

The Impact of Work Life Balance and Job Satisfaction among Gen Z Employees: A Study Conducted in Mysuru.

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ABSTRACT

Work-life balance has become an important factor in improving employee satisfaction and overall organizational performance. This study examines the impact of work-life balance on job satisfaction among Gen Z employees in Mysuru. The study adopts a descriptive research design and uses both primary and secondary data. Primary data were collected from 50 respondents through a structured questionnaire using convenience sampling. The collected data were analysed using descriptive statistics and the Chi-square test. The findings indicate that flexible working hours, supportive management, paid leave, career growth opportunities, and a positive work environment significantly influence job satisfaction. The study also reveals a positive and significant relationship between work-life balance and job satisfaction among Gen Z employees. Employees with better work-life balance experience lower stress, higher motivation, and greater commitment to their organizations. The study concludes that organizations should implement effective work-life balance policies to improve employee well-being, productivity, job satisfaction, and retention. These findings provide useful insights for organizations in creating a supportive and employee-friendly workplace for the emerging Gen Z workforce.

INTRODUCTION

In the modern business environment, work life balance has become an important factor influencing employee well-being, productivity, and overall job satisfaction. Organisation across the world is increasingly recognizing the need to create a healthy balance between professional responsibilities and personal life to ensure employee engagement and retention. Among different generations in the workforce, Generation Z (Gen Z), generally defined as individuals born between the mid-1990s and early 2010s, has emerged as a unique and influential workforce segment with distinct expectations regarding work culture, flexibility, and career growth.

Gen Z employees are highly technology-oriented, ambitious and adaptable to dynamic work environments. Unlike previous generations, they prioritize flexibility, mental health, personal development, and meaningful work experiences. They prefer workplaces that support hybrid work models, flexible working hours, and employee wellness initiatives. As a result, maintaining a proper work life balance has become a major determinant of their job satisfaction and organisational commitment. When organisations fail to provide balance between work demands and personal life, employees may experience stress, burnout, reduced, motivation, and lower productivity, which can negatively affect their satisfaction and performance.

Job satisfaction refers to the level of contentment employees feel towards their jobs, including aspects such as salary, work environment, career opportunities, recognition, and interpersonal relationships at the workplace. A Satisfied employee is more likely to demonstrate higher productivity, creativity, loyalty and engagement within the organisation. For Gen Z employees, job satisfaction is not only influenced by financial rewards but also by factors such as flexibility, organisational culture, work autonomy, and emotional well-being. Therefore, organisations must understand the expectations of this generation to build a supportive and motivating work environment.

The rapid changes in work culture, especially after the COVID-19 pandemic, have further highlighted the importance of work life balance. Remote working, digital communication, and flexible schedules have changed employee

expectations and organisational practices. While these changes provide convenience and flexibility, they may also blur the boundaries between professional and personal life, creating challenges in maintaining balance. Gen Z employees, being digital natives, are more exposed to these changing work patterns, making it essential to examine how work -life balance affects their job satisfaction.

The relationship between work life balance and job satisfaction has gained considerable importance in human resource management research. Many researchers have found that employees who maintain a healthy balance between work and personal life tend to experience greater happiness, improved job performance, and higher organisational loyalty. In the case of Gen Z employees, work life balance has become one of the key determinants of career decisions and workplace preferences. Organisations that fail to adapt to these changing expectations may struggle to attract and retain young talent in the competitive business environment.

As a result, work life balance has become a crucial factor influencing their level of job satisfaction, motivation, commitment, and retention within organisations. Therefore, organisations are increasingly implementing policies such as flexible working hours, remote work opportunities, wellness programs, paid leave, and supportive work environments to improve employee work-life balance and overall job satisfaction.

REVIEW OF LITERATURE

Smith et al. (2023) Work -life balance and job satisfaction among Gen Z employees. The Smith et al. examined how flexible work schedules and remote working options influence job satisfaction among Gen Z employees. The findings revealed that employees with better work-life balance reported higher motivation, productivity, and organisational commitment. **Johnson & Lee (2022)**, Impact of flexible working hours on employee satisfaction. The researcher Johnson & Lee focused on the relationship between flexible working hours and employee well-being among young professionals. The study concluded that flexible work arrangements significantly improved job satisfaction and reduced workplace stress. **Kumar et al. (2024)** Work-life balance practices in modern organisations. The researcher Kumar et al. analysed organisational policies supporting work-life balance for Gen Z employees. It highlighted that supportive management, leave policies, and hybrid work models positively affected employee satisfaction and retention. **Brown & Taylor (2021)** Job satisfaction and Mental well-being among Gen Z workers. The researcher Brown & Taylor explored the psychological effects of workplace pressure on Gen Z employees. The findings indicated that healthy work -life balance contributes to better mental health and overall job satisfaction. **Davis et al. (2020)** Employee engagement and work-life integration. The researcher Davis et al. investigated how work-life integration strategies improve employee engagement. It concluded that Gen Z employees prefer organizations that value personal life alongside professional responsibilities. **Patel & Sharma (2023)** Relationship Between Organizational Support and Job Satisfaction The researcher Patel & Sharma examined the impact of organizational support systems on employee satisfaction. The study found that recognition programs, counselling support, and work flexibility enhanced work-life balance among Gen Z employees. **Wilson et al. (2022)** Effects of Remote Work on Gen Z Employees The researcher Wilson et al. focused on remote work culture and its influence on employee satisfaction. The findings showed that remote work improved flexibility and comfort, though excessive isolation negatively affected teamwork and communication. **Gupta & Nair (2024)** Work Stress and Job Satisfaction Among Young Employees The researcher Gupta & Nair analysed workplace stress factors affecting Gen Z employees in corporate sectors. The study concluded that high workloads and poor work-life balance reduce employee satisfaction and increase turnover intentions. **Hernandez & Clark (2021)** Role of Organizational Culture in Employee Satisfaction The researcher Hernandez & Clark explored how positive organizational culture influences work-life balance. It highlighted that open communication, inclusiveness, and employee-friendly policies improve job satisfaction among younger employees. **Mehta et al. (2023)** Work-Life Balance as a Predictor of Employee Retention The researcher Mehta et al. investigated the relationship between work-life balance and employee retention among Gen Z professionals. The findings revealed that organizations promoting healthy work-life balance experience higher employee loyalty and satisfaction.

STATEMENT OF THE PROBLEM:

Work-Life and family life dynamics have significantly changed over a period of time, especially with the entry of Generation Z into the contemporary workforce. Today's young professionals are facing a broad set of daily challenges, fuelled by hyper-connectivity and evolving corporate structures, which are creating a severe imbalance between their

professional commitments and personal lives. It is very difficult to understand one's own behaviour and personality while navigating early career transitions and striving for job satisfaction. Every individual has to assess the nature of their own personalities, their sense of self-identify, and the degree of control they have over their career milestones and personal well-being, recognizing that professional fulfilment is increasingly achieved not by rigid balancing, but through modern integration.

NEED FOR THE STUDY:

In the present sphere of life, every Gen Z individual has to exercise personal control to meet life's rapid challenges by managing accelerating workplace demands along with their emotional, personal, and social needs. Traditional human resource incentives often overlook the unique psychological boundaries and value systems of this younger demographic, leading to premature burnout and disengagement. Understanding work-life integration will change the style of managing work and personal life by integrating them with the help of tailored organizational strategies. Consequently, there is an essential need to explore how these integration dynamics directly influence overall job satisfaction, ensuring sustainable career development and healthier organizational ecosystems.

RESEARCH OBJECTIVES:

- To study the level of job satisfaction experienced by Gen Z employees within their current organizations.
- To Analyse the current state of work-life balance among Gen Z employees in the workforce.
- To Evaluate the impact of work-life balance on the job satisfaction of Gen Z employees.

HYPOTHESIS

Null Hypothesis (H_0)

H_0 : There is no significant relationship between work-life balance and job satisfaction among Gen Z employees.

Alternative Hypothesis (H_1)

H_1 : There is a significant relationship between work-life balance and job satisfaction among Gen Z employees.

RESEARCH METHODOLOGY

The Present study adopts a descriptive research design to examine the impact of work-life balance on job satisfaction among Gen Z employees.

RESEARCH DESIGN

The Study uses descriptive research design to understand the relationship between work life balance and job satisfaction among Gen Z employees.

RESEARCH APPROACH:

The information is collected through:

- Structured questionnaire
- Direct interaction with respondents

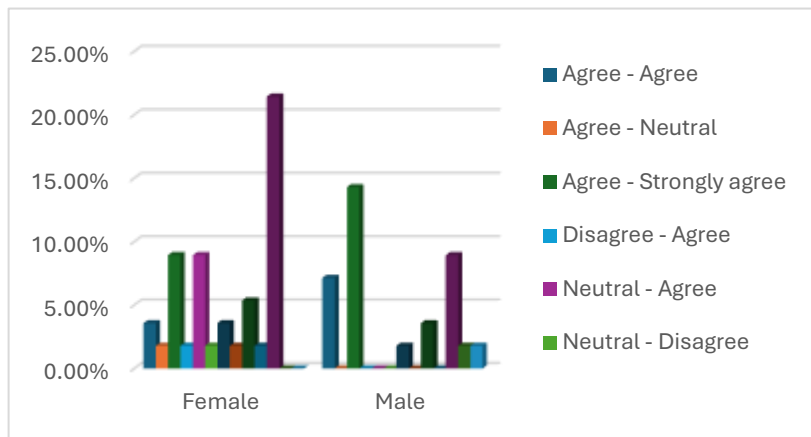
SOURCES OF DATA:

Primary Data: The data is collected directly from Gen Z employees through structured questionnaires and personal interactions.

Secondary Data: The data is collected from books, journals, government publications, websites, company reports and other published sources related to work life balance, job satisfaction among Gen Z employees.

SAMPLE SIZE:

A sample size of 50 respondents is selected for the study.



SAMPLING TECHNIQUE:

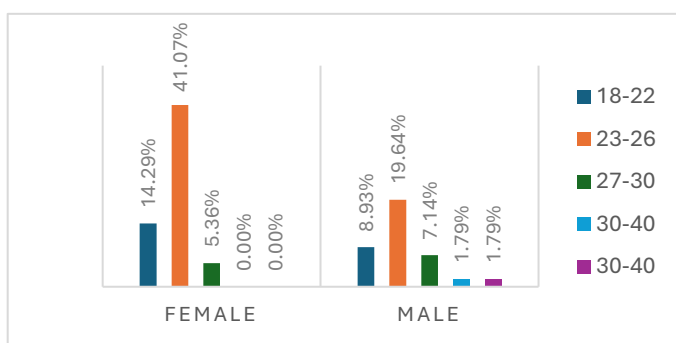
Convenience sampling technique is used for selecting the respondents.

LIMITATIONS OF THE STUDY:

- The study is limited to Gen Z employees in the selected study area.
- The sample size is limited to 50 respondents.
- Responses are based on the opinions and perceptions of the respondents.
- Time and resources constraints may affect the scope of the study

DATA ANALYSIS:

2. Age					
1. Gender	18-22	23-26	27-30	31-40	Grand Total
Female	14.29%	41.07%	5.36%	0.00%	60.71%
Male	8.93%	19.64%	7.14%	1.79%	39.29%
Grand Total	23.21%	60.71%	12.50%	1.79%	100.00%



Analysis

The table shows that 60.71% of respondents are females and 39.29% are males. The majority, 60.71%, fall in the 23-26 age group, followed by 23.21% in 18-22. Representation drops sharply after age 26, with only 1.79% in the 31-40 group and no females in that category.

Interpretation

The data indicate a young, female-dominated sample, with most participants being early-career adults. This limits the generalizability of findings to older age groups and suggests the study primarily reflects the perspectives of respondents aged 18-26.

5.How long have you been working in your current organization?		
1. Gender	1-2 Years	3-5 Y ears
Female	21.43%	10.71%
Male	8.93%	3.57%
Grand Total	30.36%	14.29%

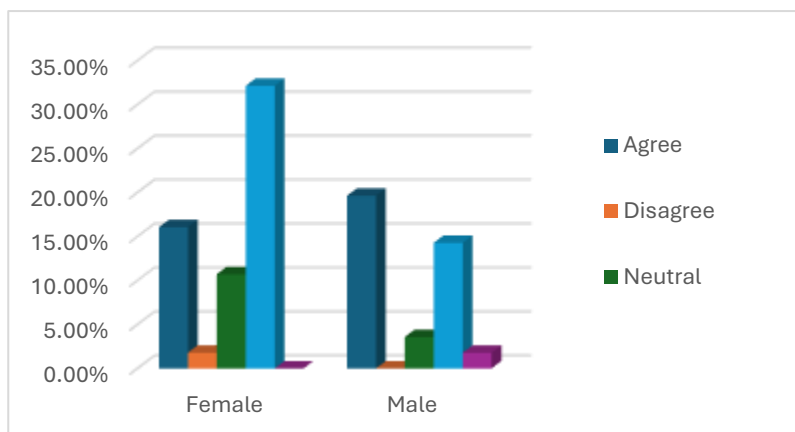
Analysis

Out of all respondents, 30.36% have been working in their current organization for 1-2 years and 14.29% for 3-5 years. Females reported higher tenure, with 21.43% in 1-2 years and 10.71% in 3-5 years, compared to 8.93% and 3.57% for males respectively.

Interpretation

The data indicate that most employees are relatively new, with less than 5 years in the organization, and females form the larger share in both tenure groups. This suggests a predominantly young and female workforce with limited long-term retention so far.

7.My organization actively encourages taking paid time off (PTO) and personal days without guilt.						
1. Gender	Agree	Disagree	Neutral	Strongly Agree	Strongly disagree	Grand Total
Female	16.07%	1.79%	10.71%	32.14%	0.00%	60.71%
Male	19.64%	0.00%	3.57%	14.29%	1.79%	39.29%
Grand Total	35.71%	1.79%	14.29%	46.43%	1.79%	100.00%



Analysis

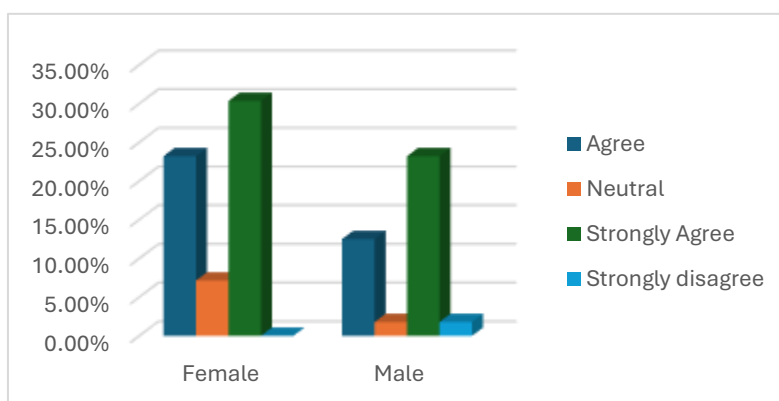
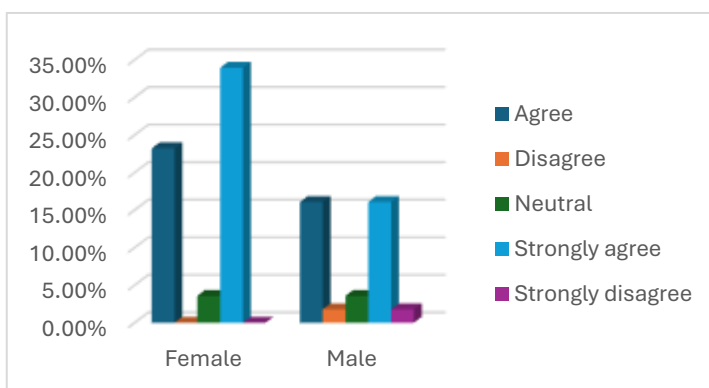
Overall, 82.14% of respondents agreed or strongly agreed that their organization encourages taking PTO and personal days without guilt, with 46.43% strongly agreeing. Females showed higher strong agreement at 32.14%, while males had higher simple agreement at 19.64%. Only 3.58% overall disagreed or strongly disagreed.

Interpretation

The results indicate a largely positive perception of organizational support for work-life balance across both genders. The low disagreement rates suggest that guilt-free PTO is generally normalized, though females appear to feel this support more strongly than male

11. Overall, I am highly motivated and proud to work for my current organization.

1. Gender	Agree	Neutral	Strongly Agree	Strongly disagree	Grand Total
Female	23.21%	7.14%	30.36%	0.00%	60.71%
Male	12.50%	1.79%	23.21%	1.79%	39.29%
Grand Total	35.71%	8.93%	53.57%	1.79%	100.00%



Analysis

A total of 89.28% of respondents agreed or strongly agreed with the statement, with 53.57% strongly agreeing. Females reported higher agreement at 53.57% combined, compared to 35.71% for males. Only 1.79% strongly disagreed, and 8.93% remained neutral.

Interpretation

The findings suggest strong overall support for the statement across both genders. The higher proportion of females in "Strongly Agree" indicates they perceive the aspect more positively, while minimal disagreement reflects broad organizational consensus.

14. I am satisfied with the growth opportunities, mentorship, and career progression available to me here.

1. Gender	Agree	Disagree	Neutral	Strongly agree	Strongly disagree	Grand Total
Female	23.21%	0.00%	3.57%	33.93%	0.00%	60.71%
Male	16.07%	1.79%	3.57%	16.07%	1.79%	39.29%
Grand Total	39.29%	1.79%	7.14%	50.00%	1.79%	100.00%

Analysis

89.29% of respondents agreed or strongly agreed that they are satisfied with growth opportunities, mentorship, and career progression. 50.00% strongly agreed overall, with females at 33.93% and males at 16.07%. Only 3.58% expressed disagreement, and 7.14% were neutral.

Interpretation

The data indicate high satisfaction with career development support in the organization. Females reported notably stronger agreement than males, suggesting they perceive growth and mentorship opportunities more favourably. Overall, this reflects a positive environment for career progression.

SPSS TEST

HYPOTHESIS TEST

Hypothesis Test Summary

	Null Hypothesis	Test	Sig.	Decision
11	The categories of 11. Overall, I am highly motivated and proud to work for my current organization. occur with equal probabilities.	One-Sample Chi-Square Test	.000	Reject the null hypothesis.
12	The categories of 12. I feel that my daily contributions are recognized and fairly valued by my management team. occur with equal probabilities.	One-Sample Chi-Square Test	.000	Reject the null hypothesis.
13	The categories of 13. My job alignment with my personal values and passions keeps me satisfied with my career choice. occur with equal probabilities.	One-Sample Chi-Square Test	.000	Reject the null hypothesis.
14	The categories of 14. I am satisfied with the growth opportunities, mentorship, and career progression available to me here. occur with equal probabilities.	One-Sample Chi-Square Test	.000	Reject the null hypothesis.
15	The categories of 15. If given the choice, I see myself staying with this organization for the foreseeable future. occur with equal probabilities.	One-Sample Chi-Square Test	.000	Reject the null hypothesis.

Asymptotic significances are displayed. The significance level is .05.

CHI-SQUARE TEST

6. My current workload allows me to easily log off and disconnect outside of official working hours.

	Observed N	Expected N	Residual
1	2	11.2	-9.2
2	2	11.2	-9.2
3	9	11.2	-2.2
4	18	11.2	6.8
5	25	11.2	13.8
Total	56		

DESCRIPTIVE TEST

Question	N	Mean	Std. Deviation	Minimum	Maximum	25th Percentile	50th (Median)	75th Percentile
8. I rarely find myself skipping personal or social commitments due to unexpected work demands.	56	4.09	0.996	1	5	4.0	4.0	5.0
9. My supervisor respects my personal boundaries and does not contact me about work during weekends/holidays.	56	4.38	0.865	1	5	4.0	5.0	5.0
10. I feel energized and rarely experience physical or mental burnout at the end of the workweek.	56	4.13	1.096	1	5	4.0	4.0	5.0

TEST STATISTICS

Question	Chi-Square	df	Asymp. Sig.
Q6. My current workload...	36.679	4	.000
Q7. My manager encourages...	45.964	4	.000
Q8. I rarely find myself...	36.321	4	.000
Q9. My supervisor respects...	61.149	4	.000

FINDINGS

- Most of the employees believe that a healthy work-life balance improves their job performance.
- More than half of the respondents expressed satisfaction with flexible working hours, hybrid work arrangements and leave policies provided by their organisation.
- More than 50% of the employees are satisfied with their current job.
- Most of the employees are satisfied with the support provided by their managers and colleagues.
- The study revealed that there is a positive relationship between work -life balance and job satisfaction among Gen Z employees.
- Majority of the employees agree that a good work life balance reduces work-related stress.
- Most of the employees feel motivated to perform their job more effectively.

CONCLUSION

I conclude that work -life balance has a significant influence on job satisfaction of Gen Z employees. From this study, I found that employees who are able to maintain a balance between their work and personal life are more satisfied with their jobs and perform their responsibilities more effectively. Flexible working hours, supportive management, career growth opportunities, recognition and a positive work environment play an important role in improving employee satisfaction. I also found that a healthy work -life balance helps reduce stress, improves employee motivation, and

increase productivity. Therefore, I conclude that organisations should focus on providing work-life balance practices to improve job satisfaction, employee well-being and employee retention among Gen Z.

SUGGESTIONS

- The management should create a healthy and supportive work environment.
- The company should encourage open communication between managers and employees.
- Employees performance should be recognized and rewarded regularly.
- The organisation should ensure a fair distribution of workload among employees.

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