



# A STUDY ON THE FACTORS INFLUENCING EMPLOYEE JOB SATISFACTION, THIS STUDY EXPLORES WORK ENVIRONMENT, COMPENSATION, WORK-LIFE BALANCE, AND PROFESSIONAL DEVELOPMENT OPPORTUNITIES

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## Abstract

Work-life balance refers to striking a proper coordination in managing personal and work life of an individual. This is the stage where a person is feeling at ease in managing family and job related obligations. It is necessary to make a balance among personal time, paid work and unpaid work for smooth running of employment and life. WLB is defined as the power which can be used in terms of productivity and efficiency in different areas of work and life for making good decisions. The present work is an attempt to investigate the connection among various components of level of job liking and work life balance. The paper concludes that a strong or positive coordination of job and life will always enhances productivity of staff and also allow the organization to avoid employee retention issues.

**Keywords:** Stress, Relief, work productivity, Work life balance.

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## Introduction:

Work-life balance refers to striking a proper coordination between the work and personal life of an individual. This is the stage where a person is feeling at ease in managing family and job related obligations. WLB is defined as the power which can be used in terms of productivity and efficiency in different areas of work and life for making good decisions. In the process of balancing multiple criteria, WLB incorporates activities that have the potential to promote employee autonomy and flexibility.

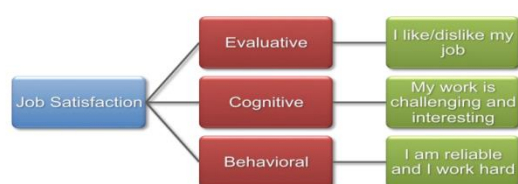
Figure 1- Facets of job satisfaction



Source: "Hackman & Oldham, 1980; Smith, Kendall, & Hulin", 1969 Mulin L (1999) has described the factors that influence employee work satisfaction: -

1. "Individual factors such as personality, age, education level, marital status, and so on.
2. Social characteristics like as teamwork, interaction, and informal organization, as well as relationships with coworkers.
3. Attitude, conviction, and value are cultural variables.
4. Organizational characteristics such as size and structure, employee interactions, policies related to welfare of human resource and procedures, technology and work organization, supervision, and leadership styles.
5. Social, technical, economic, and governmental effects on the environment". Emotional, cognitive, and behavioral factors all play a role in job satisfaction (Bernstein & Nash, 2008). The emotional component refers to sentiments such as boredom, worry, acknowledgment, and enthusiasm that are associated with the work. The cognitive component of work satisfaction is concerned with one's perceptions of one's employment, namely if it is respectable, cognitively demanding / challenging, and fulfilling. Finally, the behavioral component encompasses people's activities related to their jobs, such as tardiness, working late, and feigning sickness to avoid work ("Bernstein & Nash, 2008").

Figure 2- Components of job satisfaction



Source: "The Pennsylvania State University, 2010" When an employee's employment expectations aren't met, he or she becomes dissatisfied with their job. As a result, they have a negative attitude about their organization and work, further also they do not perform with full commitment and do get proper motivation. So, the employer has to

work on making all the efforts to make the employees satisfied. Employee views of their jobs and the amount of conformity across people and organizations determine job satisfaction (Luthans, 2015). Stress could be divided into four categories:

**1. Survival stress:** This can occur when your life or health is in jeopardy, when you are under duress, or when you are confronted with an unpleasant or stressful occurrence. Your body releases adrenaline and we can say this is the stage when you realize that your body is preparing for 'fight or flight.'

**2. Internally created stress:** This may be caused by the stress taken by one which are beyond one's control. This type of stress can be because of issues created by our own actions.

**3. Workplace and environmental stress:** This type of stress is mainly because of problems arising due to our living and working environment. It might be caused by various components of work place such as noise, congestion, pollution, untidiness, and other distractions.

**4. Fatigue and overwork:** In this case, stress accumulates over time. This can happen when you have very less time and you try to complete too much work without using efficient time management techniques. Employees and employers alike hope for a work-life balance that will satisfy both their professional and personal demands. Employment-life balance is only making balance among paid work with other vital activities like as family, social activities, personal growth, leisure and enjoyment. Those persons who are concerned with quality working life and its relationship with the overall quality of life, they are always focusing on a good work life balance. This is due to the fact that if organizations does not support and manage their employees work family balance, the productivity and performance will definitely suffer. Work-life balance is accomplished when there is a feasible and long-term balance between work and other life domains. Employees gain from work-life balance because they feel more in control of their schedules and obligations. Employers profit because a happier, less

stressed staff has the potential to be more stable and productive.

#### **Review of literature:**

Work-life balance is beneficial to one's health, family, and work happiness, as well as lowering absenteeism and staff turnover ("D. S. Carlson, M. K. Kacmar, and L. J. Williams", 2000). Employee well-being is influenced by WLB policies, which may include (J. W. Budd and K. Mumford). Having the ability to work on your own schedule Job sharing, working from home, parental paid leave, and a nursery in the workplace are all possibilities. People's feelings about their jobs are referred to as work satisfaction. It all depends on how content or unsatisfied people are with their jobs. Job satisfaction is a significant indicator of general well-being and employee inclinations to resign, according to reference ("L. Diaz-Serrano and J. A. C. Vieira", 2005). When a working person believes his or her boss is helpful in providing support for family and work-related difficulties, it leads to increased job satisfaction and organizational loyalty (S. Forsyth and A. PolzerDebruyne, 2007).

Social support, parental stresses, family role ambiguity, and family stressors are all examples of family or non-work qualities. Work stressors, work expectations, hours spent at work, job stress, job support, and job flexibility are all work-related qualities (Koekemoer & Mostert 2010). Employee satisfaction is important for keeping employees, especially core personnel and knowledge workers (Dockel et al 2006; Martins & Coetzee 2007). Organizations are trying to figure out why people depart and what methods they can use to keep those employees on board (Martins & Coetzee 2007). Employees will be satisfied with their jobs if they believe their skills, expertise, and beliefs can be put to good use at work, and that their jobs provide them with chances and benefits ('Rothmann & Coetzer' 2002).

Many firms have realized the importance of work-life synergy. Work-life balance is made up of three elements: a balanced schedule, a balance of work and family commitments, and fair satisfaction (W. Bandar, & Saili, 2017). It's time to start talking and working about

relaxed and flexible work, since people need to be able to reconcile their professional and personal lives (Aydin, 2016).

In various study it was found that women are facing many challenges when balancing their job and family lives this is because of lack of sufficient time, non-involvement of their husband and family members in house duties etc. that still exist in the workplace until this day (R. & R. 2012). Female managers are overburdened with childcare and household responsibilities has an impact on their career success (Karkouliau and Halawi's 2007).

Job satisfaction data is essential to a company because pleased employees are more likely to be connected with physical and psychological wellbeing, whereas dissatisfied employees are more likely to be related with absenteeism. An employee will stay in a job that he or she enjoys (satisfaction), as long as the workplace thinks the worker acceptable (satisfactoriness). Male and female employees respond differently to work-life balance initiatives. Male employees were pleased with all three variables (job, worklife balance programme, and employer), but female employees only had a strong association with satisfaction of job provider. Work-lifebalance initiatives have a greater impact on people with higher earnings than on those with lower earnings (Yutaka Ueda, 2012 ). Client happiness is a result of worker satisfaction, because client service success is ultimately determined by the type of community that provides the service. The study's findings reveal that employee happiness is an important factor in the success of a company (Afshan-Naseem, 2011). Appreciation of employees is closely related to the work-job-balance which motivates employees to do better for the organization as it shows the personal recognition and satisfaction. Personal and professional life have inseparable link. Salary is claimed to manage the problems of life and work, and help in increasing workers' happiness. Worker satisfaction rises when benefit packages improve (S Rani, 2010).

Job satisfaction was influenced by work-life balance. The key is to create a balance between commitment of an individual towards his personal and professional work.



The satisfaction related to job can only be achieved when an individual will have proper balance for demand of individual at work place and at outside work (Qodrizana and Al Musadieq, 2018).

Employees who live a balanced life at home and at work can perform better in the banking business. Dedicated and obedient personnel may produce in the banking industry if this notion was implemented. Meaning that a good worklife balance will make employees happy, and happy people are more likely to participate.

**OBJECTIVE**

- To explore the relationship between job satisfaction and work life balance.
- To study the effect of work life balance on job satisfaction

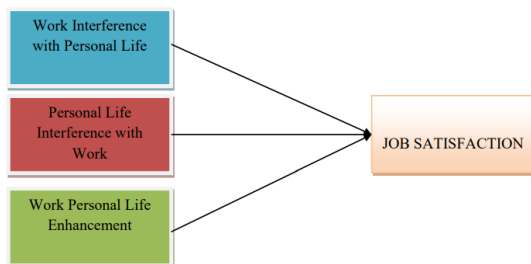
**Hypothesis H1.** Work-life balance is negatively related to job satisfaction

**H2.** Work-life balance has significant impact over job satisfaction.

**Research methodology**

Descriptive and empirical research methodology has been used for the study. The population of the study is the employees working in hotels of Raipur and Bilaspur. A sample of 207 has been taken and purposive sampling has been used to collect the required information. The data has been collected through structured questionnaire. Work-life balance is assessed using a questionnaire created by Hayman (2005) and Fisher-McAuley et al. (2003). Work Interference with Personal Life (WIPL), Personal Life Interference with Work (PLIW), and Work Personal Life Enhancement (WPLE) are the three constructs of WLB. There are 27 questions in the job satisfaction survey.

Figure 3- Conceptual framework



**Discussion**

Job satisfaction is mainly connected with productivity, motivation, tardiness, accidents,

physical and psychological health and overall life happiness (Landy, 1978). Job satisfaction is associated with a variety of individual and organisational characteristics such as age, gender, education, working hours and the size of the organisation (Blyton & Jenkins 2007). An organization's ideal performance is dependent on a number of factors. Employee work happiness is dependent on their degree of job satisfaction, because their complete energy is used at all organional levels. ("Rothmann & Coetzer 2002").

**Respondents Profile**

Table 1: Demographic composition of the Respondents

Variable	Frequency	Percentage (%)	
Age	Less than 25 years	33	15.94
	25 to 35 years	47	22.71
	35 to 45 years	68	32.85
	More than 45 years	59	28.50
Gender	Male	140	67.63
	female	67	32.37
Marital status	Married	113	54.59
	Unmarried	69	33.33
	Others	25	12.08
Monthly income	Less than 15000	58	28.02
	15000 to 20000	47	22.71
	20000 to 30000	65	31.40
	More than 30000	37	17.87
Experience (in years)	01 - 03 years	40	19.32
	04 - 06 years	87	42.03
	07 - 10 years	48	23.19
	11 years and above	32	15.46
	Intermediate or less	34	16.43
Education	Graduation	147	71.00
	Post graduation	26	12.57
	Bilaspur	104	50.24
City (place of Hotel)	Raipur	103	49.76

A total of 207 people were chosen for the research study. 22.71 percent of respondents comes within age limit of 25 and 35, 32.85 percent are in the range of 35 and 45, and 28.50 percent are beyond 45. Male employees make up 67.63 percent of responses, while female employees make up the rest. 54.59 percent of employees are married, while the rest are either single or fall into the "other" category, such as widows or divorcees. 31.4 percent of respondents earn between Rs. 20000 and Rs. 30000 per month and 28.02 percent earn less than Rs. 15000. The majority of the responders had between four and six years of experience. Employees hoped for greater opportunities for progress and promotions at work. It has been established that there is a link between work satisfaction and monetary and non-monetary incentives. If workers are happy in their jobs, they will be happy in their personal lives as well. Job satisfaction and personal satisfaction are linked to work-family outcomes. As the amount of work-life conflict raises, job happiness, workplace involvement, job performance, and absenteeism and turnover



will endure. H1. Work-life balance is negatively related to job satisfaction Pearson Correlation Coefficient test has been used to study the relationship between work-life balance dimensions (Work Interference with Personal Life, Personal Life Interference with Work and Work Personal Life Enhancement) and job satisfaction to show the degree of the relationship among above mentioned variables.

		Work Interference with Personal Life	Personal Life Interference with Work	Work Personal Life Enhancement.	JOB SATISFACTION
Work Interference with Personal Life	Pearson Correlation	1	.146**	.402**	-.486**
	Sig. (2-tailed)		.003	.000	.000
	N	207	207	207	207
Personal Life Interference with Work	Pearson Correlation	.146**	1	.589**	-.395**
	Sig. (2-tailed)	.003		.000	.000
	N	207	207	207	207
Work Personal Life Enhancement	Pearson Correlation	.402**	.589**	1	.432**
	Sig. (2-tailed)	.000	.000		.000
	N	207	207	207	207
JOB SATISFACTION	Pearson Correlation	-.486**	-.395**	.432**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	207	207	207	207

\*\* . Correlation is significant at the 0.01 level (2-tailed).

It is evident from the table 1 that the job satisfaction is negatively correlated with Work Interference with Personal Life, Personal Life Interference with Work and Work Personal Life Enhancement. The value of r (correlation) found to be -.486, -.395 and .432 respectively. It shows that as the Work Interference with Personal Life and Personal Life Interference with Work increases, it will decrease the job satisfaction of the hotel employees but as increase in Work Personal Life Enhancement will increase the job satisfaction.

Employee job satisfaction is influenced by work-life balance (Qodrizana& Al-Musadieq, 2018). Employees that have a good work-life balance feel free to balance work and other responsibilities such as family, hobbies, arts, travelling, education, and so on, rather than focused just on work. The degree to which an individual is equally self-engaged and fulfilled in either his or her professional and family roles is referred to as work-family balance. Job satisfaction can be explained in terms of behavior or attitude of employees towards their work (Azeem & Akhtar W, 2005).

H2. Work-life balance has significant impact over job satisfaction. Regression analysis has been done to study the effect of work-life balance dimensions (Work Interference with

Personal Life, Personal Life Interference with Work and Work Personal Life Enhancement) on job satisfaction.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.648	.421	.416	.652

Predictors: (Constant), Work Interference with Personal Life, Personal Life Interference with Work, Work Personal Life Enhancement

The above table 2 suggests that 42.10% variation in job satisfaction is coming due to work Interference with Personal Life, Personal Life Interference with Work and Work Personal Life Enhancement.

Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	126.651	3	42.217	99.423	.000
	Residual	174.520	203	.860		
	Total	301.171	206			

Dependent Variable: job satisfaction  
 Predictors: (Constant), Work Interference with Personal Life, Personal Life Interference with Work, Work Personal Life Enhancement

From the above table 3 it can be said that the above model is good fit and can be used to predict the analyse the various effect of work life balance on job satisfaction as the value of F test is 99.423 and significance value is .000 which is less than 0.05.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.038	.205		14.801	.000
	Work Interference with Personal Life	-.408	.037	-.232	-5.655	.000
	Personal Life Interference with Work	-.525	.031	-.090	-2.157	.032
	Work Personal Life Enhancement	.437	.037	.542	14.153	.000

Dependent Variable: job satisfaction.

It can be understood from the above table that Work Interference with Personal Life and Personal Life Interference with Work are negatively affecting the job satisfaction of hotel employees as the coefficient value is -.408 and -.525 while Work Personal Life Enhancement has positive effect with the coefficient value of .437. Humans are the organization's most precious resource and a source of competitive advantage. This is only achievable if employees are happy with their jobs. Employee happiness is a prerequisite for every company's success. Staff satisfaction lowers absenteeism, increases employee dedication and productivity, and improves customer service quality.

### Conclusion

Job satisfaction refers to an employee's evaluation towards his job to find out how well the organization is able to meet his expectations. Employees satisfaction is driven by work life balance. Those employees who are able to maintain a balance between their work and personal life are more satisfied with



their jobs as they may perform well at their work place as well as work at home. A strong work-life balance will always enhances productivity of staff and also allow the organization to avoid employee retention issues.

Individuals who have a healthy work-life balance are more satisfied and happier at their work place as they have to play an essential role. Job satisfaction is a significant issue since it fosters a pleasant work environment and encourages individuals to enhance their performance. Organizations (Hotels) have to recognize the value of WLB in improving employee productivity and retention, reducing work-life imbalance, reducing employee stress, and improving job satisfaction.

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