

5

A Study on Work-Life Balance and its Impact on Job Satisfaction among Employees of Saurashtra Region

Shruti Pathak^{1*} & Dr. Sanjay Bhayani²

¹Ph.D. Scholar, Department of Business Management, Saurashtra University, Gujarat, India.

²Professor, Department of Business Management, Saurashtra University, Gujarat, India.

*Corresponding Author: shrutipathak7651@gmail.com

DOI:

Abstract

The purpose of the research on work-life balance and job satisfaction among employees is to comprehend the correlation between these two variables and offer suggestions for enhancing work-life balance and job contentment. This study investigates the present condition of work-life balance (WLB) and job satisfaction among employees in different industries and organizations. This study seeks to enhance the current understanding of employee well-being and organizational effectiveness by trying to figure out how work-life balance affects employee satisfaction. The study on work-life balance and job satisfaction among employees acknowledges the increasing importance of work-life balance in modern, high-speed, and demanding work environments. Organizations are recognizing the significance of creating a work environment that promotes work-life balance, due to the changing dynamics of work and personal life.

Keywords: Work-Life Balance, Job Satisfaction, Workforce in Saurashtra Region, Dynamics of Work, Employees Well-Being.

Introduction

“Work life balance is a state of equilibrium in which the demand of both person's job and personal life are equal” (Lockwood, 2003).

Personal and professional life balance has increased in significance in the present workforce. With the increasing demands and expectations placed on employees, creating an ideal balance between professional and personal life is essential for achieving altogether satisfaction with work and physical and mental welfare.

Many studies have shown that employees who are able to reach a good work-life balance experience higher job satisfaction (Malik, 2023). They are more likely to feel satisfied with their careers and still have a greater sense of fulfilment in their personal lives. Additionally, individuals with a better work-life balance are generally more productive and engaged in their work. They are also more likely to experience lower levels of stress and burnout, leading to

improved mental and physical health. This research explores the current state of work-life balance(WLB) and job satisfaction among employees in various industries and organizations. By conducting surveys and interviews, we aim to gain insights into the barriers faced by employees in different professional settings and the strategies they use to maintain a healthy work-life balance. Additionally, we will analyze the impact of work-life balance on job satisfaction and overall well-being, considering factors such as flexibility in work hours, support from employers, and the influence of personal responsibilities. The findings of this research will contribute to get better understanding of the importance of work-life balance and provide valuable recommendations for organizations to support their employees in achieving a healthier integration of their professional and personal life.

Review of Literature

(Vernia, 2022)¹²³ A study was carried out to look at how teachers in Jakarta felt about their work-life balance, stress at work, and job happiness. There were 119 teachers who responded to this study. The data show that work stress affects job satisfaction, work life balance affects job satisfaction, and work stress has a strong link to work life balance. Most of the respondents who answered the survey were women.

Odisa Alfred Mathews et al. (2021)¹²¹ findings show that the principal's support to teachers, especially financial support during bereavement, readily granting permission to teachers to attend to their personal needs and supporting teachers to benefit from training opportunities were most appreciated by the teachers. However, the teachers expect the principals to give feedback promptly and to encourage them more to live their personal life well. In terms of gender, both male and female teachers manage to cope with their responsibilities. Assigning teachers duties especially curricular ones should be done based on interests and abilities but not necessarily gender. Most teachers finish schoolwork at school and go home to live their personal life.

Alfatihah showed that work motivation plays an intermediate role in this relationship. This association is especially relevant in high-stress areas like ITES and IT, where job satisfaction is significantly predicted by work-life balance (Kanwar, 2009). During the COVID-19 pandemic, a new WFH approach that told workers they had to get used to a new work environment had a big effect on their work-life balance. (Alfatihah et al., 2021).

Pathak A. K, Dubey. P and Deepak Singh (2019) have published an article titled, "Work Life Balance and Job Satisfaction: A Literature Review". The researcher found that work-life balance has a big effect on how happy people are with their works. Having a good mix between personal and professional life is important for employees because they will be more committed to their job and enjoy more. The expert also conclude that work-life balance has a direct effect on how happy workers are with their jobs.

"Leave your problems at home" may be what older CEOs say, but today's leaders know that workers' personal lives affect their work and, by extension, how much work they get done.

(Fatima & Sahibzada, 2012) Working for WLB makes it easier for employees to balance their work life with family, caregiving, and personal life outside of work. There are a lot of great companies in the world, like Google, Yahoo!, KPMG, Hilton, Marriott International,

IKEA, and more. Why do people want to work for these companies? The simple answer is that they care about the well-being of their employees, which is good for both managers and employees. Do you want to work for them? The answer is simple: they care about the health and happiness of their workers, which is good for both the employees and the employers.

Kamran, Jafar & Ali (2012) talked about how work and family laws work in Pakistan, especially in the Education Sector. A moderately positive link was found between job happiness and work-life balance. This means that colleges should focus on making and enforcing policies about work-life balance.

According to Robbins and Coulter (2012) WLB program includes resources for caring for parents and children, healthy, and welfare of employees. Therefore, many companies have offered programs to meet the needs of employees in creating a balance between life and work; these programs include family-friendly benefits, flex time, job sharing, telecommunicating and others. This statement is supported by research conducted by Qodrizana (2018) that showed work-life balance affected job satisfaction. The important point is to balance the level of someone's satisfaction at work and outside work. If someone can give time to the needs of work and outside work well, it will create job satisfaction.

Santhi and Sundar (2012) executed a study on IT women workers and found that 55% of them were very satisfied with the current work-life balance efforts. The other 45% were either somewhat satisfied or not satisfied at all. According to this study, people in charge of the IT business should find out why people are dissatisfied and know what rules need to be put in place.

Rana Zehra Masood and Seema Mahalwat (2012)¹¹³ investigated 300 employees from different banks and insurance companies in the Haryana region. They found that flexible work hours, paid time off, dependent care programs, and ways to deal with work-related stress all showed how important it is to create a culture that supports the ideas of work-life balance. Additionally, they said that companies that don't pay attention to new social trends and changes that affect employees' work-life balance will have less productive employees.

Another study was conducted by Charles Arinze Obiora et.al (2013), on the topic "Work Related Stress, Job Satisfaction in Nigerian Public Service". The paper talks about how stress at work affects the attitudes of people who work in the public sector. Data are gathered from sources and analyze using Range of Affect theory. The paper creates a situation that leads to work-related stress, which makes it hard for workers to enjoy their jobs, which has major effects on the performance of the Nigerian public service. At the end of the paper, it is suggested that better working conditions should be made available in the Nigerian public service to lower the effects of stress at work.

Gupta and Charu (2013). looked into how work-life balance affects job happiness among IT workers. The convenience sampling method was used to get information from workers. A paper that people made themselves has been given out. The Chi-square test shows that stress and work-life balance affect how happy IT workers are with their jobs.

When employees experience (believe in) work-life balance, they respond positively, such as being dedicated to their jobs. According to Restubog, Bordia, and Tang (2006), this

kind of psychological help boosts employee happiness and gives staff members a plan for how they can get more involved.

Research Gap

This review of the literature discusses work-life balance and job satisfaction in terms of the strategies that workers use. individuals, strategies adopted by firms or companies to counter each other and impact of attributes of work-life balance on individuals physical, psychological and work-related issues.

Employees face challenges in their personal and professional lives as they attempt to maintain a balance between their obligations. Consequently, the present study strives to figure out the degree of employment satisfaction and work-life balance among employees in the Saurashtra Region. Literature demonstrates that numerous studies have been conducted on this subject in other regions of India, but relatively few studies have focused on labourers in the Saurashtra region. Consequently, my research endeavours to address this deficiency and has chosen the current subject matter.

Objectives

- To study the association between demographic profile of the employees with work-life balance.
- To understand the relationship between work-life balance and job satisfaction.

Hypothesis Statement

Ho: There is no positive relationship between work-life balance on job satisfaction.

Ho: There is no association between demographic factors and work-life balance.

Research Design

The study focuses on Work-Life Balance and its impact on Job Satisfaction among Employees, employing an empirical research approach. This research relies on both primary as well as secondary data sources to gain insights into area of research.

In the current study descriptive research design was used which was carried out by using survey methodology. Survey research involves the collection of information from a sample of individuals through their responses to questions.

Sampling Design

The researcher has selected probability sampling design for the study in which simple random sampling is used. Researcher gave importance to simple random sampling over the others because it provides the assurance that sample will accurately reflect the population on the criteria used for simple random sampling.

Sample taken for the study: 65 employees from Saurashtra Region.

Data Collection Method

Primary data collected from respondents by administering a structured questionnaire. This study was carried out through a survey method using questionnaires as the main instrument. This 29 items questionnaire requires the respondent to answer each item on a likert scale format with 5 choices per item is used ranging from “strongly disagree” to “strongly agree” and “never” to “always”. Statistical Tool that researcher have used research is Jamovi.

Questionnaire is found reliable as Cronbach's Alpha identified is 0.875, and it is more than 0.800.

Scale Reliability Statistics			
	Mean	SD	Cronbach's α
scale	2.48	0.535	0.875

Correlation Matrix (Table 1)												
	(Q7)	(Q8)	(Q9)	(Q10)	(Q11)	(Q24)	(Q25)	(Q26)	(Q27)	(Q28)	(Q29)	
(Q7)												
(Q8)												
(Q9)												
(Q10)												
(Q11)												
(Q24)												
(Q25)												
(Q26)												
(Q27)												
(Q28)												
(Q29)												
-0.048		0.037	-0.025	0.043	0.012	-0.061	-0.258	-0.139	0.235	0.513	—	
0.093		0.172	0.060	-0.120	0.086	-0.085	* -0.095	-0.076	0.284	***		
-0.086		0.103	0.040	-0.152	-0.036	-0.025	0.021	0.223	—	*		
0.149		0.205	0.154	0.163	0.018	0.200	0.573 ***	—				
0.163		0.048	0.124	0.109	0.174	-0.044	—					
0.342		0.454 ***	0.332	0.302	0.347	—	**	*				
0.234		0.327	0.470 ***	0.427	—		—	***				
0.360		0.247	0.405 ***	—				—				
0.573 ***		0.563 ***	—									
0.461 ***		—										
—												
Note. * p < .05, ** p < .01, *** p < .001												

A p-value below 0.05 is frequently considered as statistically significant, indicating that the null hypothesis should be rejected. If the p-value is greater than 0.05, it indicates that there

is no statistically significant differences from the null hypothesis, and hence the null hypothesis is not rejected.

Impacting Factors of WLB	Impacting Factors of Job Satisfaction
Q:7 Time factor	Q:24 Salary Amount
Q:8 Performance factor	Q:25 Recognition of Work
Q:9 Satisfactory WLB positively influence overall job satisfaction	Q:26 Leave policies of Company
Q:10 Family Factor	Q:27 Working environment of Company
Q:11 Training Factor	Q:28 Career Growth
	Q:29 Working Hours

Here positive numbers indicate positive correlation, while negative numbers indicate negative correlation. The closure the number is to 1 (or -1), the stronger the correlation. So here researcher interpret that correlation between all the factors of work-life balance and job satisfaction are positively correlated. So here researcher accepted alternative hypothesis that there is strong relationship between job satisfaction and work life balance.

Ho: There is no association between demographic factors and work-life balance.

Confirmatory Factor Analysis

Factor Loadings							
				95% Confidence Interval			
Factor	Indicator	Estimate	SE	Lower	Upper	Z	p
Demographic Factor	(Q1)	0.1541	0.0704	0.0161	0.2922	2.19	0.029
	(Q2)	-0.4904	0.0787	-0.6447	-0.3361	-6.23	< .001
	(Q3)	0.2160	0.0518	0.1145	0.3176	4.17	< .001
	(Q4)	-0.7349	0.1309	-0.9916	-0.4783	-5.61	< .001
	(Q5)	-0.0985	0.0977	-0.2900	0.0930	-1.01	0.313
	(Q6)	-0.9385	0.1471	-1.2268	-0.6502	-6.38	< .001
Work Life Balance	(Q12)	0.5962	0.1152	0.3704	0.8220	5.17	< .001
	(Q13)	0.6037	0.1425	0.3244	0.8829	4.24	< .001
	(Q14)	0.7162	0.1447	0.4325	0.9999	4.95	< .001
	(Q15)	0.9507	0.1359	0.6843	1.2170	6.99	< .001
	(Q16)	0.9856	0.1414	0.7083	1.2628	6.97	< .001
	(Q17)	0.9173	0.1503	0.6227	1.2119	6.10	< .001

Test for Exact Fit		
χ^2	df	p
77.5	53	0.016

Fit Measures				
			RMSEA 90% CI	
CFI	TLI	RMSEA	Lower	Upper
0.887	0.859	0.0843	0.0377	0.123

Interpretation: Three model fit indices that are widely applied are considered in this article, all of which are based on a fit function given a specific estimation method. They are the root mean square error of approximation (RMSEA; Steiger, [1990](#); Steiger & Lind, [1980](#)), comparative fit index (CFI; Bentler, [1990](#)), and Tucker–Lewis index (TLI; Bentler & Bonett, [1980](#); Tucker & Lewis, [1973](#)). RMSEA is an absolute fit index, in that it assesses how far a hypothesized model is from a perfect model.

The application of RMSEA, CFI, and TLI is heavily contingent on a set of cutoff criteria. Earlier research (e.g., Browne & Cudeck, [1993](#); Jöreskog & Sörbom, [1993](#)) suggested that an RMSEA value of $< .05$ indicates a “close fit,” and that $< .08$ suggests a reasonable model–data fit. Bentler and Bonett ([1980](#)) recommended that $TLI > .90$ indicates an acceptable fit.

P-value is a statistical measure used to determine the likelihood that an observed outcome is the result of chance. It is evident from above table that the demographic factors such as age, gender, occupation, education qualification, annual income are positively associate with factors of work-life balance. Here is the value of $p = 0.016$ is smaller than the significance value, so we'd reject null hypothesis. So here we can say that **there is positive association between demographic factors and work life balance.**

Limitation of the Study

The study is confined in the region of Saurashtra only and because of having limited resources and time constraint it does have some limitations. This research is primary research in which data collection is done through survey through questionnaire in order to gather relevant responses from the sample. As the sample size is not large so enough this does not provide the detailed and thorough examination but satisfies the overall research objective. Some other variables are being ignored in estimating the job satisfaction because of time constraint.

Scope

The study on work-life balance and job satisfaction among employees has a broad scope, encompassing various industries and organizations. The research will encompass data collected from people at various hierarchical positions inside firms, encompassing entry-level employees, mid-level managers, and senior executives. The study will concentrate on comprehending the relationship between work-life balance and job satisfaction, examining the viewpoints of both employees and employers, while taking into account the diverse elements that impact these dimensions.

Findings

Job satisfaction is the review made by an employee to determine the extent to which the business is able to fulfil their expectations regarding their employment. Work-life balance is a key factor in determining employee satisfaction. Employees who successfully achieve work-life balance tend to experience higher job satisfaction and are able to excel both in their professional and personal lives. Optimal work-life balance consistently boosts staff productivity and mitigates employee retention concerns for organizations. Individuals who maintain a healthy equilibrium between their work and personal life have greater satisfaction and happiness at their workplace, as they fulfil a crucial function. Job satisfaction is a crucial concern as it promotes a positive work atmosphere and motivates individuals to improve their

performance. Organizations must acknowledge the importance of work-life balance (WLB) in enhancing employee productivity and retention, mitigating work-life imbalance, mitigating employee stress, and enhancing job satisfaction.

References

1. Alfatihah, I., Nugroho, A. S., Haessel, E. & Maharani, A. (2021). The Influence of Work-Life Balance with Work Motivation as Mediating Factor on Job Satisfaction A Prediction toward Transition to New Normal Situation, *The Management Journal of Binaniaga*, 6(1), 79-94.
2. Bentler, P. M. (1990). Comparative fit indexes in structural models. *Psychological Bulletin*, 107, 238–246. <https://doi.org/10.1037/0033-2909.107.2.238>
3. Bentler, P. M., & Bonett, D. G. (1980). Significance tests and goodness of fit in the analysis of covariance structures. *Psychological Bulletin*, 88, 588–606. <https://doi.org/10.1037/0033-2909.88.3.588>
4. Browne, M. W., & Cudeck, R. (1993). Alternative ways of assessing model fit. In K. A. Bollen & J. S. Long (Eds.), *Testing structural equation models* (pp. 136–162). Newbury Park, CA: Sage.
5. Charles Arinze Obiora, Victor Chidubem Iwuoha (2013). "Work Related Stress, Job Satisfaction and Due Process in Nigerian Public Service". *European Scientific Journal* July 2013 edition vol.9, No.20 ISSN: 1857 – 7881 (Print) e - ISSN 1857- 7431.
6. Dellia Mila Vernia et al (2022). "The Work Life Balance of Teacher (Case Study of Teachers in Jabodetabek)", *Budapest International Research and Critics Institute-Journal (BIRCI-Journal)*, Volume 5, No 2, May 2022, pp. 13561-13571.
7. Fatima, N. and Sahibzada, S. A. (2012)' An Empirical Analysis of Factors Affecting Work Life
8. Balance among University Teachers: the case of Pakistan', *Journal of International*
9. Fatima, N. and Sahibzada, S. A. (2012)' An Empirical Analysis of Factors Affecting Work Life Balance among University Teachers: the case of Pakistan', *Journal of International Academic Research*, 34-48.
10. Jöreskog, K. G., & Sörbom, D. (1993). *LISREL 8: Structural equation modeling with the SIMPLIS command language*. Chicago, IL: Scientific Software International.
11. Kamran, Zafar and Ali. (2012). Impact of Work-Life Balance on Employees Productivity and Job Satisfaction in Private Sector Universities of Pakistan, *Proceedings of the Seventh International Conference on Management Science and Engineering Management*, 2, pp. 1019-1029.
12. (Inayah Alfatihah, 2021; Inayah Alfatihah, 2021) (Charles Arinze Obiora, 2013) (Vernia, 2022) M. S. Gupta, and K. Charu (2013). "Analysing work life balance and burnout as predictors of job satisfaction in IT industry of Gurgaon" A case study of IBM & Wipro in 2008-10. *Journal of Business Management & Social Sciences Research*, Vol. 2, Issue. 12, pp.1-7.

13. Odisa Alfred Mathews et al. (2021). "Influence of characteristics of work-life balance on teachers' levels of job satisfaction in public secondary schools in Nairobi, Kenya", *International Journal of Educational Administration and Policy Studies*, Vol.13(2), pp. 85-94.
14. M. S. Gupta, & K. Charu, "Analyzing work life balance and
15. Rana Zehra Masood & Seema Mahalwat (2012) "Impact of demographic variables on the critical factors of balance: An empirical study", *Journal of organizational management*, Vol 1, pp. 1-13.
16. Restubog, S. L. D., Bordia, P., & Tang, R. L. (2006). Effects of psychological contract breach on performance of IT employees: The mediating role of affective commitment. *Journal of Occupational and Organizational Psychology*, 79(2), 299–306.
17. Sandeep Aggarwal (2012) "Balancing professional and personal life: WLB study at Indian oil corporation", *International journal of business and management tomorrow*, Vol 2 No 2.
18. Singh, S. (2013). Work-life balance: A literature review. *Global Journal of Commerce & Management Perspective*, 2(3), 84-91.
19. Steiger, J. H. (1990). Structural model evaluation and modification: An interval estimation approach. *Multivariate Behavioral Research*, 25, 173–180.
20. Steiger, J. H., & Lind, J. C. (1980). *Statistically based tests for the number of common factors*. Paper presented at the Annual Meeting of the Psychometric Society, Iowa City, IA.
21. T.S. Santhi, K.S. (2012). "A study on the Work-Life Balance of Woman Employees in Information Technology Industry", *ZENITH International Journal of Business Economics & Management Research*, pp. 82-96.
22. Tucker, L. R., & Lewis, C. (1973). A reliability coefficient for maximum likelihood factor analysis. *Psychometrika*, 38, 1–10.

