



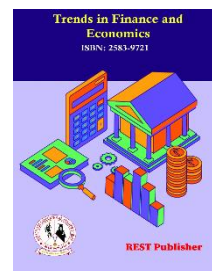
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Impact of Job Satisfaction On Work-Life Balance

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Abstract. *The present study investigates the impact of job satisfaction on work-life balance among the staff members of LIVA Kitchens and Interiors Excellent Enterprises, located in Palakkad District. It looks at the elements that affect work-life balance and employee job satisfaction. This study examined the work-life balance and job satisfaction levels of sixty workers of the Enterprises. The findings demonstrated that workers at this institution had a higher degree of agreement with their perceptions of their jobs. The majority of workers expressed satisfaction with their general job security, the workplace culture, their relationships with co-workers and their employer, as well as their pay from the company. The survey also discovered that workers of the enterprise have a mediocre degree of job satisfaction. The results also showed that there is an association between work-life balance and job satisfaction, and the changes in job satisfaction influences the changes in work-life balance.*

Keywords: *Job satisfaction, work-life balance, Perception, job security and work environment.*

1. INTRODUCTION

One of the key components of an organization's success is effective human resource management. The Human Resource Department is essential to the management of employee needs, which are the primary means by which the business achieves its organizational objectives. As the world economy grows faster in the modern period of globalization, so does the rivalry between private, state-owned, and hybrid businesses. The significance of work-life balance in human resource management stems from its notable impact on job satisfaction. Regardless of size, employee satisfaction is critical to the overall operation of the company. Because of this, modern businesses use the issue of work satisfaction as a benchmark and an indicator of organizational effectiveness. Organizational management is becoming more and more focused on job satisfaction since it reduces employee attrition, tardiness, absence, and health issues associated with work-related stress. (Kinoti, 2012) Employers need to understand that improving employee productivity is one of the best outcomes of work since it boosts organizational productivity as a whole. Conversely, good job output is linked to contented employees. The fact that job satisfaction affects employees' views toward their work, profession, and organization and is a key component of their competency potential further illustrates the significance of satisfaction. Work-life balance has always been important to those who are interested in the standard of working life and how it connects to overall quality of life. A person is considered to have a work-life balance when they are able to achieve a healthy balance between their numerous jobs and their level of participation in them. Murphy & Doherty (2011) assert that although maintaining a healthy home and family life is unquestionably a crucial component of work-life balance, it is not the sole component. Companies that assist their employees in balancing their personal and professional life are highly valued by today's workforce, which is said to be growing increasingly worried about this. A person's level of satisfaction with their responsibilities in both their personal and professional lives is believed to be impacted by managing a successful career with a personal or family life. Job happiness has a significant impact on workers' health and output. Previous research (Gayathiri & Ramakrishnan, 2013; Haar et al., 2014; Sumaiti, 2010) has shown a positive correlation between work-life balance and job satisfaction. The purpose of the study, "Impact of Job Satisfaction on Work-Life Balance of Employees of Liva Kitchens and Interiors Excellent Enterprise Mankurussi, Palakkad," is to ascertain the level of work-life balance and employee satisfaction generally. The term "job happiness" describes a person's sense of fulfillment at work, which serves as inspiration to work. It is job fulfillment rather than happiness, contentment, or self-satisfaction. By fostering an environment that upholds employee job satisfaction

and inspires people to perform above and beyond at work, employers can meet the dynamic and ever-increasing challenges of sustaining productivity inside their organizations striking a balance between work and life.

Statement of The Problem: An employee will work tirelessly to achieve the company's objectives when they are content, according to earlier studies. Workers that are extremely happy with their lives generally work more efficiently, are more trustworthy, devoted, and happy in general. In an effort to increase job satisfaction and enhance performance, employees should be given opportunities for advancement, including pay scales, involvement in policy-making, and promoting organizational commitment. Similarly, the most satisfying aspects are safety and having good relationships with bosses and co-worker's. Various factors, such as the type of work, the style of supervision, job stability, advancement, and recognition, impact an employee's commitment to the firm. The success of an enterprise is typically determined by key factors such as worker satisfaction and organizational commitment, as noted by Mathur and Salunke (2013) in organizations. The presence of pensions, profit-sharing schemes, and stable employment are also positively correlated with job satisfaction. Nonetheless, an abundance of research indicates that the opportunity for career advancement is the most important component impacting job happiness.

The equilibrium of an individual's life at work is known as work-life balance. Many businesses provide family-friendly perks like job sharing, flexible scheduling, telecommuting, etc. that helps workers manage work and life. A healthy balance between personal and professional life will lead to high morale, the emergence of sentiments of contentment with one's work, and a sense of complete accountability in both domains. Work-life balance is crucial components that can help foster greater job satisfaction. Many firms are currently implementing Work-Life Balance programs in order to retain the quality and dedication of the personnel who are required to reach the set targets. Workplace support and work-life interference as well as personal life interference are positively correlated, according to Boakye et al. (2023). According to García-Salirrosas (2023), supervisory behaviours that support families have a direct impact on work-life balance, positive work-to-family spill over, and job satisfaction in remote employment. These days, an organization's ability to function smoothly and achieve its goals depends on how satisfied its workers are with their jobs. This study focuses the impact of job satisfaction on work-life balance of employees is useful to the management to take appropriate measures to improve job satisfaction and work-life balance among their employees.

Objectives of The Study:

- To know the employees level of perception about their job
- To measure the level of job satisfaction among employees
- To measure the level of work-life balance among employees
- To measure association between work-life balance and job satisfaction.
- To identify the impact of factors of job satisfaction on work-life balance.

2. REVIEW OF LITERATURE

Previous literature reviews have shown that, in addition to financial rewards, job satisfaction is positively connected with other motivating variables like achievement, autonomy, acknowledgment, and growth and development possibilities (Nemmaniwar & Madhuri Deshpande, 2016). According to Alam Zeb's 2014 research, reward and recognition systems and employees' job satisfaction are significantly correlated. The true growth for all types of organizations lies in managing human resources, meeting their needs, and keeping people on board (Keserwani, 2021). The happiness with work life was negatively correlated with both work-related disruptions and personal-related disruptions (Boakye et al., 2023). Employment-life balance and supervisory behaviours that support families positively impact job satisfaction in remote employment (García-Salirrosas, 2023). Employee perceptions of safety have a positive impact on their degree of job happiness, which highlights the importance of safety as a predictor of job satisfaction (Joshi, 2019). The most important elements that were found to increase employees' job satisfaction were work processes, supervision, and training (Joshi, 2019). According to Anu Kohli and Alka Sharma (2017), job satisfaction is adversely correlated with both job contract and emotional collapse, while employee empowerment is positively correlated with job length and negatively correlated with emotional exhaustion. A noteworthy relationship exists between job satisfaction and training, and it is imperative to establish high-quality training programs due to their beneficial relationship with ethical guidelines, work recognition, supervision, and dedication to one's work (Bercu, 2017). Of BEML employees, 27% of job satisfaction is attributed to need, mental satisfaction, training, communication, and performance appraisal; the remaining 73%

is attributed to other variables (Kumar & Kumar, 2017). Any level of employee in any business, in the public and commercial sectors, needs to be satisfied with their work (Samreen Naz & Hariom Sharma, 2017).

3. RESEARCH FRAMEWORK

The literature study has enhanced the basic information and comprehension that is now so important for carrying out this research activity. It results in the creation of the research framework that follows. The purpose of this research project is to investigate the relationship between work-life harmony and job satisfaction among Liva Enterprise employees using a quantitative technique.

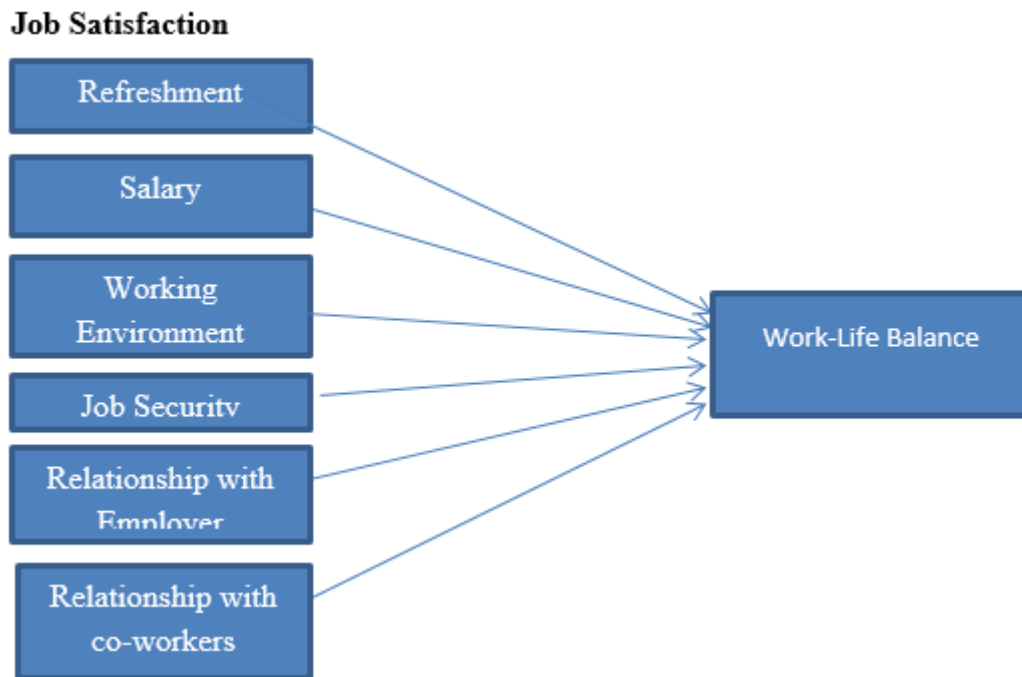


FIGURE 1. Study research framework (Source: Krishna Prasad Neupane, 2023)

4. RESEARCH METHODOLOGY

The study is descriptive in nature. Primary and secondary sources of data were gathered for this research. With the assistance of a questionnaire given to the respondents, primary data is collected. Secondary data is gathered from academic publications, journals, websites, etc. The population for the study is finite and less in number that is 100. So we consider the whole population of 62 employees for this study. Among the distributed questionnaire the partial and in completed questionnaire was eliminated for this study. Thus the population was confined to 60. The weighted average, chi square test, and multiple regressions were used to analyse the collected data.

5. DATA ANALYSIS

The 38% of the respondents are between the age group of 41-50, 33% are 20-30, 27% are 31-40 and 2% of respondents belong to the age group above 50. 13% of respondents are having SSLC, 12% are having plus two, 18% are having UG, 15% are having PG and 42% are having other qualifications. 43% of respondents have monthly income between Rs.10000- Rs.20000, 33% having 20000 to 30000, 7% having 30000 to 40000 and only 17% of the respondents have monthly income above 40000. 45% of employees are working in the organization for a period of 0-2 years, 18% of respondents for a period of 2-4 years, 22% for a period of 4-6 years and remaining 15% of the respondents in the organization more than 6 years. 12% employees are extremely pleased, 70% are satisfied, 7% are dissatisfied and remaining 3% are highly dissatisfied with the job in the enterprise. 17% of the respondents were highly satisfied, 67% were satisfied and 13% were dissatisfied and 3% were highly dissatisfied

with the pay packages given by the enterprise. 8% is highly satisfied 87 % is satisfied, 3% is dissatisfied and 2 % is highly dissatisfied on the job security of the enterprise. 7% is highly satisfied, 78% is satisfied and 15% of the employees were dissatisfied on the promotional opportunities provided by the organization.

TABLE 1. Weighted Average on level of perception about their job

Statements	SA (5)	A (4)	N (3)	DA (2)	SDA (1)	Total	WM	Rank
I'm inspired to think of fresh, more effective ways to accomplish tasks	45	104	54	10	2	215	3.5	4
I feel like I've accomplished professionally because of my work.	90	104	39	2	2	237	3.9	2
I have what I need to execute my job successfully, including tools.	180	60	18	2	2	262	4.3	1
Whenever a client is not happy, I can typically resolve the issue.	40	144	24	10	3	221	3.6	3

Table 1 shows the Weighted Average on level of perception of employees about their job. Majority of the employees were agreed that they have tools and resources to do their job as it scored the highest rank. The second rank given to the statement “work gives them a feeling of professional accomplishment”, third rank for the statement “when a customer was dissatisfied, they could usually solve the problem”, and the last rank given to the statement “they feel encouraged to come up with new and better way of doing things in the enterprise” as the mean values were 4.3, 3.9, 3.6, and 3.5.

Overall Level of perception of employees about their job

$$\frac{4.3+3.9+3.6+3.5}{4} = 3.83$$

The study found that perception of employees about their job having a higher level of agreement in Liva Enterprise as the mean value is 3.83.

TABLE 2. Weighted Average on Level of Job Satisfaction of employee

Statements	HS (5)	S (4)	N (3)	DS (2)	HDS (1)	Total	WM	Rank
Refreshment facility	10	56	120	4	2	192	2.7	5
Salary provided by organization	15	132	60	4	2	210	3.0	4
Working environment	75	156	6	4	2	243	3.4	2
Job security	30	112	92	2	2	256	3.6	1
Relationship with employer	65	128	39	0	2	234	3.3	3
Relationship with co- workers	70	136	30	0	2	238	3.4	2

Table 2 shows the Weighted Average on Level of Job Satisfaction of employee of Liva Enterprises. Majority of the employees were satisfied with the job security as it secured the highest mean score, second rank given to the factors “working environment and relationship with co- workers”, third rank given to “relationship with employer”, and fourth rank assigned to “salary provided by organization” based on the mean scores 3.6, 3.4, 3.4, and 3.2. They were experienced low level of satisfaction on Refreshment facility provided by the company as its mean values were 2.7.

Overall Level of Job Satisfaction of employee

$$\frac{3.6+3.4+3.4+3.2+2.7}{5} = 3.22$$

6

The study found that employees of Liva enterprise experience a moderate level of satisfaction on their job as its mean value is 3.22.

TABLE 3. Weighted Average on Level of Work- Life balance as an employee

Statements	HS (5)	S (4)	N (3)	DS (2)	HDS (1)	Total	WM	Rank
Co-operation of co-workers	75	120	45	0	0	240	4	1
Co-operation of supervisor	55	120	57	0	0	232	3.87	3
Working hours	50	144	42	0	0	236	3.93	2
Training facility	30	84	99	0	0	213	3.55	7
Organization policies and practices	55	136	45	0	0	236	3.93	2
Time with family and children	25	120	69	4	0	218	3.63	5
Time with friends and relatives	35	100	78	4	0	217	3.62	6
I can balance my family life and work life	30	152	45	2	0	229	3.82	4

Table 3 shows the Weighted Average on Level of Work- Life balance of employees. Majority of the employees were satisfied with the co-operation of co-workers of the enterprises as its mean value is 4. Secondly they were satisfied with the working hours and organisational policies and practices of the enterprises with mean value of 3.93. Thirdly they were satisfied with the Co-operation of supervisor by the enterprise having mean value of 3.87. They opine that they can balance their family life and work life with mean value of 3.82. The respondents were given fifth and sixth rank to time with family and children; time with friends and relatives with the mean value of 3.6 and 3.55 respectively. Satisfaction regarding Training facility has given the last rank with the mean value of 3.55.

Overall Level of satisfaction of Work-Life Balance

$$\frac{4+3.87+3.93+3.55+3.93+3.63+3.62+3.82}{8} = 3.79$$

The study found that the employees of Liva enterprise could balance their work and family life as its mean value is 3.79.

Descriptive Analysis:

This section analyses and describes how employees’ work-life balance is affected by job satisfaction of employees at Liva Enterprise. The Chi-Square Tests and regression values for each of the variables are presented in the tabular form which is used for evaluating job satisfaction and work-life balance among employees at this Enterprise.

Association Between Work-Life Balance and Job Satisfaction

TABLE 4. Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	152.031 ^a	72	.000
Likelihood Ratio	92.961	72	.049
Linear-by-Linear Association	1.317	1	.251
N of Valid Cases	60		

a. 91 cells (100.0%) have expected count less than 5. The minimum expected count is .03.

The result showed that there is an association between work-life balance and Job satisfaction. The p value is less than 0.05. It can be concluded that the changes in job satisfaction causes the changes in work-life balance.

Influence of Job Satisfaction On Work-Life Balance

TABLE 5. Correlations Analysis

Variables	WLB	R	Salary	WE	JS	RWE	RWC
WLB	1						
R Pearson Correlation	.737**	1					
Salary Pearson Correlation	.694**	.799**	1				
WE Pearson Correlation	-.596**	-.522**	-.369**	1			
JS Pearson Correlation	-.768**	-.821**	-.768**	.671**	1		
RWE Pearson Correlation	.746**	.828**	.845**	-.244	-.793**	1	
RWC Pearson Correlation	-.662**	-.652**	-.610**	.283*	.652**	-.771**	1

Table 5 presents the Pearson correlation coefficient between WLB with refreshment, salary, work environment, job security, relationship with employer and relationship with co-workers are 0.737, 0.694, -0.596, -0.768, 0.746 and -0.662 respectively. This shows that there is a moderate correlation between WLB and these variables.

TABLE 6. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.868 ^a	.754	.726	.23411

a. Predictors: (Constant), JS6, JS3, JS2, JS1, JS4, JS5

Table 6 shows the model summary of multiple regression analysis. The R-square value is 0.754 which indicates that 75.4 % of the change in dependent variable (work-life balance) can be explained by the independent variables (job satisfaction). Meanwhile, the other 24.6% of variation could be explained by other variables that are not considered in this study.

TABLE 7. ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.904	6	1.484	27.075	.000 ^b
	Residual	2.905	53	.055		
	Total	11.808	59			

a. Dependent Variable: WLB

b. Predictors: (Constant), JS6, JS3, JS2, JS1, JS4, JS5

Based on ANOVA in Table 7, the F value of 27.075 is significant at the 0.000 level. This shows that the independent variables of job satisfaction have a significant relationship with the dependent variable of work-life balance.

TABLE 8. Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.681	.593		6.204	.000
	Refreshment	-.064	.097	-.102	-.664	.510
	Salary	.015	.079	.027	.197	.845
	Working Environment	-.310	.069	-.590	-4.505	.000
	Job Security	.133	.099	.257	1.352	.182
	Relationship with Employer	.344	.099	.783	3.471	.001
	Relationship with Co-workers	-.058	.058	-.110	-1.000	.322

a. Dependent Variable: WLB

The coefficient of refreshment, according to the regression model, is -0.064. It suggests that employees' WLB drops by 0.064 units for every unit of increase refreshed, and vice versa. Because of the coefficient of pay of 0.015, every unit rise in salary results in a corresponding increase of 0.015 units in WLB, and vice versa. Comparably, the working environment has a coefficient value of -0.310, meaning that for every unit increase in the working environment, the WLB of employee's decreases by 0.310 units. The coefficient of job security is 0.133, meaning that for every unit improvement in job security, faculty members' WLB increases by 0.133 units.

The coefficient of relationship with employer is 0.344, meaning that an increase of 0.344 units for WLB results from every unit increase in the relationship with employer. Comparably, the relationship with co-workers has a coefficient value of -0.058, meaning that for every unit increase in such relationship, the WLB of the employee's decreases by 0.058 units.

To ascertain the effect of each independent variable on employees' work-life balance, Table 7 presents beta values for all the variables included in the study. Considering that the relationship's beta coefficient with the employer is at its maximum, 0.344. Therefore, among Liva Enterprise employees, the relationship with one's employer has the greatest influence on work-life balance.

6. CONCLUSION

According to Locke (1969), a good emotional state resulting from the belief that one's work either accomplishes or aids in the attainment of one's personal values is known as job satisfaction. Numerous factors can impact an employee's level of job satisfaction. Some characteristics fall under the category of individual factors, such as age, marital status, personality, and education. However, social and organizational factors- such as co-workers, teamwork, and supervision- as well as formal structure, management, politics, procedures, and technologies- are less likely to have an individual impact. Work satisfaction is influenced by an individual's personal variables. Examining the present work-life balance and job satisfaction of Liva Kitchens and Interiors Excellent Enterprises staff members is the goal of this study. The study discovered that employees of this enterprise had a higher degree of agreement regarding their job perception. The majority of workers expressed satisfaction with their general job security, the workplace culture, their relationships with co-workers and their employer, as well as their pay from the company. The survey also discovered that workers of this enterprise have a mediocre grade of job pleasure. Additionally, the survey found that employees of this organisation could successfully balance their personal and professional life. Additionally, the findings demonstrated a relationship between job satisfaction and work-life balance, with shifts in job satisfaction influencing shifts in work-life balance.

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