

A Study of Work Life Balance and Job Satisfaction.

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Abstract

The purpose of conducting the study is to investigate the relationship between work life balance, and job satisfaction. The study has been undertaken among the private sector bank employees of tricity (Chandigarh- Mohali- Panchkula). Data was collected from 75 employees with the help of a questionnaire. Data has been analyzed through (SPSS). Descriptive Statistics, Correlation and Regression, t- test and ANOVA (One way) analysis has been applied to draw the results of the study. The findings of the study indicate that there exit a positive correlation between work life balance and job satisfaction.

Key Words: Satisfaction, Work Life Balance, Private Banks.

Introduction

To be successful, no organization can afford to ignore its stakeholders, be it employees, customers, government or any other intermediary. The management is always encompassed with number of issues to keep their stakeholders satisfied. Among such issues, one major issue is to keep the employees satisfied and work life balance is critical for ensuring that the employees are satisfied. So this paper intends to study the impact of work life balance on job satisfaction.

For the last few decades, society has undergone a drastic change as a result of demographic changes, female employability, education, nuclear families, and rise in

standard of living etc. Such changes have resulted in increased emphasis on flexibility, adaptability, team work and individual accountability at work place. These changes have forced the business to seriously consider the issue of work life balance. An individual plays the role of an employee, boss, subordinate, spouse, parent, child, sibling, friend, and community member in his life. Demands and expectations of each role create an imbalance in the life and then consequences are innumerable.

Work-life balance is a satisfactory level of 'fit' between the multiple roles in a person's life. In the words of Warriar (2013) work life balance

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is all about integrating demands and resources of all the roles without a dysfunctional conflict. "Work-life balance is the individual perception that work and non-work activities are compatible and promote growth in accordance with an individual's current life priorities" (Kalliath and Brough, 2008). According to Clark (2000), WLB is minimum role conflict and the satisfaction and good functioning of an employee at work and at home. "A state where an individual manages real or potential conflict between different demands on his or her time and energy in a way that satisfies his or her needs for well being and self fulfillment is referred as work life balance" (Clutterbuck, 2003).

Efforts to help employees improve work-life balance can improve morale, increase job satisfaction and strengthen employees' commitment to the organization. Employees who are able to attain this balance are able to give their full contribution to the achievement of organizational objectives. Work life balance has been widely studied in context of Job satisfaction. Job satisfaction is of vital importance for efficiency as well as effectiveness of an organization and is considered as originated from work and family lives of employees. "Job satisfaction is referred to as a situation made up of any psychological, environmental and physiological combination that makes an individual trustfully says he is satisfied of his job" (Hoppock, 1935).

Review of Literature

The construct of work life balance has gathered the interest of researchers and managers. A number of studies have been conducted so far. Atkinson and Hall (2009) opined that Work-life balance aims to improve conditions for all workers by changing work practices. Baral, R and Bhargava, S (2011)

investigated the scope and coverage of work-life balance practices in some leading Indian organizations and suggested that the organizations need to consider work-life balance as a strategic aspect of organizational performance. Gururaja et al. (2013) conducted descriptive study to analyze perceptions and attitude of nurses towards quality of Work-Life. It was found that majority of nurses' experienced well balanced work-life and moderate job satisfaction.

Work life balance has been studied in the context of demographic variables also. Tabassum et al. (2011) studied the work life balance of private commercial bank employees and found a significant difference in QWL between male and female employees. The study also revealed a significant difference the following factors of QWL; adequate and fair compensation, flexible work schedule and job assignment, attention to job design, and employee relations. A similar study by Warriar (2013), conducted an empirical study to examine the impact of demographic variables (gender, age, marital status, managerial/ non-managerial level, and salary level) on work-life balance of software professionals. The results revealed that gender has no impact on work-life balance index. Marital status of an employee has an impact in lowering the WLB index while unmarried employees show better WLB index. Age and managerial levels were found to have a strong influence in the WLB index scores. Interestingly, salary levels were found to have no impact on work-life balance on the employees. Yutaka (2012) also found that employees feel more satisfied with their work and family when they enjoy the benefits of work life balance programs provided by their employers. Furthermore he found that work life balance programs have different effects for male and female employees.

Bushra (2014) studied a sample of 171 university teachers of Gujrat, Pakistan to find out the impact of work life balance on job satisfaction and organizational commitment and found a significant positive relationship between work life balance and job satisfaction. Gururaja et al. (2013) also revealed that there exists a high positive correlation between work life balance and job satisfaction. Another study by Shujat et al (2011) had different views. They investigated employees working in private banks of Karachi with the purpose of studying their work life balance and job satisfaction. The study found that work life balance has very less impact on job satisfaction for a number of reasons such as uncertain conditions, high inflation and unemployment rate in Pakistan economy.

Need of the study

In the era of competition, private banking sector employees face the challenge of long working hours, which pose a number of issues. Very often the employees work intrudes into family/ personal life and vice versa. Growth in dual career households in India, coupled with increased number of nuclear families has made work-life integration a major challenge in India. Lack of government mandate with reference to WLB is another problem. Therefore this study is undertaken to overview the issue of work life balance in private sector banks.

1. Objectives

1. To study the level of job satisfaction of bank employees.
2. To study the level of work life balance.
3. To study the relationship between demographic variables and work life balance of bank employees.

4. To study the effect of work life balance on job satisfaction of bank employees.

2. Hypothesis

1. There will be no significant difference in the level of work life balance among male and female employees.
2. There will be no significant difference in the level of work life balance among married and unmarried employees.
3. There will be no significant difference in the level of work life balance on the basis of age.
4. There will be no significant difference in the level of work life balance on the basis of experience.
5. There will be no significant difference in the level of Job satisfaction among male and female employees.
6. There will be no significant difference in the level of Job satisfaction among married and unmarried employees.
7. There will be no significant difference in the level of Job satisfaction on the basis of age.
8. There will be no significant difference in the level of Job satisfaction on the basis of experience.
9. There is no relationship between work life balance and job satisfaction.
10. Work life balance does not predict job satisfaction.

Research Methodology

The study conducted was descriptive in nature. The population for the study was employees working in private sector banks.

Table 1: Sample distribution

| S No: | Demographic Variables | No: of Respondents | % age of respondents |
|-------|---|--|----------------------------|
| 1 | Gender (a) Male (b) Female | (a) 53 (b) 22 | 70 30 |
| 2. | Age (a) 21-25 (b) 26-30 (c) 31-35 (d) 36-40 (e) 40 & above | (a) 08 (b) 22 (c) 18 (d) 15 (e) 12 | 10 30 24 20 16 |
| 3. | Marital Status (a) Married (b) Unmarried | (a) 36 (b) 39 | 48 52 |
| 4. | Experience (a) 0-2 (b) 3-5 (c) 6-10 (d) 11-20 (e) 21-30 | (a) 17 (b) 22 (c) 27 (d) 7 (e) 2 | 22 30 36 9 3 |

Table 2: Mean, Standard Deviation and Pearson's Coefficient of Correlation

| Variables | Mean | Standard Deviation | Coefficient of Correlation with Job satisfaction |
|-------------------|-------|--------------------|--|
| Job Satisfaction | 3.84 | 0.83 | 0.65 |
| Work Life Balance | 91.46 | 15.26 | |

Source: Authors' compilation

Note: Level of Significance 5%

The data for the study was collected from 75 employees working in private sector banks of Chandigarh Tricity. The Questionnaire comprised of 36 items of work life balance scale developed by Pareek and Purohit (2010); Job satisfaction scale developed by Hackman and Oldman (1975) and demographic variables (age, gender, marital status & experience). WLB and job satisfaction was measured on a five point scale.

3. Results and Discussion

Table 1 shows the demographic profile of respondents. Sample for the study consist of 70% male and 30% female. 48% were single and 52% were married employees. Majority 30% of respondent were in the age group 26-30 years and 10% were in the age group of 21-25 years. 36% of the respondents had been in the organizations for 5-10 years followed by 30% of respondents having experience of 3-5

Table 3: Work life balance Index

| Work life balance parameter | Score on 100 |
|------------------------------------|---------------------|
| Social Needs | 93.41 |
| Personal Needs | 89.18 |
| Time Management | 81.45 |
| Team Work | 92.08 |
| Compensation & Benefits | 95.96 |
| Work | 96.29 |
| Total work life balance Index | 91.46 |

years.

Table 2 represents the mean, standard deviation and correlation of the study variables. The mean of job satisfaction is 3.84 which is above the mean score. This indicates that employees in private sector banks have sufficiently high level of job satisfaction. Average score of work life balance is 91.46, it indicates that work and life of employees working in private sector is balanced. Table 2 also indicates a high positive correlation between job satisfaction and work life balance. Thus Hypothesis (H9) is accepted.

Table 3 shows the score of work life index and its parameters. Overall work life balance index is found to be 91.46. This indicates that employees are having a very healthy work-life balance. Teamwork score is 92.08%. This means that employees meet the expectation of team members. The score of compensation and benefit is 95.96%. This shows that compensation and benefit provided by the company meets their financial requirements. The score of the component Work is 96.29%. This indicated that right kind of work is provided to right person. In other words, placement is done meticulously by the company by matching the employee

competence with the job profile. The score of personal need is 89.18%. This is an indicator that employees take care of their health and needs of family members. The score for social need is 93.41%. This means that employees attend social gatherings and spend enough time with friends. Lastly the score for Time management is found to be 81.45%. This means employees meet their deadlines and schedules at time.

Table 4 shows that in case of job satisfaction, when gender is taken as demographical variable p value (0.34) is higher than the assumed level of significance (.05). Therefore, null hypothesis (H5) is accepted. Hence, there is no significant difference in the level of job satisfaction among male and female employees working in banking sector.

Table 4 shows that p value (0.75) is higher than the assumed level of significance (.05) in case of work life balance when gender is taken as demographical variable. Therefore, null hypothesis (H1) is accepted. Hence, there is no significant difference in the level of work life balance among male and female employees working in banking sector.

When marital status is taken as demographical

Table 4: Mean, standard deviation and t value of work life balance and job satisfaction on the basis of gender and marital status.

| Criterion variable | Demographical status | N | Mean | SD | t-value | P value |
|----------------------------------|----------------------|----|-------|-------|---------|---------|
| Work Life Balance (Score on 100) | Male | 53 | 92.53 | 16.58 | 0.93 | 0.75 |
| | Female | 22 | 88.93 | 11.52 | | |
| Job Satisfaction | Male | 53 | 3.88 | 0.83 | 0.74 | 0.34 |
| | Female | 22 | 3.73 | 0.83 | | |
| Work Life Balance (Score on 100) | Married | 36 | 88.66 | 18.72 | 1.5 | 0.21 |
| | Unmarried | 39 | 93.97 | 10.95 | | |
| Job Satisfaction | Married | 36 | 3.74 | 0.97 | 0.93 | 0.015 |
| | Unmarried | 39 | 3.92 | 0.58 | | |

Table 5: ANOVA (One – way) for work life balance and job satisfaction on the basis of age

| Criterion variable | Age | N | Mean | SD | F -value | p value |
|----------------------------------|------------|----|-------|-------|----------|---------|
| Job Satisfaction | 21-25 | 8 | 4 | 0.53 | 2.13 | 0.07 |
| | 26-30 | 22 | 3.5 | 0.97 | | |
| | 31-35 | 17 | 3.7 | 0.83 | | |
| | 36-40 | 15 | 4.2 | 0.46 | | |
| | 40 & above | 13 | 3.9 | 0.52 | | |
| Work Life balance (Score on 100) | 21-25 | 8 | 94.34 | 6.99 | 2.85 | 0.03 |
| | 26-30 | 22 | 83.97 | 22.34 | | |
| | 31-35 | 17 | 93.04 | 11.43 | | |
| | 36-40 | 15 | 99.85 | 7.78 | | |
| | 40 & above | 13 | 90.52 | 8.68 | | |

Source: Authors' compilation

variable, p value (0.015) is lower than the assumed level of significance (0.05) in case of job satisfaction (Table 4). Therefore, null hypothesis (H6) is rejected. Hence, there is significant difference in the level of job satisfaction among married and unmarried employees working in banking sector.

In case of work life balance measured with respect to marital status (Table 4), p value (.21) is higher than the assumed level of significance (0.05). Therefore, null hypothesis (H2) is accepted. Hence, there is no significant difference in the level of work life balance among married and unmarried employees working in banking sector.

Table 5 shows that p value (0.07) is higher than the assumed level of significance (.05) in case of job satisfaction measured with respect to age. Therefore, null hypothesis (H7) is accepted. Hence, there is no significant difference in the level of job satisfaction among employees working at different age levels. In

case of work life balance measured with respect to age as shown in Table 5, p value (.03) is lower than the assumed level of significance (0.05). Therefore, null hypothesis (H3) is rejected. Hence, there is significant difference in the level of work life balance among employees working at different age levels in banking sector.

Table 6 shows that p value (0.948) is higher than the assumed level of significance (.05) in case of job satisfaction measured with respect to experience. Therefore, null hypothesis (H8) is accepted. Hence, there is no significant difference in the level of job satisfaction among employees working at different experience levels. In case of work life balance measured with respect to age as shown in Table 6, p value (.80) is higher than the assumed level of significance (0.05). Therefore, null hypothesis (H4) is accepted. Hence, there is no significant difference in the level of work life balance among employees working at different

Table 6: ANOVA (One – way) for work life balance and job satisfaction on the basis of experience

| Criterion variable | Experience | N | Mean | SD | F -value | p value |
|---|------------|----|-------|-------|----------|---------|
| Job Satisfaction | 0-2 | 17 | 3.76 | 0.75 | 0.181 | 0.948 |
| | 3-5 | 21 | 3.76 | 0.89 | | |
| | 6-10 | 27 | 3.89 | 0.85 | | |
| | 11-20 | 7 | 4 | 0 | | |
| | 21-30 | 3 | 4 | 0 | | |
| Work Life balance (Score on 100) | 0-2 | 17 | 93.9 | 10.45 | 0.41 | 0.80 |
| | 3-5 | 21 | 88.0 | 22.84 | | |
| | 6-10 | 27 | 92.35 | 11.92 | | |
| | 11-20 | 7 | 91.54 | 9.51 | | |
| | 21-30 | 3 | 94.52 | 13.76 | | |

Source: Authors' compilation

Table 7: Regression Analysis for job satisfaction as independent variable and work life balance & its dimensions as dependent variable

| Variables | R2 | Adjusted R2 | Std. Error of Estimate |
|------------------|------|-------------|------------------------|
| Job Satisfaction | 0.42 | 0.41 | 0.64 |

Source: Authors' compilation

Level of Significance 5%

experience levels in banking sector.

From Table 7, it can be inferred that the independent variable job satisfaction predicts all the dimensions of work life balance. Thus, null hypothesis H10 is rejected. The R square value (.42) indicates that 42% of job satisfaction is predicted by work life balance.

4. Limitations and Suggestions for further research

One limitation of the present study is the sample size. The results can further be generalized by increasing the sample size of the study. This study is conducted in banking sector only, so, findings cannot be replicated to other industries. Therefore, to make comparisons, other sectors can also be considered. Even in banking industry, the study can be replicated for public and foreign banks. Furthermore antecedents of work life balance like emotional intelligence, family support, organizational support, culture and climate can through more light on the construct of WLB.

5. Findings

- The employees are sufficiently satisfied from their job
- Employees are successful in attaining work life balance.
- Work life balance and job satisfaction are positively correlated.

- Job satisfaction is predicted by work life balance.
- There is no difference in work life balance w.r.t gender, marital status and experience
- There is no difference in job satisfaction w.r.t gender, age and experience
- Level of job satisfaction differs w.r.t. marital status.
- Work life balance is minimum in case of employees in the age group of 26-30 years.

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