

## Work life balance: A way to employee Satisfaction

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### Abstract

The purpose of the study is to understand the hidden factors of work life balance and their effects on employee job satisfaction in service industry. Contemporary work culture concentrates on paper less work, clan culture, employee-centric and goal oriented. These practices now-a-days have been creating a base for work-life balance. HR activities have been enhanced the importance of work-life balance worldwide. The changing trend in paper-work to paper-less work has completely accelerated the working speed of every organization. Clan culture or team work leads to more productive in nature. It is about the culture of the organization that determines the importance of the employee within the organization. Apart from these employees are also needs to satisfy from family and personal activities also. These practices motivate the employee towards more productive. So WLB practices are working as an appreciation for employees. From this study, we are trying to recognize some of the practices which are very much important to run an organization according to today's working style. This is an empirical study and both parametric, as well as non-parametric test, has been applied as per the necessity. The findings of this study focus on feasible solutions for the identified challenges. This study also recognizes the strength and weakness of each practice.

**Keywords:** Paperless work, WLB, employee-centric, goal oriented, health care.

### 1. Introduction

Human resource department are transforming as the modern business faces numerous and complex challenges. This changing dynamic of Indian HR has caught the eye of global market. Smart worker is getting priority than hard worker. Knowledge management having more scope and is a high performing factor to influence the work force in the era of information technology. Flexi time which is treated as a most effective factor for drawing out leisure in the work place or outside the work place could be an extension of artificial intelligence. In many service sector artificial intelligence creates a path for doing a work smartly. Work from home and home as work place is an emerging medicine for service industry. While work life balance came into mind it is perceived that the balance between the work life and non-work life. But in reality, it is so hard to achieve balance, satisfaction and success without sacrifices and compromise. The truth behind this is one can't balance without support from its environment. This environment may consist of employer, co-worker, family or society. Mayo's theory says that when there is a support from superior or boss, the employees can do their tasks better even in an odd situation also. Support system within the organization creates a high degree of effect on WLB and work as a motivating factor for the employees. (Machuca & Mirabent, 2016). Organizational working style in recent era focuses on employee welfare or employee centric. According to the employees' demand organization inherits

the HR centric policy and practices so that employee feels autonomy on their work place. This policy may include the leave provision, health care initiatives by the organization for the employee and also for their dependents which reduce the employee's stress towards fulfilling the family time. It also extends to the career opportunity and career growth of the employees along with achieving the organizational goal and objectives. Because management knows that without growth of employee, organizational growth is impossible and vice versa.

Work life balance is a dynamic phenomenon. It is a subject which is concerned to almost all the executives in the organization. Work life balance (WLB) is balancing the priorities of career goals and family goals. Career goals indicate to the life of work place where as family life focuses on the beyond its work place of an employee. Clark, (2000) defined Work-life balance as "satisfaction and good functioning at work and at home with a minimum of role conflict".

However, work-life balance is a bilateral approach. The core of WLB could also be summed as achievement with enjoyment. If an individual goes on working his or her best at work place but not really enjoying the same then happiness and satisfaction can never be achieved. Achievement can be viewed as intention of life while enjoyment is the stimuli that drive that purpose. (Kumar & Mohd, 2014).

In the last few decades the business has witnessed economic power decentralisation, stagflation, massive layoffs and huge rate of attrition. Developing countries like India have a reason to smile because of its huge young workforce, boom of service sector and steady economic growth. Most leaders today recognised competency of workforce is a significant factor to gain business advantage over competitors. With lot of efforts and studies it is found that there are many intrinsic disadvantages related to the traditional mindset and the stringent etiquettes, but if we look on the current scenario the practices are changed where we find different roles are undertaken in the 21<sup>st</sup> century that the focus of management has shifted from materials to men and technology to talent. The successor of Generation X is known as a Millennial and popularly called Gen.Y, who dominates the 21<sup>st</sup> century workforce. Their work performance significantly differs from their previous generation with respect to their perception, commitment, individual and organisational view, occupational and personal goals etc. Millennial work forces as well as the current management trend intend to reconceptualise the working style. Paperless working style became the most stagnant by enforcing the digitization in the work place. It enables an employee to experience the flexible working style mostly in-service sector. Most of the IT industry practising this to change the perception towards the work burden for the employee. In early day management takes decision on its own but the trend has changed to the decentralization concept and involves employees in decision making. Employees are treated as important factor as compared to employer. Employee centric management creates a healthy and friendly working culture in the work place. This can be also responsible for autonomy and team building. Trust in the workplace in both leaders and co-workers are the driving force of attachment within the individuals. Richard Karl Goeltz, vice chairman and CFO of American Express, suggests that, *“It’s important to have a multifunction team of senior managers promoting and supporting a virtual-office initiative right from the start. The individuals on the team must be enthusiastic and came out from the traditional way of working style. Opportunities should be grabbed by the individuals to perform their task economically and efficiently”*. Career development programme initiated by the organization which can also be a part employee-oriented programme of for the existing employee brings a drastic change in the perception towards the firm. Financial objectives are not only a main focus for today’s market, retaining the employee and developing them is also an important vision. Satisfied employee or personnel is always a task oriented one. So contemporary HR policy focuses on satisfying their employee by their growth and stability along with reducing work burden by flexibility working style and by providing friendly environment with every individual in the work place.

Work and work fare decorating the individual’s personal life. Work fare not only means to provide healthy working condition and organizational support rather it exhibits the medical facility, healthcare initiatives to the employee as well as their household help in providing educational facilities for their children, sheltering etc. These attributes are responsible for indulge the personal life. Health care initiatives taken by the organization for employee and their family reduce the burden of employee. These days they are looking at Work for life. Therefore, many organizations go for their own health care unit to take care of the employee’s health. It also includes yoga practices and regular physi-

cal education classes and exercises. These results in feeling the employee active and energetic all time.

### Objectives of the study:

- To explore the factors of Work Life Balance.
- To identify the factors which are highly responsible for employee job satisfaction.

### Review of literature:

Many studies have proved technology use to be a crucial factor that influences WLB (Edward 1979; Jenson 1994; Nippert-Eng 1995; Hill et al. 1998; Nicholas and Guzman 2009; Olson and; Wajcman, Bittman, and Brown 2008). In these days, technology influencing WLB chiefly means service sector among others. Service industry can dilute the distinction between work and life because especially mobile/virtual technologies allow, enable, and enhance trans-temporal communications and crossing of the boundary (Arnold 2003; Felstead, Jewson, and Walters 2005; Golden and Geisler 2007).

Nam, 2014 examined the use of mobile and internet influencing WLB. He found that use of internet and mobile technology are responsible for flexibility, autonomy, segmentation, job satisfaction, stress reduction. Technology shapes the flexibility and autonomy in work place where as stress is influenced negatively by use of internet by allowing some entertainment in the leisure time. Sometimes Web based communication through internet makes employee easier to articulate the family problem (Duxbury and Smart 2011; Golden and Geisler 2007; Shumate and Fulk, 2004). Ratna and Kaur (2016) explored that person’s primary priority is his/her employment position. But one can’t ignore his family life also. New technology, artificial intelligence enables to work faster and efficiently and facilitates flexible and remote working environment.

Emotional intelligence, job engagement and organizational support are good for enhancing employees’ work-life balance which helps to increase in productivity of the organization (Kumarasamy and Pangil, 2015) Support from superior and sub-ordinate makes the smooth running of the organization. Mayo’s theory says that when there is a support from boss or superior, even in poor of work environment also results better in the productivity of the employees. An employee perception of support at work has become increasingly important for HRM research along with examining the HR policies (Kossek et al. 2011). Machuca and Mirabent found that Supervisor support and job autonomy has the high degree of effect on WLB. These two factors are the useful measurement to evaluate WLB. It is also concluded that employee WLB is highly responsible for organizational pride and job satisfaction. Kumarasamy and Pangil in conclusion said that emotional intelligence, job engagement and organizational support are good for enhancing employees’ work-life balance which helps to increase in productivity of the organization. When these supports increased from superior to family it leads to a high rate of work commitment by the employee for an organization. Involvement in both organizational as well as family life is treated as the perfect implication of WLB. Flexi time helps employees to manage their work and family responsibilities effectively there by allowing them to minimize work family conflict and to improve the performance at work & home (Hill et.al, 2001)

Fischer, Stamm, & Klaghofer, (2008) investigate the career motivation, career success with regards to WLB. They get a result as the new generation of family physician's intrinsic and extrinsic career motivation is lower, their extra professional concerns are greater and they rate their objective and subjective career success lower

### Methodology

This study is an empirical research. Evidence are drawn from both primary and secondary sources. Data has been collected as per necessity. Primary data has been collected by means of structured questionnaire and interview method. Five-point Likert scale has been used. Apart from this researcher has used nominal and ordinal scale to determine the demographic profiles of the respondent. Simple random sampling has been used to collect the data. 102 samples are taken into consideration. Simple statistical measures like descriptive statistics, factor analysis, correlation and regression analysis is used to analyse the data.

### Data Analysis & interpretation

On the basis of questionnaire filled by respondents which consists of 21 statements to judge their responses on 5-point scale (strongly agree, agree, neutral, disagree, strongly disagree) and giving the scores (5,4,3,2,1) according to that and then applying factor analysis on them using SPSS software version 23 to analyse and interpret the factors affecting work-life balance.

### Descriptive analysis on sample

Percentage analysis is one of the statistical measures used to describe the characteristics of the sample or population in a total. Percentage analysis involves computing measures of variables selected of the study and its finding will give easy interpretation for the researcher.

**Table 1 Distribution of respondents on the basis of demographic factors**

Particulars	Category	No of respondents	Percentage (%)
<b>Gender</b>	Male	80	78.43
	Female	22	21.56
<b>Annual income group</b>	0-2 lakhs	15	15.68
	2-4 lakhs	40	39.21
	4-6 lakhs	22	21.56
	6-8 lakhs	16	15.68
	More than 8 lakhs	8	7.83
<b>Experience</b>	Less than 5 years	59	57.84
	6-10 years	21	20.58
	11-15 years	13	12.74
	More than 20 years	9	8.82
<b>Marital status</b>	Married	59	57.84
	Unmarried	43	42.15
<b>Total</b>	Total	102	100

Table 1 presents the demographic characteristics of the respondents. Total 102 respondents are there from service industry (Bank, IT sector). The respondents are belonging to almost all are of Odisha. Most of the respondents are male. Almost equal numbers of

married and unmarried respondents are there. Major part of the respondents is having 2-6 lakhs of annual income. Most of the respondents are having the experience of less than 5 years.

**Table 2 Reliability Test**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.836	.839	20

The scale items used in the questionnaire are reliable having the Cronbach's Alpha value is 0.836 of 20 items for the organization.

**Table 3 KMO and Bartlett's Test**

Table 3 KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.789
Bartlett's Test of Sphericity	Approx. Chi-Square	561.845
	Df	210
	Sig.	.000

Table 3 talks about the KMO statistics i.e. 0.789 or 78.9%. It concludes that the sample is adequate to 78%. It suggests that further the factor analysis can be done.

**Table 4**

Scale Items	Factor Loadings	Factors
Organization is taking care of the employee’s health.	0.922	<b>Supportive Work Environment (SWE)</b>
Subordinate follows the order related to task	0.918	
Employees are treated as valuable sources for the organization	0.863	
Employees are allowed for leave when it required.	0.851	
I have a good working relationship with others in my department or division	0.819	
Yoga practices or physical education is provided by the organization for the betterment of the employee’s health	0.807	
I spend considerable time thinking about my work.	0.903	<b>Career Prospects (CP)</b>
Personal growth and development I get in doing this job	0.879	
Organization focuses on employee’s career development.	0.836	
When I am in a positive mood, solving problems is easy	0.782	
Career opportunity is available for deserving employee	0.631	<b>Family Interference (FI)</b>
I spend a lot of time thinking about my family at work	0.940	
Leave provided by the organization meets the requirement the time for family	0.917	
Family stress interferes at the time of working	0.800	
Personal life hamper by organization’s working style	0.656	<b>Flexi Time (FT)</b>
Flexible work schedule helps to perform the task smoothly	0.888	
Technology such as mobile phone, laptop helps to provide flexi working schedule	0.873	
Flexible work schedule helps in doing personal work.	0.860	
Extent of autonomy is present in my job	0.521	

The researcher calculated total variance, component matrix and extracted 4 components. Rotated component matrix using Varimax Kaiser Normalization rotation method which converged in 20 iterations. The Principal Component Analysis (PCA) gave the component matrix which is rotated using the varimax rotation technique which gives the rotated component analysis. Factor loadings less than 0.5 were suppressed. Rotation of factors helps in the better interpretation of factors. We note that 4 factors have been extracted. The number of factors actually extracted was determined by the number of items with eigenvalue more than 1.

**Table 4** shows the factor loadings on every variable and the rotated component matrix gives a clear picture about identify the factors. The higher loading factors (.922, .918, .863, .851, .819, .807) are coming under one factor and they all reflecting towards

one characteristics and i.e. Supportive Work Environment (SWE). The 2<sup>nd</sup> factor which is explored through factor analysis is career prospects (CP) and the items falling under this factor having the loadings like 0.903, 0.879, 0.836, 0.782, and 0.631. The 3<sup>rd</sup> factor that has been extracted with the loadings of 0.940, 0.917, 0.800, and 0.656 is termed as Family Interference (FI) though all of the items are indicating towards the characteristics of interfering to the employee in its workplace. The last but not the least and 4<sup>th</sup> factors is termed as the Flexi Time (FT) having the loading of items 0.888, 0.873, 0.860 and 0.521

**Correlation Analysis**

FACTORS	SWE	CP	FI	FT
<b>SWE</b>	<b>1</b>			

<b>CP</b>	0.811	<b>1</b>		
<b>FI</b>	0.201	-0.614	<b>1</b>	
<b>FT</b>	0.592	0.0140	0.726	<b>1</b>

From the above table, we can say that there are some factors which are correlated with each other and some are not related. According to the table, it is clear that SWE has the positive correlation with all other factors of WLB. But it is highly correlated with, CP and vice versa. SWE has very weak correlation with FI. It denotes that there is no effect on SWE if there exist FI on the employee. This correlation also exposes the co-ordination of superior, sub-ordinate is different from the family interference.

Likewise, CP has a significant negative relationship with FI vice versa.. It means if family interference is increase then the employee’s career may hamper and vice versa. Family quarrel, family tension, less time to the family creates family dissatisfaction towards the employee’s job and this controls the emotion of the employee. Therefore, employees’ efficiency decreases and employee himself demoralize towards the job.

FT has a significant and positive correlation with SWE and FI. This correlation proves that more the autonomy and flexibility in the work place means more the supportive work environment.

**Effect of WLB factors on employee Job satisfaction**

Regression analysis

Dependent variables: Employee Satisfaction

Independent factors: SWE, CP, FI, FT

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	0.781	0.610	0.594	0.584	1.915

A regression analysis was conducted to test the effect of all independent variables over the dependent variable. The R- value is 0.781 which represents there exist a high correlation among the dependent and independent variables. Further the R-squared value determines that the independent variables are having 61% of variability over the dependent variable. No auto-correlation characteristics has been identified in the model though the Durbin- Watson is 1.915 which should vary from 1.5 to 2.5

Model	Unstandardized Coefficient		Standardized Coefficients	t	Sig.	Collinearity Tolerance	Statistics VIF
	B	Std. Error	Beta				
(Constant)	3.853	0.058		66.681	0.001		
SWE	0.115	0.058	0.125	1.973	0.051	1.000	1.000
FI	0.008	0.058	-0.009	-0.145	0.885	1.000	1.000
FT	0.407	0.058	<b>0.444</b>	<b>7.001</b>	0.001	1.000	1.000
CP	0.578	0.058	<b>0.631</b>	<b>9.953</b>	0.001	1.000	1.000

From the above table the highest standardized beta value is 0.631 corresponding to career prospects and simultaneously the t-value is 9.953 which denote that there is a significant effect on employee job satisfaction. Another practice of WLB i.e. flexi time is also significant to the employee job satisfaction with having standardized beta coefficient of 0.444 and the corresponding t-value is 7.001. all the VIF value is less than 2.0 indicates that there exist less multi-collinearity in the model.

## Results & Discussion

Major part of India is focused on service industry. It is no doubt that Indian market is fully dominated by the service industry. So, there must exist a tremendous working style in this industry. According to the literature and the empirical research this study is appropriate to discuss how the Flexi time and career prospects contributes to the employee's job satisfaction (Machuca and Mirabent, 2016). Family interference in the mind of employee is a big threat for the job satisfaction. Support from family member may increase the satisfaction level of employee but in service sector it is quite difficult to achieve the family support by the respective employee. The integration of work and performance not only lies within the organization boundary but these are also the reflection of personal life conjunction. Therefore, family attitude towards the job is highly necessary. But now days the family interference and house hold responsibility is comparatively high. New generation employees are having enough technology regarding the flexibility in the working time but the interference from the family responsibility slow down their intelligence which results in unbalancing their career life and family life. In our research most of the employees are working in good organizations but they are staying away from home. In service industry like IT and banking sector, career development is treated as the most effective success in their life. For career development young employees are switching their organization in every 6 to 8 months without concentrating in the family life. But after marriage and post 40 years of age they don't

**Table 6: ANOVA**

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	51.760	4	12.940	<b>37.997</b>	0.000
Residual	33.034	97	0.341		
Total	84.794	101			

The F- value is 37.997 and the corresponding p-value is given as 0.000 < 0.05. Therefore, we can safely conclude that the multiple regression model is fitting for the analysis.

want to switch over the organization although there is an opportunity for career development.

## Conclusion

The study reveals that the employees working in service industry are satisfied with their respective jobs. The employees are not able to satisfy their family members with their job. Therefore the family interference increasing day by day. The means of the variables confirmed that technology has greater influence on working style. This results in flexibility in working time. Further research could be done exclusively on the work life balance policies of the companies. A comparative study could be done with other manufacturing and processing industry.

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