflections on employee satisfaction. They conducted a study on a total of 210 participants working in IT organizations. This study contributed to join a 2 different research streams that are employee satisfaction and work-life balance. Findings show high correlation exists between work and task also in employee satisfaction with a mediator variable that is work-life balance. Neelni Giri Goswami did a research study on work-life balance among women in India with special reference to Agra and National Capital Region. The study consisted of four variables that are- A) family, B) workplace, C) personal and D) social variables. These variables were used to compare and contrast the work-life balance among women and to recommend different strategies for working women. Jitendra Kumar Singh and Dr. Mini Jain did a research study on employees job satisfaction and its impact on their performance in the year 2013. The research main focus was on employee job satisfaction and the increasing challenges of maintaining productivity of the organization by keeping their workforce constantly engaged and motivated. The paper focused on various variables responsible for employees job satisfaction and how it could be improved. Farah Mukhtar in year 2012 did a research study on work-life balance and job satisfaction among faculty at Iowa State University. The study was conducted on 143 tenure-track faculty members. The study was done on the existing database from Iowa State University of 2009-2010. The main reason to the study was to explore faculty work life balance and job satisfaction among academic disciplines at Iowa State University. This research also focused on if: (a) work-life balance differed in education (b) job satisfaction differed in education and (c) there is a relationship between work life and job satisfaction of the education department, and (d) if theres a unique effect on faculty of work-life balance. Along with studying academic discipline, job satisfaction and work-life balance, the demographics used were gender, age, salary, race, rank and professional experiences were also control. Results concluded that the work-life balance and job satisfaction has no significance among the academic disciplines at ISU but when the demographic and professional experience was controlled there were significant predicators for work-life balance. Researchers Esther Mutheu, Abraham Kiflemariam, and Thomas Ngui conducted a study which was accepted on 8th August 2017 which was on effects of work-life balance practices on Employees job satisfaction. The main purpose of the study was to determine the effects of work-life balance on job satisfaction for the employees at Kenya Wildlife Service. The results were that work-life balance has positive impact on job satisfaction of employees at Kenya Wildlife Service and it should be implemented in all other fields as well.

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Methodology/ Purpose of study: Aim: The aim of this research was to examine the primary objective of how work-life balance leads to job satisfaction in different organizational firms. It was measured through correlation between the variables that are work-life balance and job satisfaction. The data was collected using survey methodology and data analysis was done using R. Various researches were taken into consideration. Hypothesis: The following research was done on relationship between work-life balance and job satisfaction in different sectors of organizational firms. It states that there is more work-life balance in younger age group than older age group people. The independent variable was work-life balance. This was divided into two level of independent variable on basis of age that were: young people and older people. The sample for this study was taken from different firms. The people ranging from 24 to 55 age group were taken into consideration. Tools description: The scale used to measure work-life balance was by Minnesota. The scoring for the scale was 4 point likert scale where 0 being not true and 4 being definitely true. Half of the questions on the scale were reverse scoring. The job satisfaction scale was by Paul E. Spector 1994. This scale had 6 point likert scale where 0 being strongly disagree and 6 being strongly agree. Half of the questions on the scale were reverse scoring. Procedure: Data was collected from 40 participants using the scales in survey method through Google form. The participants were randomly selected from different organizations to fill the response in the form. It was mentioned participation in the survey was voluntary and they could withdraw any moment. The participants were thanked for taking part in the survey. Statistical analysis of descriptive analysis, inferential statistics and correlation for the studies was done for both the scale that is work-life balance and job satisfaction by using the Pearson product moment correlation.

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Results And Discussion: The data interprets that the variance of Job Satisfaction is less than the Work-Life Balance. As the scores obtained are more for Work-Life Balance than the Job Satisfaction. And the older population showed more work-life balance than the younger population which lead to more job satisfaction in older population. To compare the results t-test is used to find out the correlation and relationship between the two variables. This is because the most of the population was between the age range of 32-52. As most the population is in the older range. Their level of job satisfaction is seen higher with better work-life balance. Therefore negative correlation was seen as the relationship between the two variables is low and not equal to 0. With the help of past research: A study was done by Hussein Isse Hassan Adbirahman, Bello Taofik Abidemi, Roshidah Binti Ahmad and Illiyasu Shiyabade Najeemdeen on the relationship between job satisfaction, work-life balance and organizational commitment on employee performance in the year 28th may 2018 it stated that work-life balance takes a significant and positive relationship with employee performance, it obviously indicates that and improve in standard of work-life balance of administrative staff in Northern region universities in Malaysia (UUM, UniMAP, UITM, Arau, Perlis and USM) also lead to increase and higher performance. In a study by Bushra Arif and Yasir Aftab Farooqi in the year 9th September 2014 did a study on impact of work-life balance on job satisfaction and organizational commitment among university teachers. In the study they state that the dependent variable that is job satisfaction is strongly affected by the independent variable that is work-life balance and it is seen that that there is a positive relationship between job satisfaction and work-life balance along with the other variables in the study. Nadeem and Abbas (2009) in their study found that work pressure/stress is negatively correlated with job satisfaction in both private and public companies. A research was done by Rose (2003) also found an insignificant relationship among the job satisfaction and workload. Farah Mukhtar (2012) found in their study Work life balance and job satisfaction among faculty at Iowa State University. To determine the relationship between Work life balance (WLB) and Job Satisfaction a correlation analysis was done using the Pearson correlation coefficient and a significant relationship was seen between the two variables. Fatima and Sahibzada (2012) did a study on work-life balance in the universities. They found that due to heavy workload in universities, staff becomes dissatisfied. Therefore, universities should develop strategies that could help the faculties needs to balance between work and life activities to achieve competitive advantage. **Limitations:** Access to the people in this study was limited and the sample size was also too small of 40 participants from various firms. therefore the data can have less validation due to limited sample. If the same was larger it could give more accurate results which can be generalized to the whole population. Only few variables like the job satisfaction and work-life balance were taken into consideration while other variables that could have influenced the results were not taken into consideration. Due to busy work schedule of the employees there are chances that the responses to the questionnaire can be with lack of concentration. **Suggestion for future research:** More variables such as employee satisfaction, work performance, employee motivation and performance appraisal can be taken into consideration. Which can help to study in depth about the employees motive at the organization and how it can be improved or how it can help in job satisfaction. Research in future can also be conducted to see the effect of gender as a variable in work-life and how culture affects the work-life balance among people can also be studied as a variable.

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Learning outcomes: Through this study conducted we can say that it can be applied to the other organization and it is learned that older generation had better work-life balance than younger generation of people. As older generation had more experience of the job and thus they can balance the work and life more effectively and be satisfied by the job they doing over the years. Whereas the younger generation have just began working and might still not be sure of what they want to do or still not used to the job therefore they have poor work-life balance thus their job satisfaction is lesser. Therefore seminars should be conducted for younger generations on how to balance work and life effectively which can help them to have better job satisfaction. Conclusion: In this study the results for work-life balance and job satisfaction is found to be negatively non-significant. This study gives evidence that there is weak relationship between two variables that is work-life balance and job satisfaction. This could be due to a small sample of 40 participants in the research and maybe because of the length of the questionnaire. The study states that there is low work-life balance in younger generation than older generation. This was supported by research findings in literature review and discussion. Thus the results aren't in line with the hypothesis.

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