

The Relationship Between Work Life Balance and Job Satisfaction: An Empirical Evidence from Married Women IT Employees and School Teachers in Chennai

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Abstract: Job Satisfaction refers to the level of satisfaction received by the employees from doing his job. The Job satisfaction is decided based upon many factors and among them the most important factor is the work life balance. So, in order to find out the impact of work life balance on Job satisfaction, the variables such as work-family conflict, family-work conflict, work environment, feelings about work, work life balance and Job Satisfaction were taken into account. The data were collected from 104 IT employees and 69 school teachers. The data has been analyzed using Correlation and Multiple Regression. It is identified that feelings about work have a strong and positive relationship with Job satisfaction at .815 correlation coefficient. The study has also discovered that work life balance and job satisfaction are related with one another at 0.037 coefficients. Hence, it is found out that there is a significant relationship between work life balance and job satisfaction. Therefore, it is concluded that through the better work life balance the job satisfaction of the employees rises and in turn the attrition rate could be reduced.

Keywords: Family-work conflict, Feelings about work, Job satisfaction, Work environment, Work-family conflict, Work life balance.

I. INTRODUCTION

Job satisfaction is most important aspect in every employees' life as it forms the base for turnover intentions of the employees. Job satisfaction refers to the contentment a person receives from his job. The level of Job Satisfaction is decided based upon the work life balance of the working professionals. The high work life balance results in a high level of Job Satisfaction.

On the other hand, the negative work life balance (or) work life imbalance ends up in Job dissatisfaction and also even leads to the Labor Turnover.

Work life balance of the women employees has already been studied by many authors and researchers (Reddy N. K. *et al.*, 2010; Delina. G., *et al.*, 2013; & Pandu *et al.*, 2013). Work life balance of IT employees and School Teachers has also been investigated by many authors like Maran K., *et al.*, (2014); Mohan N., *et al.*, (2011)., Anuradha *et al.*, (2015) & Sangita S. Mohanty *et al.*, (2014). But, no comparative study has been done on the work life balance among married IT women and School teachers in Chennai with variables namely demographic profile and organizational factors like Work-family conflict, Family-work conflict, Work environment, Feelings about work, work life balance and job satisfaction. So, in order to fulfill the research gap, this study has been undertaken.

In addition to the above reason, this research study has also been undertaken in order to discover the relationship among the work life balance and the job satisfaction of the married women IT employees and School Teachers in Chennai. Henceforth, this paper shows the impact of work life balance on the Job Satisfaction level of the employees working in an organization.

II. BRIEF REVIEW OF LITERATURE

As work life balance of the employees is the determinant factor for the level of Job Satisfaction, it varies from Profession to Profession and from industry to industry. In a Study conducted by Delina. G., *et al.* (2013), it is reported that the IT employees face a high level of pressure and low work life balance among the employees working in Healthcare, Education and IT sector. Maran. K., *et al.*, (2014) has said that there is low level of work

life balance among IT employees because of prolonged working hours and low time spent for managing the family. Mohan. N., *et al.* (2011) have said that the women IT Professionals were having high work pressure of upto 85% and low level of work life balance.

On the other hand, the work life balance level of the school teachers varies from that of IT employees. In a study conducted by Uddin. M. R., *et al.* (2013), it has been reported that there is a moderate level of work life balance prevailing among the women School teachers in Bangladesh. The level of work life balance can be better improved by practices and policies that exists in an organization (Sangita S. Mohanty *et al.*, 2014). Anuradha in the year 2015 has conducted a research on the work life balance of teachers in Coimbatore district of Tamil Nadu. The study has reported that the majority 80% of the teachers were having a strong work life balance and among the total samples, 50% of the teachers were having high work pressure.

The work life balance of the employees has a stronger impact on the Job satisfaction of the employees. Generally, the level of job satisfaction will be more when there is more amount of work life balance in an organization (Anuradha *et al.*, 2016). When the work life balance is low, then there exists low job satisfaction level among the employees in an organization (Rajendra Singh *et al.*, 2016). When the work life balance level is higher (in case of the Bank employees) it leads to high level of Job Satisfaction (J. H. Greenhaus *et al.*, 2003). Organizational policies, work pressure and work load are some of the factors responsible for Job satisfaction. The job satisfaction plays a mediating role on the job stress arising out of the job of the employees in an organization (Arthur G. Bedian *et al.*, 1988; A. Q. Chaudhry 2012).

Komal Seed *et al.* (2014) has found out that there is a significant relationship between the Work life balance and Job Satisfaction of the employees in an organization. The Job Satisfaction can be achieved through the family and the organizational support of the employees in an organization (Meera Komaraju., 2006). The Family Interface on work, Work Interface on the family, role ambiguity, job stress, job insecurity, work life conflict and work burden are the factors leading to the negative relationship between the job satisfaction and the work life balance of the employees in an organization (Xinyuan *et al.*, 2011).

The Organizational policies such as flexi time, compressed work week and recreation facilities has a negative impact on the job satisfaction of the employees in an organization (Laurel *et al.*, 2008). Work family facilitation and enrichment plays a mediating role between the job support and job satisfaction. The job satisfaction can be achieved through the better support from both the family and the organization (Meera Komaraju., 2006).

III. OBJECTIVES OF THE STUDY

The primary objective of the study is to find out the relationship between work life balance and job satisfaction. The ancillary goal of this study is to examine the relationship between the factors affecting work life balance such as Work-family conflict, Family-work conflict, Work Environment and feelings about work with that of job satisfaction.

IV. HYPOTHESES

Based on the above objectives, the following hypotheses have been framed for the study:

H1: Work-family conflict has a significant relationship with Job satisfaction.

H2: There is no significant difference between the Family-work conflict and Job satisfaction.

H3: Work environment is significantly correlated with Job satisfaction.

H4: Feelings about work has a strong relationship with Job Satisfaction.

H5: Work life balance has a significant relationship with Job Satisfaction.

V. RESEARCH METHODOLOGY

Data for the study is gathered from 173 women employees which includes 69 IT employees and 104 school teachers in Chennai through simple random sampling technique. Data was collected from those respondents who fulfills the following conditions. The married women respondent aged from 25-50 years should be employed in her current job for at least last one year. She must have been lived with her spouse for at least three years with one dependent children. The collected Samples have been analyzed using Correlation and Multiple Regression.

VI. LIMITATIONS OF THE STUDY

The sample size of the study is limited to 173 Married IT and School Teaching employees and they were selected based upon the certain selection conditions from Chennai. Hence, if the sample size is increased, the sample selection criteria is changed along with a different sample region, then there could be more probabilities of obtaining different findings and results.

VII. CONCEPTUALIZATION OF THE STUDY

Based upon the main theme of the study, the following variables were taken for the study. They are presented in the form of flow chart as follows.

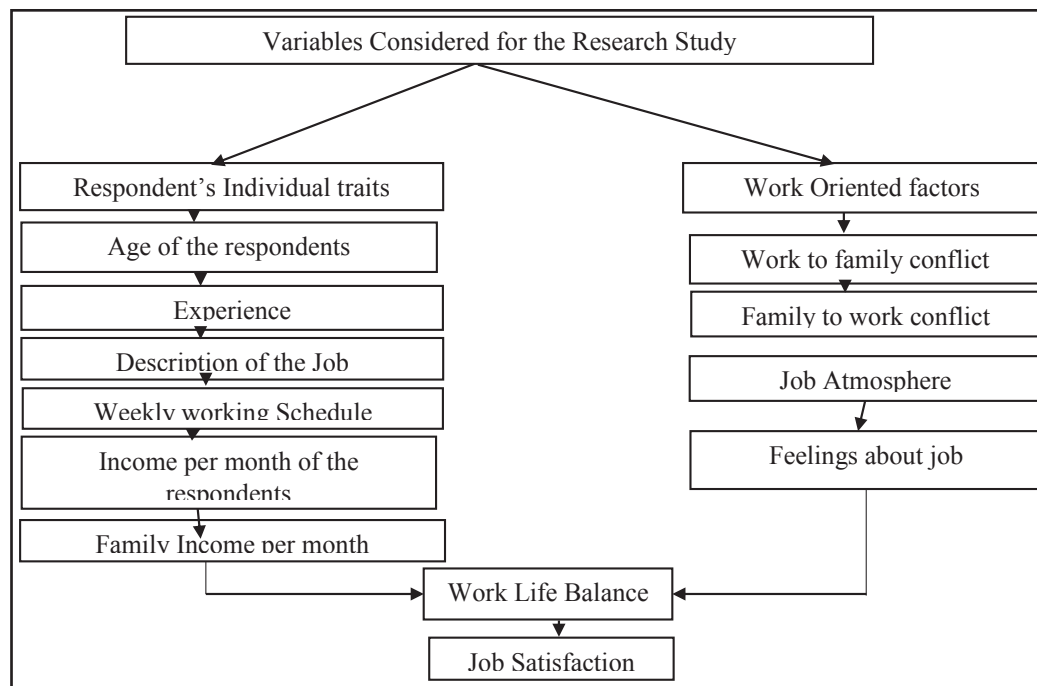


Fig. 1: Conceptualization of the Study

VIII. THEORETICAL PERSPECTIVE

In this study, the factors affecting work life balance were the independent factors and the work life balance and job satisfaction were the dependent variable.

A. Independent Variables

• Work-Family Conflict

Work-family conflict refers to that conflict which arises as a result of the interference of the work demands with that of the family demands. Prolonged work schedule, rotational shifts, Work pressure and Job Stress were the root cause for the Work-family conflict. Work-family conflict reduces the work life balance of the employees (Reddy N. K. *et al.*, 2010).

• Family-Work Conflict

Family-work conflict is just the reverse of work-family conflict. Family-work conflict arises as a result of interference of the family demands with that of the work demands. Dependents care and health of the family members are some of the reasons for family-work conflict. Family-work conflict affects the work life balance negatively (Delina *et al.*, 2013).

• Work Environment

Work environment refers to the working conditions in which the employees do their work. It includes Workplace relationships such as Manager-worker relationships and peers' relationships. Organizational policies regarding work and welfare of the employees also comes under the work environment. Work environment affects the work life balance of the employees (Rajesh K. Yadav *et al.*, 2014).

• Feelings About Work

Feelings about work refers to the employees' attitude towards work. In this context, the employee's attitude refers to the employees' level of willingness to do their job. Strong passion towards the job and willingness to do that work makes the employees to have positive feelings about work.

B. Dependent Variables

• Work Life Balance

Work life balance refers to the ideal level of balance between the work and the personal life of the respondents. Work life balance can also be said as the satisfaction level obtained from the balance between the two various domains such as family and work (Greenhaus *et al.*, 2003). Work life balance also refers to the income required for balancing work and family (An Coppens., 2007).

• Job Satisfaction

Job satisfaction refers to the satisfaction level, an employee receives from his job. An employee becomes satisfied through many reasons such as fulfilment of the tasks and targets assigned, through appraisal and other monetary and non-monetary benefits, through rewards and recognition and mainly through work life balance.

IX. DATA ANALYSIS AND INTERPRETATION

A. Reliability Analysis

The Alpha value is 0.7790 and it lies between 0.8-0.7. This indicates an acceptable reliability. Hence, the questionnaire is accepted to be reliable in measuring the defined constructs.

TABLE I: FREQUENCY DISTRIBUTION REGARDING DEMOGRAPHIC PROFILE OF THE WOMEN RESPONDENTS

Personal Information of the Samples	Frequency	Percentage
<i>Age Group</i>		
25-30 years of age	34	19.7%
31-40 years of age	92	53.2%
41-50 years of age	47	27.2%
<i>Years of Experience</i>		
1-3 years	22	12.7%
4-7 years	38	22.0%
8-10 years	25	14.5%
11-13 years	24	13.9%
14-16 years	38	22.0%
17 and above years	26	15.0%
<i>Working Hours Per Week</i>		
0-29 hours	2	1.2%
30-39 hours	16	9.2%
40-49 hours	67	38.7%
50-59 hours	60	34.7%
60 hours and above	28	16.2%
<i>Job description</i>		
IT Employees	69	39.9%
School Teachers	104	60.1%
<i>Respondent's Monthly Income</i>		
Below Rs. 20,000	56	32.4%
Rs. 20,001 - Rs. 30,000	21	12.1%
Rs. 30,001 - Rs. 40,000	61	35.3%
Above Rs. 40,001	35	20.2%
<i>Family Monthly Income of the Respondents</i>		
Below Rs. 40,000	39	22.5%
Rs. 40,001 - Rs. 60,000	32	18.5%
Rs. 60,001 - Rs. 80,000	22	12.7%
Rs. 80,001 - Rs. 1,00,000	53	30.6%
Above Rs. 1,00,001	27	15.6%

Source: Primary Data

The above table shows the frequency distribution regarding the personal information of women respondents. Regarding the age group of the women respondents, 92 were aged from 31-40 years and 34 respondents are from 25-30 years of age. As far as experience is concerned, 38 women employees were having experience from 4-7 years and 14-16 years. Just 22 respondents were having 1-3 years of experience. When it comes to working hours, 67 interviewees are working for 40-49 hours a week, while only 2 women have weekly working hours within 29 hours.

Among the total respondents, there are 69 IT employees and 104 school teachers. Taking into account the monthly income, 61 women workers have income from Rs. 30,001 - Rs. 40,000 per month and 35 respondents earn a monthly income of above Rs. 40,000. While analyzing the monthly family income of the respondents it has been found out that 53 respondents were having a monthly family income of Rs. 80,000 - Rs. 1,00,000 and 22 employees have a monthly family income from Rs. 60,001 - Rs. 80,000.

X. ANALYSIS AND INTERPRETATION

TABLE II: DESCRIPTIVE STATISTICS AMONG AGE GROUP AND FACTORS CONSIDERED FOR THE STUDY

Variables		Age Group of the Employees		
		25-30 Years	31-40 Years	41-50 Years
Work-family conflict	Mean	16.18	16.59	15.40
	Standard deviation	(5.65)	(4.98)	(4.90)
Family-work conflict	Mean	16.74	16.35	15.83
	Standard deviation	(5.16)	(4.53)	(4.55)
Work environment	Mean	16.15	14.60	16.21
	Standard deviation	(4.43)	(3.78)	(4.29)
Feelings about work	Mean	19.09	18.30	19.51
	Standard deviation	(5.84)	(5.00)	(5.10)
Work life balance	Mean	34.00	32.39	33.51
	Standard deviation	(5.73)	(4.69)	(5.20)
Job satisfaction	Mean	28.44	26.16	27.49
	Standard deviation	(7.00)	(6.11)	(6.51)

Source: Primary Data

This table shows the impact of age group of the respondents on various factors taken for the study. Respondents with the age group of 31-40 years were having WFC with a higher mean score of 16.59. Employees belonging to age group 25-30 years were having with a high mean of 16.74 for FWC. The WE for women at the elder age group 41-50 years has their higher mean

rate i.e., 16.21. Elderly aged female workers i.e., 41-50 years aged employees were having FAW with a higher mean score of 19.51. Young interviewees with 25-30 years of age were having a WLB with a high mean of 34.00 and in turn the respondents of same age group were satisfied with their job as the high mean score was 28.44.

TABLE III: DESCRIPTIVE STATISTICS AMONG EXPERIENCE AND FACTORS TAKEN FOR THE STUDY

Variables		Experience in Years					
		1-3 Years	4-7 Years	8-10 Years	11-13 Years	14-16 Years	17 Years and Above
Work-family conflict	Mean	15.86	16.82	17.08	17.04	14.34	16.58
	Standard deviation	(5.32)	(5.00)	(6.03)	(4.46)	(4.92)	(4.59)
Family-work conflict	Mean	16.86	17.21	15.68	16.83	15.05	16.96
	Standard deviation	(4.71)	(4.89)	(5.11)	(3.90)	(4.51)	(4.53)
Work environment	Mean	16.45	16.05	15.20	13.42	15.74	14.69
	Standard deviation	(4.47)	(4.67)	(4.10)	(2.47)	(3.98)	(3.97)
Feelings about work	Mean	19.09	18.61	19.68	18.42	19.21	17.65
	Standard deviation	(4.99)	(5.47)	(6.76)	(4.51)	(4.40)	(5.17)
Work life balance	Mean	33.77	32.68	32.92	31.71	34.58	31.85
	Standard deviation	(4.78)	(5.42)	(5.76)	(4.34)	(4.81)	(4.76)
Job satisfaction	Mean	29.05	27.13	27.08	25.38	27.76	25.19
	Standard deviation	(5.75)	(7.24)	(7.53)	(5.48)	(5.19)	(6.85)

Source: Primary Data

The above table shows the impact of experience on the factors taken for the study. 8-10 years experienced women were having WFC with a high mean score of 17.08. Women Workers having

4-7 years of experience have FWC at a high mean score of 17.21. The respondents who were having less years of experience i.e., 1-3 years holds WE with a high mean of 16.45. Interviewees with 14-17 years of experience are having FAW as the mean was 19.21 and WLB with a high mean score of 34.58. Female

workers having 1-3 years of experience were satisfied with their job as the mean was 29.05.

TABLE IV: DESCRIPTIVE STATISTICS OF WORKING HOURS PER WEEK, FACTORS AFFECTING WORK LIFE BALANCE, WORK LIFE BALANCE AND JOB SATISFACTION

Variables		Hours Worked Per Week				
		0-29	30-39	40-49	50-59	60 and Above
Work-family conflict	Mean	21.50	18.56	16.25	15.28	16.21
	Standard deviation	(.71)	(5.02)	(4.92)	(5.32)	(4.78)
Family-work conflict	Mean	20.50	18.94	16.57	15.65	15.75
	Standard Deviation	(2.12)	(3.79)	(4.67)	(4.65)	(4.73)
Work environment	Mean	13.50	12.81	16.37	15.02	15.14
	Standard deviation	(3.54)	(3.76)	(4.08)	(3.90)	(4.27)
Feelings about work	Mean	15.00	14.63	19.72	19.12	18.50
	Standard deviation	(4.24)	(4.47)	(5.21)	(4.73)	(5.59)
Work life balance	Mean	31.00	29.63	32.97	34.17	32.71
	Standard deviation	(5.66)	(4.18)	(4.86)	(5.31)	(4.78)
Job satisfaction	Mean	23.50	23.06	28.34	27.25	25.57
	Standard deviation	(7.78)	(6.32)	(6.53)	(5.77)	(6.74)

Source: Primary Data

This table shows the impact of weekly working hours on the variables taken for the study. The women working for 0-29 hours in a week were having WFC with a mean of 21.50 and FWC with a mean of 20.50. Respondents having 40-49 hours as weekly working hours were having WE with a high mean of 16.37 and FAW at the mean rate of 19.72. The interviewees with 50-59 weekly working hours were having a WLB with a mean of 34.17. The employees working for 40-49 hours per week were satisfied with their job as their mean was as high as 28.34.

TABLE V: PEARSON CORRELATION COEFFICIENT BETWEEN FACTORS AFFECTING WORK LIFE BALANCE AND JOB SATISFACTION

Factors Affecting Work Life Balance		Job Satisfaction
Work-family conflict	Pearson Correlation	-.569**
Family-work conflict	Pearson Correlation	-.505**
Work environment	Pearson Correlation	.719**
Feelings about work	Pearson Correlation	.815**

** Correlation is significant at 1% level.

Source: Primary Data

The above table shows the Pearson correlation among the factors influencing WLB with JS in order to find out the relationship among them.

H1: Work-family conflict has a significant relationship with Job Satisfaction.

The correlation coefficient among WFC and JS is -.569 and

as the p value .000 is less than that of .001, the hypothesis is accepted. It has been discovered that WFC has a significant association with JS.

H2: There is no significant difference between the Family-work conflict and Job satisfaction.

-.505 is the correlation coefficient between FWC and JS. Since, the p value .000 is lower than that .001, the hypothesis is rejected at 1% level and it is summed up as there is no significant difference between the FWC and JS.

H3: Work environment is significantly correlated with job satisfaction.

WE and JS are correlated with one another at .719. They are highly significant as their p value .000 is .001 and in turn the hypothesis is accepted at 1% confidence level. So, it is interpreted that there is a significant correlation between the WE and JS.

H4: Feelings about work has a strong relationship with Job Satisfaction.

FAW and JS has a correlation coefficient of .815. The relationship is highly significant since the Sig. Value .000 (<.001) and then, the hypothesis is accepted at 1% significant level. As a result, it has been deduced that FAW and JS are strongly related with one another.

From the above analysis, the FAW is the most important and highly correlated variable than any other factors affecting JS with 81.5% because the employees' strong passion on their job makes them more satisfied in doing that job followed by WE with .071. Then there exists a negative correlation among WFC (-.534) and FWC (-.505) with that of the JS.

TABLE VI: MULTIPLE REGRESSION ANALYSIS AMONG FACTORS TAKEN FOR THE STUDY

Variables	Unstandardized Co-efficient	SE of B	Standardized Co-efficient	t-Value	P Value
Constant (Job satisfaction)	3.714	3.554	-	1.045	0.298
X1 (Work-family conflict)	-0.086	0.076	-0.068	-1.133	0.259
X2 (Family-work conflict)	-0.007	0.074	0.005	0.093	0.926
X3 (Work environment)	0.452	0.083	0.288	5.453	0.000**
X4 (Feelings about work)	0.590	0.078	7.500	7.517	0.000**
X5 (Work life balance)	0.198	0.094	0.156	2.105	0.037*

** P value is significant at 1% level.

* P value is significant at 5% level.

Source: Primary Data

The multiple R Value is 0.865 measures the degree of the association between the various values of the JS. This denotes a strong positive relationship between the Independent variable i.e., JS with that of the dependent variables namely WFC, FWC, WE, FAW and WLB. The R square value is 0.748 and it is said to be (Highly) significant at 1% level with p value .000 is less than .001. The Equation for Multiple regression is framed as under

$$Y = 3.714 - 0.086 X1 - 0.007X2 + 0.452X3 + 0.590X4 + 0.198X5$$

There is a negative affiliation between the WFC and the JS. This represents the JS level decrease for every unit increase in WFC with -0.086 and it is insignificant at 5% level. The X2 denotes the FWC and it also have a negative relationship with job satisfaction at -0.007 correlation and this denotes that the increase in FWC decrease the JS level of the employees in an organization. There is no significant difference between the FWC and the Job Satisfaction at 5% level. While X3 is 0.452 it symbolizes that the JS level increases for every unit rise in the WE. There is an optimistic and a significant relationship between the JS and WE at 1% level. X4 is 0.590 which indicates that the level of JS rises for every increase in the FAW and it is significant at 1% level.

H5: Work life balance has a significant relationship with Job Satisfaction

X5 has a positive relationship with the JS as the X5 i.e., JS rises for the rise in the WLB of the employees with 0.198. Since, the p value 0.037 lies between the 0.11- 0.50, it is significant at 5% level. So, the hypothesis is accepted and there is a positive and significant relationship between the WLB and JS at 5% level.

Considering the Standardized Co-efficient, FAW (7.500) is the highest influencing factor towards the JS. The second most inducing factor of JS with 0.288 value is WE. Then following it, WLB affects job satisfaction at .0156. Next, FWC has an impact on JS with 0.005. Lastly the least stimulating factor of JS is WFC with -0.068. The FAW is considered as the most important factor because the strong and positive attitude of the employees towards their job makes them to have a strong WLB.

XI. FINDINGS AND SUGGESTIONS

WLB has a feeble and at the same time an affirmative relationship with the JS of the employees. The satisfaction level of IT employees and School teachers is most often stimulated by their spirits of work. Correspondingly, the Work Surroundings is found to be more compassionate for the employees on rising the contentment of work through improving their WL equilibrium. In contrast, WLC chops the gratification of job and moreover it shrinks the WLB.

The delicate rapport amongst WLB and Job consummation could be enriched by reducing the conflict that arises between work and the personal life of the employees. This WLC among the respondents could be reduced thru rising the income for the employees with low remuneration. As soon as the income is raised, then there remains high prospect of WLB and in turn the JS advances. On the other hand, in disparity the WLB of highly paid employees could be eroded via better WE like lowering their working hours from 10 hours a day to 8 hours & extending their working days in a week from 5 to 6 days. Furthermore, this WLC can be lessened by better family support in monetary relations and non-monetary aspects like managing family demands through establishing care centre at different places of city which is completely away from organization but easily accessible to the employees. Thus, by mitigating WLC, WLB of the workers' progresses and as a consequence the JS upsurges inevitably.

The Mutual deleterious feelings that arise on the workplace were fury, Jealous, agitation, and culpability. These harmful state of mind of the employees can be avoided through the support from co-workers, peers, superiors and subordinates on the job. But, these helpful measures could evade those destructive moods of the employees only to a limited extent, henceforth, it can be completely managed through providing proper training to the respondents, which can make them to have self-analysis and evaluation. Fury could be managed through diversion from the root-cause issue responsible for it and Covetous attitude is coped through extending equal opportunities to all the employees. Whereas panic is caused due to insecurity of the job, it might be removed via making them permanent in the job. Meeting the

workloads on time is the solitary way to dodge guiltiness on the workplace. When these negative feelings about work were removed, the WLB of the employees rises promptly.

XII. CONCLUSION

From the study, it has been understood that in order to have a better job satisfaction level the favorable work life balance is essential. Henceforth, it becomes quintessential for the IT organization and School management to frame necessary policies in order to improve the WLB of their women employees. Thus, the present study suggests the employer to apply the policies like rising the income of the low paid employees to avoid WLC and altering the working hours & working days for highly earning respondents and proper training to the employees for self-analysis and evaluation for eroding negative feelings about job. Therefore, it is concluded that if the organization put into action the above said policies the WLB of the employees improves. In turn, the enhanced WLB could lead to rise in JS of the employees and ultimately it could result in retention of the workforces in an organization.

XIII. SCOPE OF FURTHER RESEARCH

Work life balance of women has become a preferred research thrust area for several researchers and academicians. As this paper brings out the association between work life balance and job satisfaction among married women employees of IT and Schools alone, it could be further extended by making a comparative study across married men and women from other industry also, in order to understand the real life issues of married women employees. Consequently, this study would be helpful for the government, policymakers and other stakeholders to strengthen the women empowerment laws.

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