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## **A CONCEPTUAL STUDY OF WORK LIFE BALANCE AND JOB SATISFACTION**

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### ***Abstract***

*Human being is a social animal who needs time for satisfying their various needs. An individual spends most of time a day in office, remaining is spent with family and friends. Individual is not left with much time for himself. In today's competitive world it is becoming essential for a person to spend more time in office and adapting to world which is changing faster than ever. In order to perform better a person must take out time for himself and do other things which satisfy his or her creativity. This work life balance ultimately benefits an organization by making employee more productive and creative. If a person is not satisfied with their lifestyle, which includes spending quality time with their family, than it ultimately affects their Work life, so it is necessary to balance work and lifestyle. Lifestyle includes a person's health, amount of quality time spent with family and leisure activity. Work relates to a person's career ambition. An organization should focus on providing best of work life and self-management balance, that will ensure more focused energetic and creative employee, who can handle stressful situation with ease. If a person is not able to spend quality time with his children, parents, spouse, relatives and friends than it could negatively affect his overall performance at workplace.*

**Keywords** –*Work Life Balance, Job Satisfaction, Family Life*

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### **1. Introduction**

Human being is a social animal who needs time for satisfying their various needs. An individual spends most of time a day in office, remaining is spent with family and friends. Individual is not left with much time for himself. In today's competitive world it is becoming essential for a person to spend more time in office and adapting to world which is changing

faster than ever. In order to perform better a person must take out time for himself and do other things which satisfy his or her creativity. This work life balance ultimately benefits an organization by making employee more productive and creative. If a person is not satisfied with their lifestyle, which includes spending quality time with their family, than it ultimately affects their Work life, so it is necessary to balance work and lifestyle. Lifestyle includes a

person's health, amount of quality time spent with family and leisure activity. Work relates to a person's career ambition. An organization should focus on providing best of work life and self management balance, that will ensure more focused energetic and creative employee, who can handle stressful situation with ease. If a person is not able to spend quality time with his children, parents, spouse, relatives and friends than it could negatively affect his overall performance at workplace.

The work life balance varies from country to country. In all countries, some people have their own business and have no requirement to go to a work organization and obey company policy. This does not mean that they have a balanced life between their work and family. For example, a business owner may have a company and spend a lot of time managing and working within it. The majority of the day may be spent on the business, impacting negatively on relationships with family. People like to have their own life balanced with their work. They want to find time for life outside of work to have more time to spend with their family and on other social life activities (Rashed 2016 ).

A 'work life' balance refers to an employee's ability to maintain a healthy balance between their work roles, their personal responsibilities, and family life. Companies are increasingly recognizing the importance of helping their employees to achieve this balance as more staff are experiencing conflict between their work and personal roles. In today's age, many workers are seeing their personal responsibilities increase, from childcare and elderly care, to volunteer work, and family commitments. This comes at a time when their work responsibilities are also increasing, resulting in a conflict between personal and work commitments and an increase in stress (Miller 2008).

Another factor which is contributing greatly to the difficulty in achieving a work life balance is the changing landscape in how and where employees are

expected to work. As more and more companies embrace the technological age and move into globalization, work is no longer restricted to the workplace. Employees can work from almost any location with the use of laptops, tablets, and smart phones; and telecommuting is on the increase. Employees can access work emails and assignments 24/7, meaning that they can also be accessible to employers and clients. Although there are multiple benefits to this flexible working pattern, it can run the risk of blurring the lines between work and personal life. Remote working also means that staff may now find that their typical work week is no longer restricted to the traditional 40 hours a week (Anderson et al. 2002).

### **Importance of Work Life Balance**

In the current scenario, due to increasing work pressure, globalization and technological advancement, working professionals are finding it very difficult to attain the desired level of Work Life Balance. Due to the vast progress taking place in information and communication technology employees have to follow fixed schedules, strict deadlines and rising corporate targets in order to survive in today's competitive business environment. Thus, making work-life balance the need of the hour. Hobson et al. (2001) illustrated Individual, Societal and Organizational consequences of work life imbalance. They are

Individual and societal consequences:

- Increased level of stress and health illness.
- Decreased life satisfaction.
- Higher incidence of family disputes, violence and divorce.
- Rising rate of drug abuse.
- Rising problems with parenting and supervision of children and adolescents.

- Escalating rates of juvenile delinquency and violence. Organizational consequences:
- Increased rates of turnover and absenteeism.
- Decreased productivity.
- Reduced Job Satisfaction. Decreased organizational commitment and loyalty towards organization.
- Increasing healthcare cost, (Ahuja 2014).

The result of a poor balance between work and personal life not only affects employees, but it also affects the companies that they work for. Employee stress can increase to the level of burnout, resulting in lower productivity at work, a higher potential for stress related health problems and absenteeism, with the associated costs related to these being passed on to the company. In addition to this, employees may also experience poor personal and co-worker relationships and reduced job satisfaction. An employee's satisfaction in their personal life and their ability to meet personal commitments greatly affects their success as a worker, which greatly benefits any company. Helping employees to achieve a good work life balance increases work satisfaction, increases their loyalty to their employer, and helps employers to achieve career longevity. A company which recognizes these benefits and implements policies to promote a work life balance is one which will not only see an increase in the productivity of their workforce but which also sees increased retention of staff and reduction in costs associated with high turnover (Bharat 2003).

### Work Life Balance Provisions

Work-life balance Provisions (WLBPs) are those institutionalized and procedural arrangements, as well as formal and informal practices that make it easier for employees to manage the often conflicting worlds of work and non-work. work life balance practices formulated to help employees balance their work and personal lives are not a option, but a

necessity in today's working environment. There is a need for organizations to adopt human resource strategies and policies that accommodate the work-life needs of a diverse workforce in the current business environment (Buddhapriya 2009).

Vlems (2005) studied various types of Work Life Balance Practices that can be adopted by organizations to improve the Work Life Balance of their employees. They are:

- Flexi-time:** Flexi-time is a policy in which an organization provides flexible working hour arrangement to the employees. This scheme allows workers to alter their starting and finishing times within the agreed limits as specified by the organization. Flexi-time is a family friendly policy, the benefits of which include motivated and stress free workers, improved productivity, lower sickness rates and a good Work Life Balance for employees.
- Compressed working hours:** Compressed working hours is an arrangement in which an employee works for an agreed number of hours in lesser than normal working days. For example, an employee scheduled for 40 working hours per week, can work four 10 hour days instead of five 8 hour days and thus, gains a day for himself. Hence, this practice allows employees to compress their work week, which helps them in fulfilling their personal life responsibilities effectively.
- Job-sharing:** Job-sharing is a working arrangement in which two part time employees share the job, which is normally performed by one full time employee. Apart from sharing the working hours, they also split the salary, holidays and benefits. Job sharing is extremely beneficial to working females; expecting mothers and caretakers by providing them less demanding work schedule and ample time to take care of their dependents so as to achieve a good work-life balance.

- d) Career breaks and sabbaticals:** The terms career breaks and sabbaticals are used interchangeably. Sabbatical is formal system where an employee is able to take break from work for an agreed amount of time to focus on their career growth and development. The employees have the security of returning to the job after an agreed time period however, the salary and other perks are suspended. Organizations which don't have a formal sabbatical policy, employees have to resign from their job to take a career break. By taking breaks from work once in a while, employees can focus on learning new skills and abilities to enhance their career opportunities.
- e) Self-rostering:** Self-rostering is a type of work arrangement which allows employees to control their work schedule keeping in view the staffing needs of the organization. The organization allows the employees to decide which of the hours they would like to work by letting them know the number of staff and skills required daily. Thus, Employees are able to control their working hours conveniently to perform their work and non-work activities effectively.
- f) Child care:** The demand for child care options as a means of helping employees achieve work-life balance is becoming increasingly important (Vlems, 2005) due to increased entry of women in the workforce and rising nuclear families. Day care centers, Crèche, after school child care are some popular child care options adopted by organizations to enable the employees to manage their work life issues.
- g) Maternity leave:** Maternity leave is the provision of leave given to the working females. Maternity Benefit (Amendment) Bill 2016, increases maternity leave from present 16 weeks to 24 weeks applicable to all the establishments employing 10 or more persons.
- h) Counseling Services:** Counseling Services aims at helping both the employer and employee for dealing the problems in hand with a problem

solving approach which helps in improving the psychological health of the employee.

## Importance of Job Satisfaction

In order to validate the importance of Job Satisfaction Spector (1997) has given three reasons. First, the organizations will treat their employees with respect which will result in building up of humanitarian values along with mental fitness. Second, Job Satisfaction influences employee's behaviors (positive or negative) towards organizational operations. Third, it is an indicator of organizational efficiency by mentioning the areas of improvement. Following are the outcomes of Job Satisfaction:

1. Innovation and Commitment: Satisfied employees will be more creative, innovative and committed towards their employers and there is a direct relationship between staff satisfaction and patient satisfaction (Mowday 1984).
2. Increased Employee Performance: Job Satisfaction helps in increased motivation and efficiency which in turn results in enhanced employee performance.
3. Decreased burnout and turnover: Higher Job Satisfaction reduces burnout and turnover as a result the problem of staffing is reduced which in turn improves productivity (Clark 2000).
4. Improves retention: Satisfied employees feel committed with the organization and hence their retention level increases.
5. Reduction in the cost of hiring of new employees: Increased Job Satisfaction reduces the cost of recruitment, selection, training and results in improved organizational development (Padilla, 1993).

Furthermore, Job Satisfaction is given so much importance because, people spend sufficient portion of their lives at the work place. Dissatisfaction at the work place due to any of the reasons leads to 'spillover effect' i.e. dissatisfied employees start

feeling bad about their personal lives as well (Singh 1983)

## 2. Conclusion

Various concepts of work life balance are discussed in this chapter. Chapter also focused on overall job satisfaction. Other concepts of modern world which helps in achieving work life balance are also discussed. It is becoming more and more as a necessity for an organization to focus on providing work life balance in this dynamically changing world. In order to grow and develop itself an organization must commit itself to healthier environment for an employee at workplace and should help him to balance his work life. Success of an organization also depends on an employee who is more driven for achieving organizational goals, when he is more satisfied with his work life and creative life.

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