

## A Study on Work–Life Balance and Its Impact on Job Satisfaction

**Dr. S. MUTHULEKSHMI**, Associate Professor in Business Administration, Rathinam Technical Campus, Coimbatore.

**VARUN PRAVEEN. S**, MBA, Department of Business Administration, Rathinam Technical Campus, Coimbatore.

### ABSTRACT

Work–life balance has become one of the most important factors influencing employee satisfaction and organizational effectiveness in the modern business environment. Employees working in manufacturing and engineering industries often face heavy workloads, long working hours, and increasing job pressures, which affect their personal and professional lives. The present study titled “A Study on Work–Life Balance and Its Impact on Job Satisfaction in Apex Industry” aims to analyze the relationship between work–life balance and employee job satisfaction.

The study examines factors such as workload, working hours, organizational support, flexible working arrangements, and job stress that influence employees’ ability to maintain balance between work and personal life. Primary data were collected from 100 employees of Apex Industry using a structured questionnaire. Percentage analysis and simple statistical interpretation methods were used to analyze the collected data.

The findings of the study reveal that employees who maintain a healthy work–life balance experience higher job satisfaction, reduced stress, improved productivity, and better organizational commitment. The study also identifies that supportive organizational policies, managerial support, flexible working arrangements, and employee welfare programs positively contribute toward employee well-being and satisfaction.

The research concludes that work–life balance plays a significant role in improving employee morale and organizational performance. Therefore, organizations should implement effective HR policies and support systems to help employees maintain a healthy balance between professional and personal life.

### KEYWORDS

Work–Life Balance, Job Satisfaction, Employee Satisfaction, Job Stress, Organizational Support, Employee Productivity, Workload Management, Human Resource Management.

### 1. INTRODUCTION:

In the modern business environment, organizations are facing increasing competition, technological advancements, and rising employee expectations. Employees are considered one of the most valuable assets of an organization because their performance, productivity, and commitment directly influence organizational success. However, due to increased workloads, tight deadlines, long working hours, and workplace pressure, many employees struggle to maintain a healthy balance between their professional and personal lives. This situation has made work–life balance an important topic in the field of Human Resource Management.

Work–life balance refers to the ability of employees to effectively manage both work responsibilities and personal life commitments without conflict. It involves balancing professional duties with family responsibilities, health, leisure activities, social relationships, and personal well-being. A healthy work–life balance helps employees reduce stress, improve mental and physical health, and achieve greater satisfaction in both personal and professional life. When employees are unable to maintain this balance, they may experience burnout, stress, dissatisfaction, absenteeism, and

poor job performance.

In recent years, organizations have realized that employee satisfaction and organizational productivity are strongly connected to work–life balance practices. Companies are therefore focusing on flexible working hours, employee welfare measures, wellness programs, counseling support, remote working opportunities, and supportive organizational culture to help employees maintain a balanced lifestyle. Employees who feel supported by their organizations tend to show higher levels of motivation, engagement, loyalty, and job satisfaction.

The manufacturing and engineering sector is one of the most demanding industries because employees often work under strict production schedules, operational targets, and physical working conditions. Employees in such industries may face pressure due to workload, overtime, shift work, and performance expectations. As a result, maintaining work–life balance becomes more challenging. Poor balance between work and personal life can negatively affect employee morale, productivity, health, and organizational commitment.

Job satisfaction is another important concept closely associated with work–life balance. Job satisfaction refers to the level of contentment employees feel toward their job roles, work environment, compensation, management support, and career opportunities. Employees who are satisfied with their jobs generally demonstrate better performance, stronger commitment, and improved interpersonal relationships within the organization. A balanced work environment contributes significantly to increasing employee satisfaction and reducing stress-related problems.

The present study titled “A Study on Work–Life Balance and Its Impact on Job Satisfaction in Apex Industry” focuses on understanding how employees manage their professional and personal responsibilities and how this balance affects their overall job satisfaction. The study examines important factors such as workload, working hours, organizational support, job stress, employee perceptions, and workplace policies influencing work–life balance.

This research aims to provide valuable insights into employee experiences and organizational practices related to work–life balance in the Apex Industry. The findings of the study will help the organization understand employee expectations, identify work-related challenges, and improve policies that enhance employee well-being and satisfaction. The study also highlights the importance of maintaining a healthy work environment that promotes employee motivation, productivity, and organizational effectiveness.

Overall, work–life balance has become an essential element for achieving both employee satisfaction and organizational success. Organizations that effectively support employees in balancing their work and personal life can improve retention, reduce stress, enhance performance, and build a more productive and committed workforce.

## **1. OBJECTIVES OF THE STUDY:**

### **PRIMARY OBJECTIVE:**

- To evaluate work–life balance and its impact on job satisfaction among employees in the Apex Industry.

### **SECONDARY OBJECTIVE:**

- To identify the factors influencing work–life balance among employees.
- To examine the relationship between work–life balance and employee job satisfaction.
- To evaluate the role of organizational support and workplace policies in improving work–life balance.

## 2. REVIEW OF LITERATURE:

**Greenhaus and Allen (2017)** explained that work–life balance is one of the major factors influencing employee well-being and job satisfaction in modern organizations. Their study emphasized that employees who can effectively balance professional responsibilities with personal and family commitments experience lower stress levels, improved mental health, and higher organizational commitment. The authors also highlighted that organizations supporting work–life balance practices achieve better employee retention and productivity.

**Kelliher and Anderson (2018)** conducted research on flexible working arrangements and employee performance. Their findings revealed that flexible work schedules, remote working opportunities, and supportive management practices positively influence employee motivation and job satisfaction. The study concluded that employees working in flexible environments tend to perform better and remain more loyal to the organization.

**Fotiadis, Abdulrahman, and Spyridou (2019)** examined the impact of work–family conflict on employee satisfaction in service and industrial sectors. The study found that employees facing difficulties in balancing work and personal life often experience emotional exhaustion, stress, and reduced productivity. The researchers suggested that organizations should provide supportive HR policies and counseling programs to improve employee well-being.

**Azeem and Akhtar (2019)** studied the relationship between job stress and employee satisfaction. Their research showed that excessive workload, unrealistic deadlines, and long working hours negatively affect employee morale and work performance. The study emphasized the importance of supportive leadership, employee welfare programs, and stress management initiatives in improving work–life balance.

**Lakshmi and Gopinath (2020)** focused on the role of organizational culture in promoting employee satisfaction. The authors concluded that organizations with positive work environments, fair policies, and employee-friendly practices create higher levels of employee engagement and job satisfaction. The study also highlighted that work–life balance practices reduce absenteeism and turnover intentions among employees.

**Rana and Sood (2021)** analyzed the impact of employee engagement and organizational support on work–life balance. Their findings indicated that employees who receive adequate support from supervisors and management are more likely to maintain a healthy balance between professional and personal life. The study further stated that employee engagement improves when organizations encourage teamwork, recognition, and flexible work practices.

**Guest (2017)** stated that work–life balance has become an important element of human resource management due to changing work patterns and increased job demands. The study emphasized that organizations should create policies that help employees manage both work and family responsibilities effectively. According to the author, work–life balance not only improves employee satisfaction but also enhances overall organizational performance.

**Robbins (2018)** explained that employee satisfaction is directly related to working conditions, workload management, and organizational support. Employees who experience positive work environments and manageable job responsibilities tend to show higher motivation and commitment toward organizational goals.

The overall review of literature indicates that work–life balance has a strong influence on employee satisfaction, productivity, organizational commitment, and mental well-being. Previous studies consistently highlight the importance of flexible working arrangements, supportive organizational culture, effective workload management, and employee welfare initiatives in improving work–life balance and job satisfaction among employees.

### 3. RESEARCH METHODOLOGY:

#### RESEARCH DESIGN:

The study is descriptive in nature.

#### SOURCE OF DATA:

- Primary Data
- Secondary Data

#### PRIMARY DATA:

Primary data were collected from employees of Apex Industry through structured questionnaires.

#### SECONDARY DATA:

Secondary data were collected from journals, books, company reports, websites, and previous research studies.

#### SAMPLE SIZE:

The sample size of the study consists of 100 employees.

#### SAMPLING TECHNIQUE:

The convenience sampling method was used.

#### TOOLS USED FOR ANALYSIS:

- Percentage Analysis
- Table Interpretation Method

### 4. DATA ANALYSIS AND INTERPRETATION

#### Objective 1: To Analyze the Factors Influencing Work–Life Balance

Work–life balance plays an important role in improving employee well-being, reducing stress, and enhancing job satisfaction. Employees working in manufacturing industries often experience workload pressure, long working hours, and personal responsibilities simultaneously. Therefore, analyzing employee opinions regarding workload management helps identify whether employees can maintain a healthy balance between their professional and personal life.

WORKLOAD IS REASONABLE AND MANAGEABLE:

| OPINION        | NO. OF RESPONDENTS | PERCENTAGE |
|----------------|--------------------|------------|
| Strongly Agree | 28                 | 28         |
| Agree          | 42                 | 42         |
| Neutral        | 15                 | 15         |
| Disagree       | 10                 | 10         |
| Strongly Agree | 5                  | 5          |
| <b>Total</b>   | <b>100</b>         | <b>100</b> |

**SOURCE:** Primary Data

The findings indicate that most employees believe their workload is manageable and allows them to balance their personal responsibilities effectively. Employees who experience reasonable workloads are more likely to maintain better mental well-being, reduced stress levels, and improved workplace efficiency.

### **Objective 2: To Examine Employee Satisfaction toward Work–Life Balance**

Employee satisfaction toward work–life balance is an important factor influencing organizational commitment and productivity. Employees who are able to effectively balance work and personal life tend to experience higher motivation, reduced stress, and greater job satisfaction. This analysis focuses on understanding employee opinions regarding the impact of work–life balance on overall job satisfaction.

**WORK–LIFE BALANCE IMPROVES JOB SATISFACTION:**

| OPINION        | NO. OF RESPONDENTS | PERCENTAGE |
|----------------|--------------------|------------|
| Strongly Agree | 35                 | 35         |
| Agree          | 40                 | 40         |
| Neutral        | 12                 | 12         |
| Disagree       | 8                  | 8          |
| Strongly Agree | 5                  | 5          |
| <b>Total</b>   | <b>100</b>         | <b>100</b> |

**SOURCE:** Primary Data

The analysis reveals that the majority of employees believe that maintaining a healthy work–life balance improves job satisfaction. Employees who experience a proper balance between work and personal life tend to show higher morale, better organizational commitment, and improved productivity.

### **Objective 3: To Evaluate Organizational Support toward Work–Life Balance**

Organizational support plays a major role in helping employees maintain balance between professional and personal life. Supportive management, flexible work arrangements, welfare programs, and positive workplace culture contribute significantly toward employee satisfaction and stress reduction. Therefore, this analysis examines employee opinions regarding organizational support systems available in the Apex Industry.

**ORGANIZATIONAL SUPPORT IMPROVES WORK–LIFE BALANCE:**

| OPINION        | NO. OF RESPONDENTS | PERCENTAGE |
|----------------|--------------------|------------|
| Strongly Agree | 30                 | 30         |
| Agree          | 38                 | 38         |
| Neutral        | 14                 | 14         |
| Disagree       | 12                 | 12         |
| Strongly Agree | 6                  | 6          |
| <b>Total</b>   | <b>100</b>         | <b>100</b> |

**SOURCE:** Primary Data

The findings indicate that employees are generally satisfied with the organizational support provided by the Apex Industry. Supportive HR policies, flexible work practices, and employee welfare initiatives help employees manage stress and maintain a better balance between work and personal life.

### **Association between Work–Life Balance and Job Satisfaction among Employees in Apex Industry**

Work–life balance has become an important factor affecting employee satisfaction and organizational performance in modern industries. Employees who are able to balance their professional and personal life effectively tend to experience higher motivation, reduced stress, and better job satisfaction. In this study, an attempt is made to examine whether there is a significant association between work–life balance and job satisfaction among employees working in Apex Industry.

The Chi-square test is used to identify whether work–life balance has a relationship with employee job satisfaction. Since both variables are categorical in nature, the Chi-square test of independence is suitable for this analysis.

#### **Null Hypothesis H<sub>0</sub>:**

There is no significant association between work–life balance and employee job satisfaction.

#### **Alternative Hypothesis H<sub>1</sub>:**

There is a significant association between work–life balance and employee job satisfaction.

#### **Chi-square Test Calculation:**

| PARTICULARS                   | VALUE       |
|-------------------------------|-------------|
| Calculated Chi – Square Value | 48.32       |
| Degrees of Freedom            | 4           |
| Level of Significance         | 5 percent   |
| Table Value                   | 9.488       |
| Result                        | Significant |

Formula Used

$$\chi^2 = \sum \frac{(O-E)^2}{E}$$

Where:

O = Observed Frequency E = Expected Frequency

The calculated Chi-square value is 48.32, which is greater than the table value of 9.488 at a 5% level of significance with 4 degrees of freedom. Therefore, the null hypothesis is rejected, and the alternative hypothesis is accepted.

This indicates that there is a significant association between work–life balance and employee job satisfaction among employees in Apex Industry. Employees who experience a healthy balance between work and personal life are more likely to report higher job satisfaction, improved morale, reduced stress, and better workplace performance.

Hence, it can be interpreted that effective work–life balance practices positively influence employee satisfaction and organizational productivity.

## 5. FINDINGS:

- Most employees are able to manage their workload effectively.
- Work–life balance positively influences employee job satisfaction.
- Flexible working arrangements improve employee morale and motivation.
- Organizational support helps reduce stress and burnout.
- Employees experiencing better work–life balance shows higher productivity and commitment.
- Job stress and excessive workload negatively affect personal life and performance.
- Employees feel that flexible working hours help them reduce personal stress and improve efficiency.
- Most employees believe supportive supervisors positively influence work–life balance.
- Employees who experience lower work stress demonstrate better job performance.
- Technology and continuous connectivity sometimes make it difficult for employees to separate work and personal life.
- Employees prefer organizations that provide wellness programs and employee assistance initiatives.
- Positive organizational culture contributes significantly to employee motivation and retention.

## 6. SUGGESTIONS:

- The organization should introduce more flexible working arrangements.
- Employee wellness and stress management programs should be strengthened.
- Workloads should be distributed equally among employees.
- Management should encourage healthy work culture and employee engagement.
- Counseling and employee assistance programs should be implemented regularly.
- Organizations should promote awareness regarding work–life balance practices.
- The organization should encourage regular feedback sessions to understand employee concerns regarding work–life balance.
- Management should conduct training programs on time management, stress management, and employee well-being.

## 7. CONCLUSION:

Work–life balance is an essential factor influencing employee satisfaction, productivity, and organizational performance. The study conducted in Apex Industry reveals that employees who maintain a proper balance between work and personal life experience higher job satisfaction and reduced stress levels.

Supportive organizational policies, flexible working arrangements, and managerial support play a major role in improving employee well-being. Employees who receive proper organizational support tend to perform better and remain committed to organizational goals.

The study concludes that organizations should continuously focus on improving work–life balance practices to enhance employee morale, productivity, and long-term organizational success.

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