

Impact of Work Life Balance towards job satisfaction and employee retention: Study of Miliennial employees in Vijayawada city, Andhra Pradesh

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Abstract

The aim of present research article is to prove that the Work-life Balance has impact on the job satisfaction and the employee retention of employees. Work-life Balance is concerned with both employee and employers. Work-life Balance is an important area of human resource management for policy makers, organization, management and employees. Work- life Balance consists of different dimensions like both family responsibilities and work satisfaction. The employee has to balance between these multiple roles. The aim of the present research is to identify the relationship between Work-life Balance and job satisfaction and employee retention of the employee. For the purpose of this study the data was collected from 105 respondents from teaching sector. Linear regression analysis was done to find the impact of job satisfaction and employee retention on Work -life Balance. Significant relationship was observed between the job satisfaction, employee retention and Work- life Balance. There was a moderate relationship between the job satisfaction, employee retention and Work- life Balance.

Keywords: Employee Retention, Family, Job satisfaction, Work -life Balance.

1. Introduction

Work -life Balance is important for both the public and private employee. Work -life balance is concerned with both employee and organization. Work- life Balance impacts on the productivity of the employee which results directly on the satisfaction of organization. Work - life Balance is a determinant factor for the healthy work environment. Maintenance of work- life balance prevents burnouts and stress at work place. Chronic stress results in the health problems at work place. Stress causes health problems like hypertension, digestive troubles, chronic aches, pains, heart problems depression, anxiety and insomnia. Over stress causes

burnouts. Burnout can cause fatigue, mood swings, irritability and a decrease in work satisfaction. Invalid source specified..

Several research studies had proved that there is a link between the work and life of the employee which results on the satisfaction of the employee. Work life balance gives good quality of life. Work -life Balance is seen when there is harmony between work and life. The organizational services and policies must reduce the conflicts between the work and life. The conflicts occur between the demand from the work and role to be played at home. Employees with access to leave the work for child care, parental

car and flexible schedules are observed to have less conflict between work and life and impacts positively on the employee and organizational satisfaction. Invalid source specified..

Work life balance comprises of totally a balance between the two different roles played by a single person namely role at work and role at home. Invalid source specified.. Employee life is not related to work. It can be broken down to number of activities like free time, leisure, family time, recreation with friends, playing games, etc. Work life balance consists of balance between the time to family and time to work. Invalid source specified.. Work life balance is described as the role related expectation between the work and family. Invalid source specified.. The financial and non-financial outcomes of the employee are closely related to satisfaction and success of the organization which impacts on the employee satisfaction. Invalid source specified.. The employee should have satisfactory personal life while performing excellent satisfaction at work. Invalid source specified.. The employee inability to maintain the balance between the effort and reward has the linkage between the control over the work load and lack of capacity to fulfill the personal needs. Invalid source specified.. Work life balance impacts on the attitudes, behavior and wellbeing of the employees as well as organization. Invalid source specified.. Stress is also a determinant factor for the work life balance among employees. Stress effects on both job satisfaction and quality of life. Invalid source specified..

There will be decrease in the productivity and satisfaction of the organization if the work life balance is not managed. Invalid source specified.. Work life balance programs have been started in the early 1930's. The work life balance programs makes the employee to work effectively and efficiently and balance their personal life also. Invalid source specified.. A part from the financial problems, work life balance is the severe problem faced by the employees in Indonesia. Invalid source specified.. Many developed countries had realized that work life balance is preferred than the higher pay. Work life balance is a combination of different components like balanced time, a balance of work and family involvement, and fair satisfaction. Invalid source specified.. It is the time to think about the work life balance of

employees than the strict bureaucracy rules in this generation of organization. Invalid source specified..

Definition:

Work life balance is defined as a satisfactory level of involvement or fit between the multiple roles in a person's life (Hudson, 2005). Work-life balance is defined as 'the ability of individuals to pursue successfully their work and non-work lives, without undue pressures from one undermining the satisfactory experience of the other' (Noon & Blyton, 2007). Work-family balance or work-life-balance was defined as, "the extent to which an individual is engaged in and equally satisfied with his or her work role and family role. We propose three components of work family-balance: time balance, involvement balance, and satisfaction balance" (Greenhaus, Collins & Shaw, 2003). The definition of work-life balance that Kalliath and Brough (2008) proposed was "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".

II. Literature Review

The studies of the work life balance had started from 1960. The word work life balance were used in US for the first time in US in 1986. It lead to the meaning that monetary benefits cannot give the personal satisfaction. Khan. et; al (1964) had concluded that work-family conflicts are due to stress. There must be equilibrium between the family and personal life. The initiatives must be taken by the employees to have work-life balance. Invalid source specified.. The work life balance includes satisfaction both the work and personal life. The negative effects of work life balance include increased stress, work fatigue, disruption of family and work relationships. The lack of work life balance may cause stress, less productivity and welfare. Invalid source specified.. Work life balance is considered when the employee is provided with available resources like time, thought and work wisely in their personal lives. Invalid source specified.. Work life balance is a critical factor pertaining not only to human resource department it is a joint responsibility for both the employee and company. Invalid source specified.. The line manager or team

leader or the manager of the department are also concerned with the work life balanceInvalid source specified..

The work life balance consists of the productivity, employee satisfaction and improving the quality of life of employeesInvalid source specified..In this present generation both men and women are sharing the family responsibilities. Men started to spend time with the family responsibilities at the house and at the same time the women also started working and fulfilling the needs of the family. Hence in the present generation the work life balance programs are increasing rapidly with present culture to improve both the employee and organizational satisfaction and improving the work life balance. As a part of work life balance the companies offer flexible working hours, employee gatherings, child care and employee shift schedules. The employee work life balance programs makes employees motivated, loyal, and committed to the company because it has strived to balance the work and personal lives of employees themselvesInvalid source specified..Work life balance programs in the companies causes reduce employee turnover, absenteeism costs and increase company profits

The work life balance shows a balanced, healthy and supportive work environment and personal responsibility there by improve employee satisfactionInvalid source specified. .The work life baance includes both the self fulfillment of himself and fullfillment of family factors like marital, child and parent relationships and social life which means responsibility towards surrounding society.Some of the work life balance programs formally implemented by the companies are the following:

1. Flexible working time
2. Teleconference and Telecommuting
3. Company policies and programs
4. Holidays
5. Shift works
6. Better leaves for personal fulfillments

The informal support of work life balance is extracted from the family, friends, colleagues, supervisors to reduce the work load and stress. Employee satisfaction is a task allotted and

contribution to the organizationInvalid source specified..Invalid source specified..The employees who had participated in work life balance programs are very productive, loyal, self-confident, committed, and optimistic and give best satisfaction to the organization. There is a strong relationship between the quality of work life and work life balance. The factors like the job stress and job satisfaction and job commitment acts as a mediating role in the relationship between the quality of work life and work life balanceInvalid source specified..

Work life balance is a combination of personal, family and professional life. Work life balance includes both work and life in which work includes career, ambition, profession and employment. Life includes family happiness, health, and survival. Work life balance facilitates both employee welfare and job satisfaction. Hence it improves employee productivity and reduces employee turnover. Organizations are conducting work life balance programs for the welfare of the employee like Health and wellness programs, Yoga and Fitness trainers, motivational speakers, counseling sessions, stress management programs, long term vacations, flexi timings, etc.

The work life balance is a collaboration of connections among various aspects of life (Carruthers, 2005; Spinks, 2004).The present life style of any individual has different dimensions like spouse, children, elderly parents, friends, families, relatives, etc. While performing all these multi-dimensional roles work life conflict occursInvalid source specified..The work life balance practices impacts on the employee satisfaction and the organizational satisfaction was remained unclear and researched for a long timeInvalid source specified..

According to Julie Morgenstern Work life balance is about how you spend time in working and relaxing. Work–life balance is the degree to which an individual is able to balance the temporal, emotional, and behavioral demands of both paid work and family responsibilities (Hill et al., 2001). Work life balance is a situation in which, employees are able to give right amount of time and efforts to their work as well as their personal life outside work (Work-life balance, 2009 and Anna, B., 2010).

Bekker, et al., (2010) in a paper they have found that the tendency to feel guilty, to be loyal towards others, a lack of sensitivity towards others and the need and desire for being there for family members and being unable to manage a new situation has been suggested to influence the level to which an individual experiences work life balance issues. Hessing notes that, "Women with both paid and household responsibilities must appear to be successful in accomplishing both, or they risk censure or criticism as mothers and/or as employees." According to Jim Bird, CEO of Work-life balance.com, "Work-life balance is meaningful achievement and enjoyment in everyday life".

Conceptual Model:

Independent variables

Hypothesis

H0 : There is no influence between Work Life Balance, Job Satisfaction and Employee Retention 2.1) Work Life Balance and Job satisfaction

H1 : There is an influence between Work Life Balance on Job satisfaction 2.2) Work Life Balance and Employee Retention

H2 : There is an influence between Work Life Balance on Employee Retention

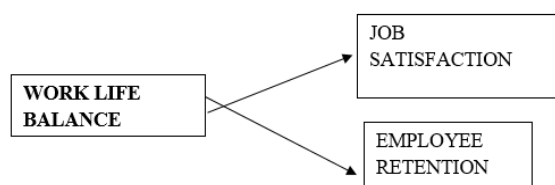


Fig -1: Work life balance impacts directly on the job satisfaction and employee retention of the employees

Despite, work life balance impacts on the satisfaction of the employee several organizations around the globe are not implementing the work life balance practices. There is equal demand for both work and family due to demographic and work place changes like increase in the number of women in the labor force, an increasing population, longer working hours, and more updated communications technology makes near constant contact with the workplace. Work life balance is interrelated

many studies like economics, management, gender studies ,industrial relations, information systems, social sciences and psychology. Work life balance impacts on both the employee satisfaction and organizational satisfaction. The work place stress impacts on the personal life also.

Chandrasekhar (2011) in their paper they have observed that the workplace environment impacts on employee morale, productivity and job satisfaction both positively and negatively. If the employees do not like the work place environment employees job satisfaction is also affected. Chong & Ma (2010) in their research they have concluded that the satisfaction standards and targets that are defined within the work environment as a method are used to improve employees' satisfaction. Satisfaction is seen when they value their work environment. Mustafa and Othman (2010) in their study had observed that the perception and motivation at work place improves the satisfaction at work place. Nadeem, et.al (2011) in a study they have concluded that the believed that social and economic conditions i.e. low salary, lack of facilities, status of teachers in society, teachers' mental health and morale, stress of work, relation of teachers have an effect on their satisfaction with staff and head teachers' working environment are all those factors that have a strong impact on female teachers' satisfaction.

Jex & Gudanowski, (1992) in their study had observed the relationship between stressors like role conflict, role ambiguity, and lack of perceived control and outcomes like job dissatisfaction, anxiety, psychosomatic symptoms, absenteeism, and job satisfaction. Many factors which causes stress in employee results in the imbalance between work and life. Higgins, Duxbury & Lyons in 2010 and Bacharach, Bamberger & Conley(1991) in their article they have concluded that strain-based conflict is work stressors that can produce strain symptoms like tension, anxiety, fatigue, depression, apathy and irritability occurs when stress in one role affects one's satisfaction in another role. Campbell conformed that the effects of family life on women's job satisfaction and work attitudes. The result showed that women with children were significantly low in occupational commitment relative to women

without children; contrary to expectation, women with younger children outperformed women with older children.

K. Santhana Lakshmi, T. Ramachandran, and David Boohene (2012) in their research had concluded that both government and private hospitals in Chennai district should address the Work Life Balance related issues and support the female nurses to manage their work life balance, which would add to the satisfaction of these staff members. Vijaya Lakshmi et al (2013) in their paper a study to find the issues and problems of women faculty working in educational institutions. Their study has found that women faculty members had under gone stress in the process of attaining work life balance. Continued work pressure caused poor satisfaction. Shahu and Gole (2008) in their research paper had concluded on a variable that work satisfaction considered by the organization as important plan which needs to be extended in order to improve employees satisfaction and where employees can put their best satisfaction. Leger in 2004 viewed that dreadful mental ailments lead to prolonged anxiety, frustration, stress, anger, social and emotional distresses, make the women feel rejected, isolated, tense and make the situation unmanageable that affect various aspects of teachers' satisfaction, classroom management and almost all educational activities. White et. al. (2003) in a study they focus on the group-based work programs, incentive pay, and satisfaction appraisal systems were associated with higher levels of Work-life conflict and organizational commitment in a sample of British workers.

Rangreji (2010) in a paper examines that IT employees in Bangalore city, India found that the influence of emotional intelligence on work life balance dimensions was observed to be weakly related but significant, while appraisal and expression of emotions in self and use of emotions to facilitate satisfaction displayed larger influence. Among the work life dimensions, the usage of work life balance programs was maximally influenced by emotional intelligence. White et. al. (2003) in their findings they suggested that group-based work programs, incentive pay, and satisfaction appraisal systems were associated with higher levels of work-life conflict in a sample of British workers indicates that practices such as those

investigated by White et al were aimed at inducing higher levels of organizational commitment.

Jayanthi and Vanniarajan (2012) in their article they have revealed that the effect of work life imbalance on organizational and family domain satisfaction among executives employed in service industry in Southern part of India concluded that organizational stress factors exert significant influence on work life imbalance. Sharma et. al. (2012) in their study revealed that the level of stress within a job role changes because of individual differences in mindset, age, gender, and their satisfaction in job. The important factor that influenced stress was age where the younger employees were more stressed as compared to older employees.

III. Research Problem

The research problem of the present study was to find out the impact of job satisfaction on the work life balance of employees in the educational sector.

IV. Objectives of the study :

The specific objectives of the present study are:

1. To examine how the job satisfaction impacts on the work life satisfaction of employees in teaching sector.
2. To find out how the demographic variables will affects the work life balance.
3. To study how the employee retention impacts on the work life balance of the employees

V. Research Methodology

The study was done to find the relationship between the job satisfaction and work life balance. To find the impact of the job satisfaction on Work- life balance through linear regression analysis was done.

VI. Method of data collection

Primary data

A questionnaire is specially designed for the purpose of collecting the data

Secondary data

The secondary data is collected from the published sources like internet, research articles, books, journals, articles, magazines and other thesis.

Sample design

Simple random sampling method was used.

Sample size

The sample size includes around 125 employees in the educational sector

VII. Data analysis & Interpretation

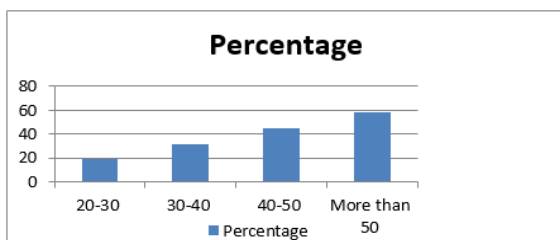
The collected data was analyzed and interpreted using IBM SPSS. The relationship between the job satisfaction and absenteeism is very high; Linear Regression analysis have been applied to find out the impact of job satisfaction on the work life balance of employees in higher educational sector.

Demographic Variables

1. Age of the respondent

Table 1: Age of the respondent

S.NO	Age of the respondent	Percentage
1	20-30	19.14
2	30-40	31.14
3	40-50	44.86
4	More than 50	58.57
5	Total	100



Interpretation

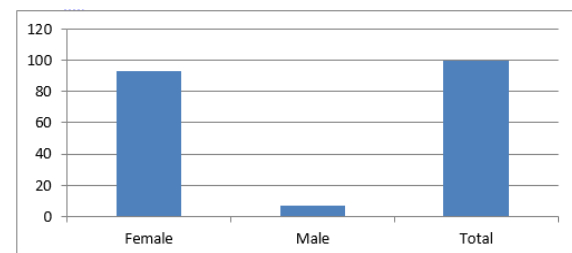
From the above table, the sample population age of the respondents was analyzed. From the 20-30 years age group are 19.14%, 30-40 years age group are 31.14%, 40-50 years age group are

44.86% and more than 50 years age group are 58.57%. From this it is analyzed that the highest population of age group are more than 50 years age group are positively and the lowest age group people are 20-30 years.

2. Gender of the respondent

S.NO	Gender of the respondent	Percentage
1	Female	93.14
2	Male	6.86
3	Total	100

Table 2 : Gender of the respondent



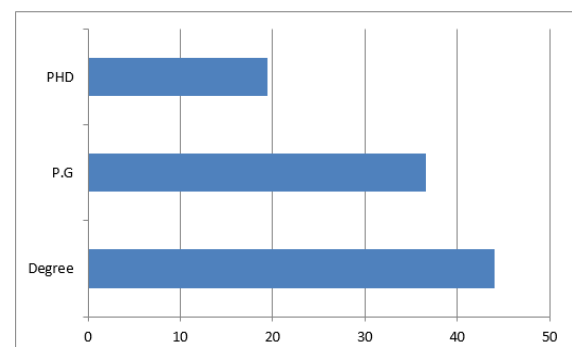
Interpretation

From the table, it is clear that the female group is 93.14% of the data collected and the male are only 6.86% of population. The female respondents are positive because of the higher maternity benefits that was incurred by them in their organizations than the male respondents.

4. Educational level of the respondent

Table 3: Educational level of the respondent

S.NO	Education of the respondent	Percentage
1	Degree	44
2	P.G	36.57
3	PHD	19.43
4	Total	100



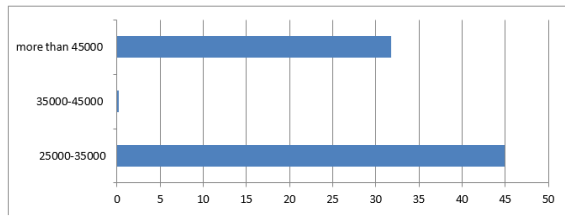
Interpretation

From the table, the education level of the respondents was interpreted. The education levels of respondents at Degree are 44%, P.G are 36.57%, and degree and PHD are only 19.43%.

5. Income level of respondent

Table 4: Income level of respondent

S.NO	Income level of the respondent	Percentage
1	25000-35000	44.86
2	35000-45000	23.49%
3	more than 45000	31.71
4	Total	100



Interpretation

From the above table, the respondents with the monthly income level from 25000-35000 are 44.86% are satisfactory comparing with the two remaining, the respondents with the monthly income level from 35000-45000 are 23.43% and more than 45000 are nearly 31.71%.

Linear Regression Analysis

Table -5: Regression- Model summary

Model summaryb

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.713 ^a	.508	.506	.999	.508	257.900	1	250	.000	1.774

a. Predictors: (Constant), JS

b. Dependent Variable: WLD

Correlation (r) = .713 → High Correlation

The study proceeds to Linear Regression model to analyze the impact

Table -6: ANOVAa

Model	Sum of Squares	df	Mean Square	F-test	Significant value.
Regression	7303.173	1	7303.173	157.186	.000 ^b
Residual 1	15843.538	349	46.462		
Total	23146.711	349			

a. Dependent Variable: Work life balance

b. Predictors: (Constant)

Model is significant

Coefficientsa

Model	Un standardized Coefficients		Standardized Coefficients Beta	t	Sig.	95.0% Confidence Interval for B		Co-linearity Statistics	
	B	Std. Error				Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	-.479	.131	3.658	.000	-.221	.738		
	JS	.740	.046	16.059	.000	.649	.830	1.000	1.000

a. Dependent Variable: WLD

Work life balance = $.479 + .740 \text{ JS}$ → LR Model

From the above, it can be stated that work life balance is affecting on job satisfaction of employees in teaching sector.

VIII. Findings of the study:

1. There exists a linear relationship between the independent variable and the dependent variable.
2. The relationship between the job satisfaction and the work life balance are positive with each other.

IX. Conclusion

Life consists of group of activities. It includes both personal life and work. The employee must establish a balance between the work and life. The high rate of employee turnover, poor working organizational culture, and rising occupational imbalances in various workplaces made the researcher to study on work life balance. Invalid source specified.. Work life balance programs must be implemented for more productivity, employee and organizational satisfaction. Invalid source specified.. The positive effects of proper Work Life Balance are motivation towards work, positive job satisfaction, improving employee morale and productivity, enough time for personal and family life, improved health condition, etc. From the present and previous findings it is proved that the work life balance impacts on the job satisfaction of the employee in the teaching sector.

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