

Work Life Balance & Job Satisfaction: A Literature Review

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Abstract— The profitability and productivity of organization depends on the performance and commitment of its employees. Every employee has a personal and professional life; both of these are very difficult to separate. If an organization wishes to have better productivity and more commitment from employees then they have to be committed and satisfied. This can be achieved by an individual when have a fulfilled life inside and outside and his work and is accepted and respected for the mutual benefit of the individual and the organization. Organizations are social systems where human resources are the most important factors for effectiveness and efficiency and need effective managers and employees to achieve their objectives. Work life balance is partly employer's and partly individual responsibility. The present article deals with surveying the past literatures on work life balance and job satisfaction in various sectors of Industries in India and abroad.

Keywords— *Employee, Organisation, Work life balance, Job satisfaction.*

I. INTRODUCTION

Work life balance of late has become an important concern for employee well being. organisation work to maximize their profit and in turn emphasize in the process of production. In order to maximize the profit in the long run, organisations need to focus on the effective management system of the overall organisation. Human resource in this context is the vital of all the resources which the organisation needs to focus on. Employee well being and satisfaction are the other key components on which the growth of an enterprise depends. Of late the concept of work life balance have become popularised. This may be due to increasing complexity of work, demand for more specialisation, ask for more efficiency and productivity, participation of female workforce in service sector, increasing competition in the market.

Work-life balance is a concept having proper prioritizing between "work" (career and ambition) and "lifestyle (Health, Pleasure, Leisure, Family & Spiritual). India being a changing economy there is change in the societal, political and economic background in work and has drastically varied from the past years. On a daily / regular basis, the right work life balance for today will probably be different for tomorrow.

Objectives of Study

II. OBJECTIVES OF THE STUDY

Present study aims at in-depth investigation of previous research work done on Work Life Balance & Job Satisfaction. It provides an understanding on the Organisation and individuals, scope and status of work life balance and job satisfaction.

III. METHODOLOGY

The article involves data collected from past literature available on work life balance and job satisfaction. The secondary sources of data includes data from published and unpublished sources including journals, internet etc.

IV. RELATED WORK

Chaudhry, Satya (1989) [1]. revealed that the mean job satisfaction score of private sector employees was higher than that of public sector employees. It was further concluded that there exists no significant difference in the extent of job satisfaction of managers, supervisors and workers in both the public and private sector. The study identified recognition of performance as a factor of job satisfaction in private sector.

Bhardwaj Gopa and Sharma Rajneesh (1990)[2]. investigated the interrelationship between organizational climate, supervisory-management relations, inter-personal trust and alienation. The findings of the study revealed a positive inter

correlation among organizational climate dimensions and also positive relationship with other factors except alienation. Furthermore, recognition, advancement and money were found to be the main contributors for predicting better supervisory-management relations.

Sheikh (1999) [3] highlighted various practices for better management and development of employees. He viewed Human Resource Management as a vehicle for realizing organisation's strategic goals. The study portrayed following activities for human resource management: Human resource planning Acquisition of human resources Job analysis Training and development Organizational development and change Performance appraisal Compensation and other benefits Safety and health provisions Employees participation in management The author discussed career planning, team building, job enrichment, leadership development and better superior subordinate relations as instruments for human resource development. He suggested that workers' participation in management, conflict handling, counseling and organisational strategies for managing workplace stress help in promoting better industrial relations.

Parasuraman and Simmers (2001) [4]. discovered that kind of employment type and gender of employee has noticeable effects on work-family conflict, job involvement and job satisfaction. Employment type that is organisational / self-employment was found to be linked to employee perception. The influence of gender of employee on work-life issues is reported in relation to the nature of the workplace, normative and gender-based beliefs and expectations. From a sample of 414 participants, it was found that women's work and family role experiences were significantly different from men. Women being more involved and committed to home life than men. But surprisingly, men reported more work-family conflict.

Wise (2003)[5]. found that the awareness level of work life policies are very low among the employees. Now a day various corporate started some initiatives in this regards however 58 much emphasis is made on flexibility of time and child caring only. However more focus is needed for other responsibilities towards family also. The recent policies of flexibility working option have reduced the absenteeism by the employees. More such schemes are needed to boost the morale of the employees.

Thornthwaite (2004)[6]. found that there is a growing demand and need is felt by all the working parents for part time work, short working hours and more importantly flexible working hours. The top management should look in to these issues seriously so that there will be every scope for better work life balance among working staff. These provisions should be implemented to all the staff not for the specified group of staff.

Voydanoff (2004) [7]. It was found that the strain in office work places leads to family conflict. The strain is more in case of women as compared to men. Usually, the women employees after returning from working places are expected to do some family related work also. Here, support from family is most important for reducing strain. When the support is not extended by the family members there is bound to be tension in the family.

Sinha. (2004)[8]. indicated that the engineers employed in private sectors were more satisfied with job in comparison to those in public sectors. It was revealed through correlation analysis that job-satisfaction was significantly (0.01) related with age and experiences in case of public sector engineers. But in case of private sector engineers, no significant correlation was found even at 0.05 level of significance.

Drew and Murtagh (2005) [9]. found that in case of manager working in senior levels, long working hours imbalances the work life balances and flexible working hours enable to manage the same. In this case these people can delegate the same to their spouse to take care these home affairs. However, it is not possible on the part of all the spouse. Similarly, cases when both wife and husband working then this is more difficult to handle as both are not ready to compromise their work life responsibilities toward the profession. This leads more ego clash and ultimately ends with separation also.

Snir and Harpaz (2005) [10]. developed the relativity of work measured with five major domains (work, leisure, community, religion, and family) in their lives, based on their relativity centrally. This study examined 96 Israeli full-time workers over a period of four weeks. The results indicated a fairly high test reliability on the relativity of work centrality measure, and therefore support the notion that measure can also be applied to assess the relativity of each of the other four major life domains, in addition to work.

Hayman, J. (2005) [11].in his study evaluated a 15 item scale for assessing the construct of work life balance adapted from an instrument reported by Fisher-McAuley, Stanton, Jolton and Gavin (2003) [12]. with data obtained from 61 human resource administrators of a large university in Western Australia. Factor analysis provided a three factor solution. His paper reported and validated a new measure to capture employee perceptions of work life balance while discussing implications for human resource practitioners in the Asia Pacific region. The instrument was found to have wide acceptable towards validity and reliability, indicating the scale has potential for providing managers with a useful tool for determining work life balance perceptions among employees. This research further added to the current literature by providing a better understanding of a more inclusive measure of the interface between work and non-

work. Researcher further emphasized that a better understanding of measures for attaining best practice has direct consequences for HRM; and with increased concern by employees for the boundary line between their work and non-work lives, the provision of effective work life initiatives is fast becoming a priority for organisations.

Mesmer-Magnus & Viswesvaran (2006)[13]. it was found that family support for the work culture helps to manage the work-life balance. In case of support from superiors, co-workers, flexibility of working hours, adequate maternity leave etc. helps to motivate the employee and allows them to reduce the dark side of work life balance. This contributed significantly work life conflicts.

Bird Jim (2006)[14]. highlighted the need for work life strategy within the organization along with the methods for its effective implementation. He emphasised organizational need for employee-oriented work life strategies to have effective return on investment, employee commitment, better customer service, competitive advantage for talent, health care cost solution. For this, he suggested two legs of the work life strategy where organizational efforts constitute left leg and individual's efforts for self constitute right leg. He suggested dual-purpose work and life training to 57 employees which will become helpful in their on-the-job lives as well as off-the-job lives. Time, project and activities management skills learned on the job are transferable to accomplishing family, personal and community objectives as well. Thus, this study aimed at suggesting human resource managers certain work life strategies and their effective implementation for reducing absenteeism, turnover and enhancing satisfaction.

Jain, Jabeen, Mishra and Gupta (2007)[15]. explored the influence of occupational stress and organizational climate on job satisfaction of managers and engineers working in Indian Oil Corporation Limited, Mathura, India. Data was collected from 158 employees of managers and engineers category with the help of job satisfaction scale. Occupational stress and organizational climate were taken as independent variables whereas the job satisfaction was taken as dependent variable. The t-test was used to find out the significance of difference between the means of both groups. The study revealed that managers scored significantly high on organizational climate scale than the engineers indicating that the managers were more satisfied with their jobs due to the empowerment given to them. In terms of occupational stress, engineers experienced high degree of stress as compared to managers. Findings of the study also confirmed that the presence of high degree of occupational stress adversely affected the level of job satisfaction. However perception of high and conducive organizational climate among managers and engineers led to greater satisfaction. Implications of the study were also discussed.

According to Harris & Pringle (2007)[16]. suggested alternatives to the phrase of work life balance, by including work-life integration and work-life mosaic. These alternates has tried to remove the contrast between work and life, by favouring the integration. It is evident that, work-life balance is not a standard / static term, but is evolving rapidly in order to be relevant for a greater number of people. The term balance has been criticised as some believe that it conceive an ideal of equality between work and life which is not appropriate for a significant number of people. As such, maintaining a balance in the traditional sense was an impractical notion as in many cases it was neither possible nor desired.

Kalliath Thomas and Brough Paula (2008)[17]. in their study reviewed six concept of work-family balance. Researcher found multiple roles, equity across multiple roles, satisfaction between multiple roles, and fulfilment of role salience between multiple roles, a relationship between conflict and facilitation; and perceived control between multiple roles as main determinant factors to maintain work-life balance. They further proposed a new definition of work-family balance. The authors encouraged further research to consider this new definition, specifically in terms of the development and validation of a measure that taps the new definition of work-family balance. They also emphasize that work-life balance is emerging as a key strategic element in the Human Resource Management (HRM) policies of successful organisations for attracting and retaining talented staff and for demonstrating the bottom-line impact of HRM programs promoting work-life balance. They finally concluded that other factors likely to increase the interest in work-family balance programs are the growing participation of women in the work-force and the anticipated worldwide shortage of skilled labour.

Bhargava and Baral (2009)[18]. found that self-evaluations, family support and supervisor support were positively related to family-to-work enrichment whereas job characteristic (autonomy, skill variety, task identity, task significance) were positively related to 51 work-to-family enrichment. However, only family-to-work enrichment was found to be related to family satisfaction.

Nubling et al. (2008)[19]. found that socio-demographic factors of age is important factor for work and family interference. The younger having less problem than the middle age and high age group. This is because of more and more family responsibility as the age grows. So it is important to balance life so that less chance of family interference. The support of family is also important in this regard.

Sjoberg (2008)[20]. hypothesized that emotional intelligence of an individual to be a factor for successful life adjustment,

including the successful achievement of a well-balanced life. It was found that both the dimensions of balance, i.e. family/leisure interference with work and work interference with family/leisure were strongly negatively correlated to emotional intelligence. Result thus showed that high emotional intelligence was associated with a better balance of life and work.

Macky and Boxall (2008) [21].reported that employees working longer hours are slightly more likely to report a greater imbalance in the work life relationship. The five high involvement variables (i.e power to make decision and act autonomously, information provision, rewards, knowledge of the job and team working) were found to be negatively correlated to work life imbalance. It was also found that increasing the availability of work life balance policies for employees did not improve the relationships when pressure to work longer hours was higher, and employees felt greater work life imbalance.

Mayo et al. (2008) [22].it discussed three attributes- number of subordinates, travel time and time spent at work places. The research found that the managers with more flexibility of time able to contribute in home related work than less flexibility of time. Similarly less travel time also helps in balancing more in work life balance as compared to those needs more time for travel for discharging the job. Similarly less number of subordinates and more job autonomy help in managing proper work life balance.

Sanghamitra Buddhapriya (2009)[23]. Work-life imbalance usually arises due to lack of adequate time and support to manage the work commitments both personal and family responsibilities. Meeting competing demands of work and family is not tiring but can be stressful and can lead to stress / sickness and absenteeism. It inevitably affects productivity. Balancing both career and family is an arduous task for working women especially if they have small children and there is no well-equipped day-care / crèche facilities where they can leave their kids without any tension while they are at work. Women often suffer from the guilt-complex of not spending enough time during the tender age of their children and being forced to leave their children in the hands of the maids on whom they have little faith. Women employees has to face a dual burden of work and family which creates a lot of stress and strain and role conflict.

Ans de Vos et al. (2009)[24]. tried to examine the association of working hours and fulfilment of expectations related to work-home balance, with two groups recently graduated Belgian employees based on their change in work between graduation and current employment, i.e. employees with increasing work and employees with decreasing work. Data was collected from a sample of 135 Graduate students at three Belgian universities. They concluded that,(i) working

longer hours leads to more work-home interference, (ii) respondents whose expectations regarding work home balance have been fulfilled experience less work-home interference than those whose expectations have not been fulfilled. This association is, however, only found for respondents with decreasing work centrality, (iii) self-management as a coping mechanism only moderates the effect of expectation fulfilment .

Person et al. (2010) [25]. found issues related to work pressure, longer working hours, harassment etc, can be addressed by various HR Interventions & employee engagement as like introducing flexi- timing , job rotation, job growth, family get together , children school funds and child care centre etc. which will motivate the employees and make them committed at work place and give their 100% to their job.

Clare Kelliher and Deirdre Anderson (2010) [26]. found that the employees who work for less time and work in remote are more satisfied than others. This helps them to have a more organizational commitment.

Doble and Supriya (2010)[27].mentioned that the employees do appreciate the organizational efforts in providing a supportive work environment which enhance Work life balance. For this purpose, two forms of supportive work environment are assessed, viz. support from boss / manager and support from team / department members and colleagues. A supportive environment is an instrument in reducing work life conflict. Many of the respondents admit that they get support from their team members (60% male and 71% women) at the work place. As many as 54% of the men and 63% of women acknowledge the support from their boss. The Chi square test shows that the impact of a supportive work environment is independent of gender, thereby indicating that a supportive work environment reduces work life imbalance across genders.

Baral, R. and Bhargava, S, (2011)[28]. tried to explore the conditions and challenges for effective implementation of policies. It was found that (i)family-friendliness of employees in India had been a matter of concern for employers since industrialization and reflected in various welfare provisions (ii) the scope and coverage of such initiatives have broadened and have become more individual growth and family well-being oriented with passage of time(iii) these policies and practices are more prominent in new economy organisations such as software and services organisations (iv) the range of WLBP varies across organisations and it will take time when WLBP will become strategic HR initiatives in most organisations. The authors emphasised that policies and programs (WLBP) offered in pieces may not help in general neither a common program fits for all. They suggested that organisations in

India should learn from organisations across countries and design their benefit plans keeping in mind the nature of the industry, individual initiated bargains, and profile of the work force, gender specific needs, local culture and environment. The implications of the study were also discussed.

Kulkarni and Kulkarni (2012)[29]. have opined that successful employees are recognizing that positive Work life balance outcomes for employees from achieving work life balance to the satisfactions of challenging work and career development are key ingredients of a successful business strategy.

Parida (2012) [30].has mentioned that now a days the lives of employees, both male and female, is increasingly consumed of family and other personal responsibilities and interests. Therefore, in an effort to retain employees, it is increasingly important for organizations to recognize this work life balance.

Gupta and Charu (2013)[31]. examined the impact of Work Life Balance on job satisfaction of IT sector employees. Data have been collected from 100 employees by adopting convenience sampling method. A self-prepared questionnaire has been administered. Chi-square result shows that work life balance and burnout affects the job satisfaction among employees in IT sector.

Panisoara and Serban (2013)[32]. have examined the impact of marital status on Work life balance. Data were collected from 132 employees by adopting convenience sampling method. Varying non-work related issues (by means of the presence of a husband/wife, a minor or major child) while keeping the work constant (by means of the state of being an employed person common for all the four groups of participants) may suggest that the diversification of demands brought about by the necessity to assume household or childcare responsibilities is not necessarily followed by a significant change in the level of Work life balance experienced as unmarried employee.

Parikh and Gandhi (2014) [33].described how the recent technological changes invaded our home, bedrooms, and even social functions. In this study suggestions have been offered by authors to employees and organizations. One of the suggestions offered to organizations states that organizations could provide "core hours" when an employee should be present and work around different start and finish times.

V. CONCLUSION

The findings suggest that work life balance has a deep impact on individuals / employee job satisfaction in industries. The

higher the level of balance in the work life of an individual employee the higher will be his commitment to his work and more will be the satisfaction in his job. The present study talks in an aggregate domain that past literature suggests that work life balance has direct impact on the job satisfaction of the employees. The study will also act as a reference to pave the way for other researchers in the similar field of research.

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