

Impact of Work Life Balance on Job Satisfaction

Mehak Singla

Assistant Professor, Department Of Commerce,
R.K.S.D. (PG) College, Kaithal, Haryana

Abstract

In changing business scenario, Jobs are becoming more challenging and competitive which is hampering work life of an individual and major impact on the job satisfaction also. This paper studies the impact of Work Life balance on Job Satisfaction in context to teachers in school. Most Of the teachers in schools are women and for a women, it is very difficult to maintain a balance between work and life. In this paper descriptive analysis has been used for analyzing the data. The results show that there is a significant impact of Work Life Balance on Job Satisfaction but they used to be satisfy with their jobs.

Keywords:Work Life Balance, Job Satisfaction, Teachers, Jobs, Women etc.

1. Introduction

Indian business scenario have been changing due to globalization, competition, liberalization, customer oriented market, work environment etc. With this, well paid, challenging and satisfying jobs are highly demanding. At the same time, balance between work and life is becoming more difficult and it has become global topic of growing important and frequent discussion. So, in today's fast-paced world, how can we have a balance between work and life to have healthy personal life and moreover satisfying work experience? Work life balance can be viewed as balancing point on the seesaw, one side of which is work, while the other side is domestic and personal life and this is applicable on all the working people irrespective of gender.

1.1 Defining Work-Life Balance

There is no definite definition of work-life balance as it appears that right balance for one person may differ from other one. So, balance between work and life is achieved in different ways by different people for different purposes. Some people have meaning of balance to provide care and fulfilling the responsibilities for their children, while others want more time to themselves, engaging in leisure and stress free activities. Moreover, it is explored in different sciences such as psychology, sociology, organizational psychology, economic and gender studies. **Hudson (2005)** defined work life balance as a satisfactory level of involvement or 'fit' between multiple roles in a person's life. People's perception of work-life balance is very subjective, as reflected by various descriptions of work-life balance by employees. According to **Jim Bird, CEO of Worklifebalance.com** (an International Work-life Balance and Consulting Company), and "Work-life balance is meaningful achievement and enjoyment in everyday life". Also he believes that to achieve better work-life balance, each individual needs to work smarter- to get more done in less time.

1.2 Importance of Work Life Balance

a. Increased Productivity-Work-life balance can actually increase productivity. While it is true that overtime will initially increase production, but later on it start decreasing productivity. Shorter work hours will actually increase productivity in the long-term. Additionally, Studies show that people who take short, frequent breaks are more productive than people who only take a single break or work all day.

b. Improved Mental and Physical Health- Surveys have discovered that work is a leading cause of stress related illness and injury, such as stroke, heart disease, and mental breakdowns. A balanced life will improve both physical and mental health..

c. **Increased Morale-** According to surveys, work-life balance improves happiness and overall job satisfaction. It translates to employees who work harder and are more productive.

1.3 Work life Policies

The traditional methods of work may increase stress and imbalance in life. Each person is unique, and providing different work options will allow people to choose the method that helps them be their most productive and maintain their balance. While it may not be possible to provide every option, allowing for different work styles will improve company culture and promote balance. Each option comes with its own pros and cons, so examine them carefully before choosing a new way to work.

Telecommuting- telecommuting is a popular work option. This allows people to work from home and send their projects in when they are due. This helps in decreasing costs of the company and help people in maintaining their personal but also decreases motivation and not suitable for self-motivated employees.

Job Sharing- Job sharing is a popular option that allows employees to balance their work and Home lives. This technique allows two people to share a job, with each one working part-time hours and help them in better attendance for their work, increases continuity but chances of conflict arises.

Job Redesign- Sometimes it is necessary to redesign a position to decrease stress. This requires analyzing and changing the scope and responsibilities of a position in a way that will motivate employees and improve their work life balance.

Flexible Time- Flex time does not alter the number of hours employees work, but it does give them the flexibility to choose when they work. For example, an employee may choose to come at 7:00 am and leave at 4:00 pm to spend time with family and help in increasing productivity and morale of the employees.

1.4 Work –life in Indian Context

“In the last few years, a number of new career opportunities opening up for Indians especially in the service sectors. However better opportunities along with good pay package, growth prospects, brings in a long work schedule leaving individuals with very little time to balance their work and life. In India 74% of Indian respondents surveyed said they preferred to be in a situation where work was not the all-consuming thing in their lives. A whopping 82% of those in their 20s said attaining a work-life balance was going to be their priority in the New Year.

1.5 Organizational responses to work life balance issues

In the private sector, most of the companies offering well-defined work-life programs are multinational and in the IT and ITES sectors. The motivation for multinational companies to offer family-friendly measures to their Indian subsidiaries is partly to maintain uniformity in HR practices globally, partly in response to the demands placed on them by younger men and women employees, and partly as a tool to retain talent.

1.6 Some Major Companies

For **Wipro**, a leading player in both the IT & BPO sectors, encouraging employee wellness is an integral part of the corporate culture. The most successful Wipro project is one called Mitr which means ‘friend’ in Hindi. In this program, 28 employees, all volunteers, were trained to counsel fellow employees to manage stress. **The Tata Group** has a culture of investing in several community development programs that have the theme of women’s empowerment. In the Tata Motors plant at Pune there are several cooperatives managed and run by the wives of company employees. These cooperatives, called grihini udyogs, provide the company with a variety of products ranging from cables for vehicles to chapattis (Indian bread) for its cafeteria. The cooperatives provide extra income for employees and their families. The women are paid the government-prescribed minimum wage and they also receive all statutory benefits.

IBM India undertakes measures for the advancement of women and for promoting workplace flexibility as part of its global diversity initiatives that are based on the three pillars of equal opportunity, affirmative action and work-life programs. **Infosys Technologies**, a leading IT service provider, has a wellness initiative called Health Assessment Lifestyle Enrichment (HALE). The initiative consists of a portal for online dissemination of information on various stress-related issues and a hotline whereby employees can directly receive counseling and expert opinions.

1.7 Job Satisfaction

It has been defined as “the degree to which employee have a positive and effective orientation towards employment by organization”. It mainly falls into two affective levels i.e. affected job satisfaction and cognitive job satisfaction. Affected Job Satisfaction is a person’s emotional feelings about the job as a whole whereas Cognitive Job satisfaction is how satisfied employees feel about their job such as pay hours benefits etc.

1.8 Measuring Job Satisfaction

Many organizations face challenges in accurately measuring job satisfaction, as the definition of satisfaction can differ among various people within an organization. However, most organizations realize that job satisfaction impact their work performance. Hence measuring it becomes important for organisation. Studies have shown that high-performing employees do not feel satisfied with their job simply as a result of too high-level titles or increased pay. This lack of correlation is significant concern for organizations as studies also reveal that the implementation of positive HR practices results in financial gain for the organizations. So, Positive work environments and increased shareholder value are directly related. To create a benchmark for measuring and ultimately creating job satisfaction, managers can employ proven test methods such as the Job Descriptive Index (JDI) or the Minnesota Satisfaction Questionnaire (MSQ). These assessments help management define job satisfaction objectively.

1.9 Effects of Work Life Balance and Job Satisfaction

Workers Punctuality, Teamwork, Customer service, work supervision responsibility, group behavior leadership initiative by workers are being reduced. Recognition is an important part of job satisfaction. It is an act of notice, praise, or blame supplied by superiors, colleague, management, client, and/or the general public. Failure in getting recognition leads to poor job satisfaction. Creativity, new job-expertise learning and innovation of worker are grossly damaged due to lowering of work related enthusiasm among workers. Workers having problem balancing work roles and family roles, set bad standard in the company work setting and often upset the friendly work ambience. So, both work life balance and job satisfaction are related to each other and have impact on job performance of the employees.

1.10 About the Organisation

AnkurSchool, Chandigarh: Its full name is Ankur School, A Unit of Student Aid Society, Panjab University Campus, Sector-14, and Chandigarh. It was established in 1973. It was recognized by DPI-DEO, UT Administration Chandigarh. Ankur School believes in all round development of the children and education in school is imparted in an informal way. The main focus is on developing the personality of the child in totality rather than only learning from books. They learn at their own pace through trial and error, exploration and activity. It also believes in giving comfortable and free environment to teachers.

2. Review of Literature:

A number of studies and reports have been completed by many researchers from time to time. A few of them are as follows:

K.Yadav Rajesh(2014)has studied the impact of work-life balance on job satisfaction among working women of banking sector .He found that working hours are satisfactory but sometimes late working and working in evening branches interrupts worklife balance.**Holly&Mohnen (2012)** have studied the impact of working hours on work life balance .This article used a large set of panel data and analyzed that increasing working hours and over-time have positive life on worklife and job satisfaction. **Varatharaj and Vasantha (2012)** was to study the work life balance of working women in service sector. This paper attempted to identify the various factors which helps to maintain work life balance amongwomen employees in service sector. The findings of the study revealed that the majority of thewomen Employees feel comfortable in their work place. **Agarwal et al (2012)** studied various variables that are responsible for employee satisfaction such as Organization development, Job security, Work task, Policies of compensation and benefit and opportunities etc. The Study concluded that an organization should develop strategies that strengthen the work environment and increase the employee morale and employee satisfaction to enhance employee performance and productivity. **Lalita Kumari (2012)** studied to find about the employee’s perception oftheir work life balance policies and practices in the public sector banks. Quota sampling method was followed. Survey was conducted and data was analyzed on the basis of responses provided by 350 respondents. The findings of the study emphasized that each of the Work Life Balance factors on its own is a salient predictor of job satisfaction and there is a significant gap among the female and male respondents with job satisfaction with respect to various factors of Work Life Balance. **Sobia et al (2011)**have studied impact of work-life balance on job satisfaction in private banking sector of Karachi. They used snow ball sampling methods and found that there is negative relationship between work life balance and job satisfaction. So, there is insignificant relation between flexible working condition and employee’s job satisfaction.**Dr.R Anitha (2011)** examined that attitude towards one’s job, is the difference between the amount of reward workers receive and what they actually expect. She studied in the paper mill employees, She analyzed her data using percentage and Chi square test. Many factors like rewards, recognition, promotion policy etc. play important role in improving job satisfaction of employees.**Yasmin and Fayaz Ahamed (2011)** conducted a study on the Work – Family Role Conflict of Women Teachers in Engineering Colleges in Tiruchirappalli District.This examined how the work-family conflict leads to cause problems among womenemployees in engineering colleges. The findings of the study revealed that Qualityof Work life was positively correlated with work family conflict which causes much work family conflict. Further, Family Expectation etc. **Nasir Ali and Zaki Akhtar, (2009)** in their study found that the degree of job satisfaction among female teachers was significantly more in comparison to male teachers, Postgraduate teachers showed a significantly greater degreeof job satisfaction than part-time teachers, and teachers holding onlypostgraduate degree were significantly more satisfied than teachers holding Ph.D. degree. **Shashi Shukla, (2009)** studied the problems of teachers in a fewcountries and found that primary schools lack adequate furniture and space forwomen teachers to relax when they are off duty. There are no separate toiletsfor girls and women in the majority of primary schools in rural areas. Drinkingwater is also an issue in these schools although the extent of the problem variesfrom country to country.

Research Gap:

Though no. of studies has been done regarding work life balance and job satisfaction. Still there is a need to know how teachers in Student Aid society schools which are generally established in universities all over India havean impact of work life balance on job satisfaction.

3. Research Methodology

3.1 Need of Thestudy: - The rapid growth and development in the world has created new activities and open new doors for all the business organizations .This trend has affected work life balance and job satisfaction .The long working hours, work pressure, high demanding jobs etc. made it difficult for every employee to maintain a balance between work life and job satisfaction.

A saying is “Health is the best Gift, Peace the best Wealth”.

3.2 Objectives of the Study

1. To study work life balance and level of job satisfaction of employees of Ankur School.
2. To find the relationship between work life balance and job satisfaction.
3. To find the relationship between sub-variables of work life balance and job satisfaction.
4. To find impact of work life balance on job satisfaction

3.3 Hypothesis of the Study

- H1: Job Satisfaction is positively and significantly related to employees work life balance.
H2: Job Satisfaction is positively and significantly related to sub variables of work life balance.
H3: There is significant impact of demographic variables on Work life balance.
H4: There is significant impact of work life balance on job satisfaction.

3.4 Research Design: The present study will use cross sectional analyses by analyzing demographic variables with work life balance and job satisfaction. This study is non experimental. Total Samples taken are 50 respondents. The respondents were teachers from Ankur Public School, Chandigarh.

3.5 Sources of Data:

Primary source of Data: This present study used sample survey method through Questionnaire filled from correspondents.

Secondary source of Data: Magazines, journals, e-journals, thesis, research papers, articles etc. has been reviewed.

3.6 Variables:

Independent Variable: Work Life Balance

Sub variables For Work Life Balance: Workload pressure, Management support, Employee control, Work life conflict.

Dependent Variable: Job Satisfaction

Demographic Variables: Age, Gender, Marital Status, Educational Qualifications, Experience of Work.

3.7 Data collections tools:

Study following Research studies have developed several scales to measure work-life balance and job satisfaction.

For the present scales have been used

- a) Work-life balance Scale used is developed by Smith, Kenall & Zulli(1969) has been used
- b) Job satisfaction: The scale used is developed by Cameron Allen, Rebecca Loundoud and David Peetz (1969) has been used.

3.8 Tool for Analysis of Data: Different types of analysis tools have been used: **For Descriptive Analysis:** Mean Scores and standard deviation. **For Inferential Analysis:** Correlation, Regression, Kruskal-Wallis test, Mann Whitney Test Have been used.

4. Analyses

Objective 1: To study work life balance and level of job satisfaction of employees of Ankur School.

Table 1

Descriptive Statistics						
	N	Minimum	Maximum	Mean	Std. Deviation	Variance
MWQ	50	2.44	4.11	3.2833	.36639	.134
MJB	50	2.77	4.31	3.4938	.41905	.176
Work load pressure	50	2.75	4.75	3.4800	.50467	.255
Management support	50	2.25	4.25	3.4950	.51381	.264
Employers control	50	1.60	4.00	3.1040	.77748	.604
Work life conflict	50	2.20	4.20	3.1400	.44858	.201
Valid N (listwise)	50					

In this table mean of work life balance is **3.2833** while of job satisfaction is **3.4938**. which shows average no. of teachers are mostly agree with the given statements. Standard deviation of work life balance is less as compared to job satisfaction. From Mean of subvariables, Management support has highest mean whereas variable work conflict has lowest standard deviation.

Normality Test

Table 1.1

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	Df	Sig.	Statistic	df	Sig.
MWQ	.126	50	.045	.984	50	.718
MJB	.140	50	.015	.940	50	.014
Workloadpressure	.124	50	.052	.924	50	.003
Employerscontrol	.168	50	.001	.899	50	.000
Managementsupport	.230	50	.000	.888	50	.000
Worklife Conflict	.153	50	.005	.969	50	.212

In this table, according to Shapiro-Wilk test work life balance has value greater than 0.05 which shows data is normal whereas job satisfaction has less than 0.05 shows data is not normal but according to kolmogorov-Smirnov both are not normal. So, non-parametric tests are applied as in sub variables also only work load pressure has normal data.

Objective 2: To find the relationship between work life balance and job satisfaction.

Correlation Analysis:

Table 2

		MWQ	MJB
Spearman's rho	MWQ	Correlation Coefficient	1.000
		Sig.(2-tailed)	.630
		N	50
	MJB	Correlation Coefficient	.630
		Sig.(2-tailed)	.000
		N	50

As the data was not normal so Spearman's Correlation was used which shows **.630** a good positive correlation between work life balance and job satisfaction at 0.00 significance level.

Objective 3: To find the relationship between sub-variables of work life balance and job satisfaction

Table 3

		MJB	Work loadpressure	Management Support	Employers control	Work lifeconflict
	Correlation Coefficient	1.000	.194	.400**	.594**	.154
	Sig. (2-tailed)	.	.176	.004	.000	.287
	N	50	50	50	50	50
Workloadpressure	Correlation Coefficient	.194	1.000	-.016	.279	.302*
	Sig. (2-tailed)	.176	.	.914	.050	.033
	N	50	50	50	50	50
Managementsupport	Correlation Coefficient	.400**	-.016	1.000	.542**	-.019
	Sig. (2-tailed)	.004	.914	.	.000	.895
	N	50	50	50	50	50
Employerscontrol	Correlation Coefficient	.594**	.279	.542**	1.000	-.050
	Sig. (2-tailed)	.000	.050	.000	.	.733
	N	50	50	50	50	50
Work lifeconflict	Correlation Coefficient	.154	.302*	-.019	-.050	1.000
	Sig. (2-tailed)	.287	.033	.895	.733	.
	N	50	50	50	50	50
**. Correlation is significant at the 0.01 level (2-tailed).						
*. Correlation is significant at the 0.05 level (2-tailed).						

In this table of correlation, management support has highest correlation between with respect to job satisfaction whereas work life conflict has lowest relation with job satisfaction.

Objective 4: To find impact of work life balance on job satisfaction

Regression Analysis:

Table 4

Model	R	R Square	Adjusted R Square	Std. Error Of the Estimate
1	.591 ^a	.349	.336	.34160
a. Predictors: (Constant), MWQ				

Table 4.1

Coefficients ^a					
Model	Unstandardised Coefficients		Standardised Coefficients	t	Sigma
	B	Std. Error	Beta		
(Constant)	1.275	.440		2.8999	.006
MWQ	.676	.133	.591	5.073	.000
a: Dependent Variable : MJB					

Work life balance has significant impact on job satisfaction with slope value is.676 whereas constant is also have significant value i.e. 1.275. Where as in the model summary R square is .349 which shows that only 34% value is explained by work life balance on job satisfaction. This also shows that other factors also have a great impact on job satisfaction.

5. Findings

Hypothesis made during the study as alternative hypothesis are being accepted whereas null hypothesis are rejected. Some of the findings of the study are:

1. There is significant and good relationship between work life balance and job satisfaction.
2. There is a positive impact of work life balance on job satisfaction.
3. Teachers in this school are neutrally satisfied.
4. Work life balance is an important factor of job satisfaction.
5. Management support has significant effect on job satisfaction.
6. Job Satisfaction is positively but has no significant relationship related to employees work life balance.
7. Job Satisfaction is positively and significantly related to sub variables of work life balance.

6 Conclusions

This study concluded that both variables i.e. work life balance and job satisfaction are very important for organizations to keep employees connected to the organisation. Work life balance has major impact on job satisfaction besides high salaries and incentives being given to Work life balance and job satisfaction is not a problem to be solved. These are ongoing issues to be managed. Both are not impossible, but it does take some consistent effort and revaluation on an ongoing basis. Work can dominate your life. Recognizing what is important and necessary and striving for what is valued will make a work-life balance feasible. Utilizing management skills will enable to have a job satisfaction and balance between work and home life. There are many causes for stress in the workplace and the possibility for eliminating all of them is impossible. It also may be harmful. Sometimes stress provides positive outcomes. Stress can sometimes motivate and refresh and enable people to achieve more; the important thing appears to be how individuals are able to cope with it. Both the sector can help working women by implementing organizational strategies to control or reduce some of the major causes of stress it could be said that with the change of satisfaction determinants, level of job satisfaction also varies. For the employers, Work-life balance and Job satisfaction of employees will be an important input in designing appropriate policies for employees to address work - life balance and job satisfaction issues.

7 Suggestions

Some of the suggestion for improving work life balance and job satisfaction are:

1. Employees should be given balanced workload so that they can balance between work and life.
2. Female employees should be given the facilities like flexible time; job sharing; crèche facilities, and necessary breaks so that they feel that the organization is helping them in coordinating the family and professional life.
3. An ideal work culture in education sector can be created to achieve job satisfaction. To improve the work environment following ideas should be adopted: More cordial co-workers, more cohesiveness between departments, trust and open communication, having a lighter workload, less red tape, more training opportunities, having better office and wash area facilities, easier access to new technology etc.

4. Increasing communication between administration, Board members, Trade union, and Employees as they all should be interested in the common goal of improving productivity and performance of the organization.
5. Employees of education sector should receive acknowledgement for their outstanding efforts, this can be conducted in the form of continuous appraisals, staff awards or creating an innovative reward system that will heighten their morale and at the same time acknowledge their good performance.
6. Banks should introduce job sharing option in which full-time post is split across two workers who agree on working hours decided in between them and career breaks (paid/unpaid).
7. Somewhere in banking sector employees are dissatisfied or resist the change. So some workshops on motivating staff on the reason for change should be done. And the economic benefits associated with change as well as how staff would benefit from these changes should be communicated properly.

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