

Role of Job Satisfaction: Work-life balance and Employee Performance

Dr. Manoranjan Biswas

Abstract

The study attempts to understand the mechanism for strengthening the relationship between work-life balance and employee performance. Pre-existing questionnaire was used for collecting data through convenience sampling. Data were collected from a total of 398 millennial employees working information technology industry operating in India. Analysis of the data was done using structural equation modelling. The results of the study show that job satisfaction strengthens the relationship between formal organizational career development support and employee engagement. The study attempts to understand the importance of job satisfaction in the relationship between work-life balance and employee performance through social-exchange theory.

Keywords – Work-life balance, job satisfaction, employee performance, social exchange theory

Introduction

A successful, contented, and healthy life is influenced by work-life balance. People who want a healthy work-life balance and, eventually, a decent quality of life have always been quite concerned about it (Guest, 2002). About 25 years ago, when discussing the negative effects of technology on work environments, experts in the field foresaw the risk of work-life imbalance (Lewis, 2009). Scholars have generally expressed three main worries about work-life imbalance as it is impacted by technology: first, workplace advancements that may jeopardise work-life balance. The second is the evolving nature of work activities, particularly those involving technology that require up-to-date expertise in the subject. Third, shifting responsibilities at work can have an impact on people's lives outside of the workplace (Guest, 2002). However, whatever the causes, there is an increase in the imbalance between work and family or job and family. In addition to reducing expenses and turnover and increasing productivity, a successful work-life balance strategy must give employees the chance to stay socially connected with society (Beauregard and Henry, 2009). According to research, employees are less happy with work-life balance in information technology (IT) industry (Panda and Kumar, 2017). Professionals must be more competent and productive in the workplace in order to provide greater service and output, and this depends on their level of self-satisfaction and improved work-life balance. As a result, work-life balance (WLB), which is defined as the capacity to fulfil one's obligations to one's family, one's job, and other extracurricular activities, is recognised in research pertaining to the well-being and dedication of employees in the IT sector (Hungund et al., 2024). Therefore, the study is conducted on employees working in IT industry operating in India. The study is based on social exchange theory (SET) that shows organization's willingness to invest in employees' wellbeing (Blau, 1964). This motivates employees to develop voluntary obligations and reciprocate for the positively towards the organization. When an organization supports employees with WLB, it enables them to cater their professional needs and pay attention towards their personal life as well. This enables positive behaviour for the organization and enhances their performance (Peretz et al., 2018).

Literature review

Work-life balance

According to Shaffer et al. (2016), work-life balance is the harmonious coexistence of two entirely distinct tasks that an individual fulfils: work and family duties. How much time an employee has to manage the demands of both work and family is determined by their work-life balance. Consequently, the ratio of an employee's time spent on work and family is known as work-life balance. A potential source of stress and negative work attitudes, which are positively correlated with burnout, is its imbalance, whether it be when work influences family matters or vice versa. A study of work-life

balance and imbalance in connection to employee performance as an outcome variable seems necessary because work-life balance or imbalance can have a good or negative impact on employee performance (Anwar et al., 2013). Unbalanced work-life can have serious consequences for organisations, including low performance and low productivity (Cohen and Liani, 2009). The literature has long recognised the importance of employees in creating a work-life balance (Rotondo and Kincaid, 2008). Employers and individual workers have a variety of choices for striking a balance, such as flexible scheduling plans to make up for extra work.

Employee performance

Each employee's productivity is their employee performance (Bishop, 1987). It is the result of an employee's labour, which they provide in exchange for both material and immaterial benefits. In this regard, studies show that workers who have more say in decision-making are more productive than those who don't. According to Lem and Schaubroeck (2002), employees who are involved in the decision-making process feel valued and will grow closer to the company, which will improve their performance. Similarly, as loyal employees are more productive than disloyal ones, employee loyalty is similarly important in determining employee productivity (Frone et al., 1992).

Job satisfaction

According to Haybatollahi (2015), job satisfaction is a strong predictor of organisational citizenship behaviour and is characterised as a pleasant emotional state. The two components of job satisfaction, according to Organ (1988), are an emotive component and a non-affective (cognitive) component. Employees' emotional states are referred to as the affective component, while their level of satisfaction with job performance evaluations is referred to as the non-affective (cognitive) component. According to Sharma and Singh (2016), job satisfaction is a major factor in determining evaluations of the workplace and typically improves worker performance. Many intrinsic and extrinsic reward elements influence job satisfaction because it affects the emotional relationship that an employee has to their employer, which they link with their work. Majority of the work in the field of social psychology, organisational behaviour, and industrial/organizational psychology focuses on this aspect characterised job satisfaction as a hot topic.

Hypothesis development

Work-life balance and employee performance

Work-life imbalance leads to a decrease in productivity and deterioration of performance, according to various studies conducted in the field of organisational and behavioural sciences (Mohsin and Zahid, 2012). According to the majority of research, work-life imbalance can lead to stress and negatively impact attitudes towards one's job (Rotondo and Kincaid, 2008; Cohen and Liani, 2009; Mohsin and Zahid, 2012; Thompson and Aspinwall, 2009). Work-life imbalance has also been linked to decreased work effort, which results in subpar performance and low output. Accordingly, achieving balance between work and family is a challenge that requires action to reduce the conflict's severity if it is not to become a chronic stressor, which could result in poor performance and careless work attitudes (Rubio et al., 2015). Employee performance may therefore deteriorate if there is a conflict between work and family (either work-related issues spilling into the family world or family-related issues spilling into the work realm). However, if there is enough time, it will help an employee's personal needs be met, which can enhance her/his performance (Gropel and Kuhl, 2009). Therefore, we propose the following hypothesis:

H1. Work-life balance has a positive effect on employee performance.

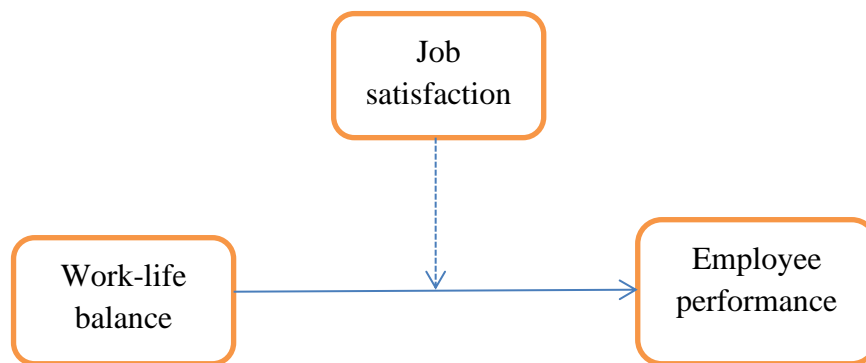
Work-life balance, job satisfaction and employee performance

According to Al Jenaibi (2010), job satisfaction is a pleasant, emotional state that results from evaluating one's work or work experiences. It includes an employee feeling happy and content with achieving the objectives of the company. It is

a trait that can promote further work-related attitudes and performance improvements in addition to being an employee's emotional state. Although the phrase "job satisfaction" has a fairly broad definition, having a positive attitude indicates and expresses job satisfaction. It focuses on several aspects of the job and the individual (Frenkel et al., 2013). Bhagat (1982) found that the association between job satisfaction and performance was negatively impacted by time constraints and performance. Accordingly, an employee's level of job satisfaction may be influenced by a number of factors, including age, gender, and job characteristics (Haybatollahi, 2015). According to Mullins (1999), job satisfaction is an emotional state that manifests as an employee's internal contentment with their career and workplace. As a result, it can either improve or worsen a number of performance-related employee behaviour factors. To put it another way, job happiness has the power to affect the relationship between work-life balances—a positive condition of behaviour—and employee performance because the value of job satisfaction alters the relationship between the two. Accordingly, we propose the following (non-directional) hypothesis:

H4. Job satisfaction moderates the relationship between work-life balance and employee performance such that different levels of job satisfaction will strengthen or weaken the association between work-family balance and the employee's performance.

Figure 1. Conceptual Model



Methods

Sample and procedure

The study was conducted in IT industry operating in India in order to examine the aforementioned theories. Data was gathered using a descriptive study design and an existing questionnaire. Using a convenience sampling technique, only 398 questions were found usable. To reduce bias, all participants were informed in advance of the study's goal and were assured of the confidentiality and anonymity of their responses. The information is shown in aggregate form, and the respondents' identities and their organizations were not revealed.

The demographic characteristics of the nurses participating in this study include women (55.9%) than men (44.1%). More young nurses participated in this study, with the 21–30 years old age group recording the highest number of respondents at 38.1%. Next, 26.2% of the respondents belonged to the 31–40 years old age group and 12.1% of the respondents were 51 years old or older. When asked about the number of years of service, 40.9% of the respondents informed that they had been working for 1–3 years, whilst 28.8% had been working for 4–6 years, 19.9% for 7–9 years and only 9.97% for 10 years or more. Regarding job security, the majority of participants were worried that they might lose their position at any time, which could impair their performance on the work and motivate them to quit the organization.

Measures

All the items were measured with a seven-point Likert Scale anchored with strongly disagree (1) and strongly agree (7).

Work-life balance- It was measured with three items from an inventory of Marks and MacDermid (1996)

Employee performance- It was measured by using a 4-item scale adopted from the existing inventory of Na-nan et al., (2018).

Job satisfaction- It was measured using a 10-item scale of Macdonald and MacIntyre (1997).

Results

Evaluation of the measurement model was done using confirmatory factor analysis (CFA), followed by hypotheses testing through structural equation modelling (SEM) using AMOS 24.0 version. Then the mediating effect was evaluated through direct and indirect effects of job satisfaction and job engagement was verified. Table 1 represents the mean, standard deviation, correlation matrix and square root value of average variance extracted (AVE) [for assessment of discriminant validity] for all the three constructs. The mean values were between 2.00 and 3.00 and values of standard deviation were about 1.00 for each of the variables. The positive relationship of between the variables is identified by the values of correlation coefficients.

Table 1. Mean, standard deviation and correlation matrix (along with square root of average variance explained-AVE)

Variable	N	Mean	Std. Deviation	WLB	EP	JS
WLB	398	3.234	0.627	0.760#		
EP	398	3.156	0.558	0.328*	0.768#	
JS	398	2.995	0.688	0.421**	0.347*	0.740#

Notes: # Square root of AVE; *p-value <0.05; **p-value<0.01; WLB= Work-life balance; EP= Employee performance; JS= Job satisfaction

Measurement model assessment

The measurement model consists of three latent constructs, namely, WLB, EP and JS, where the factor loadings of all the indicators are above 0.70 (Comrey and Lee, 1992). All of the indicators' factor loadings are more than 0.70. The model fit index values are within Hair et al. (2010)'s recommended acceptable ranges. [RMSEA = 0.051 (0.90), comparative fit index (CFI) = 0.922 (>0.90), goodness of fit index (GFI) = 0.911 (>0.90), normed fit index (NFI) = 0.914 (>0.90), and df = 1.721 (<3)]. To prove construct validity, convergent and discriminant validities were investigated. Cronbach's alpha and construct reliability (CR) were used to assess each construct's reliability. Convergent and discriminant validities were examined to establish construct validity. The reliability of all the constructs was examined using Cronbach's alpha and construct reliability (CR). The values of AVE, CR and Cronbach's alpha for all the variables along with factor loadings of the indicators are displayed in Table 2. The AVE values are greater than the acceptable value of 0.50 (Fornell and Larcker, 1981), CR values greater than AVE, signifying convergent validity and Cronbach's alpha values are greater than 0.70 (Fornell and Larcker, 1981; Nunnally, 1978). Hence, the validity and reliability of all our constructs are assessed and the measurement model has been evaluated.

Table 2: Results for convergent validity and construct reliability (CR)

Factors and items	Standardized factor loadings	Cronbach's α	AVE	CR
WLB		0.886	0.579	0.938
WLB 1: My preferences are considered when they assign my work area	0.710			
WLB 2: Adequate time is given to complete my task	0.794			
WLB 3: I have been given adequate freedom to carry out my work activities	0.726			
WLB 4: My organization gives me option to give my suggestion and it really considers its implementation if reasonable.	0.772			
WLB5: I am recognized when I do some outstanding performance	0.741			
WLB6: My workplace is stress-free	0.796			
WLB 7: My work environment is highly motivating for better performance	0.766			
WLB 8: I am given satisfactory salary for the work I do	0.769			
WLB 9: My income is enough to meet my life needs	0.758			
WLB 10: Salary differentials is fairly calculated based on responsibility of work	0.752			
WLB 11: There is good linking of rewards and work performance	0.788			
Job satisfaction		0.899	0.548	0.923
JS1: I receive recognition for a job well	0.711			

done.				
JS2: I feel close to the people at work.	0.799			
JS3: I feel good about working at this company.	0.744			
JS4: I feel secure about my job.	0.763			
JS5: I believe management is concerned about job.	0.718			
JS6: On the whole, I believe work is good for my physical health.	0.715			
JS7: My wages are good.	0.733			
JS8: All my talents and skills are used at work.	0.739			
JS9: I get along with my supervisors.	0.720			
JS10: I feel good about my job.	0.758			
Employee performance		0.934	0.591	0.949
EP 1: Tasks are performed attentively and correctly.	0.820			
EP2: Tasks are completed as per the specifications and standards	0.811			
EP3: Materials and tools meet the set criteria and standards	0.711			
EP4: Quality inspection is conducted prior to the delivery of goods or services	0.745			
EP5: Products or services meet the expectations of customers	0.784			
EP6: The units of output are in sync with the number of employees	0.771			
EP7: The units of output meet organizational expectations	0.721			
EP8: The units of output under my responsibility correspond to my skills and ability	0.794			
EP9: The quantity assignment is always fulfilled	0.741			
EP10: Tasks are normally completed on	0.758			

schedule				
EP11: Tasks are carried out within a reasonable amount of time	0.752			
EP 12: The delivery of goods or services is conducted in a timely fashion	0.799			
EP 13: Workers achieve time-related organizational goals	0.785			

Note: R= reverse coded

Testing of Hypotheses

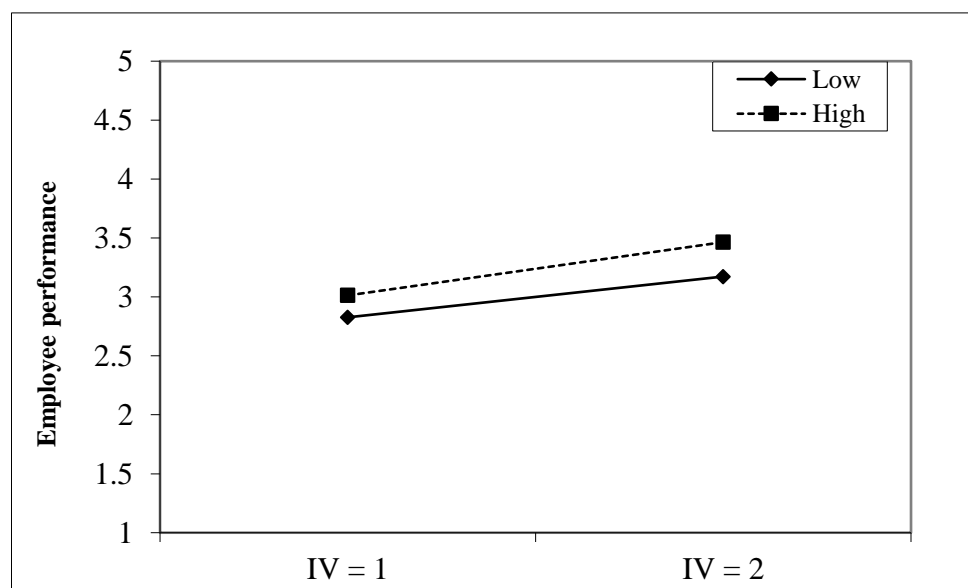
Table 3 displays the results of the structural model's evaluation using SEM with 5,000 bootstrap replicates and a 95% confidence level. WLB and EP is found to have substantial positive ($\beta = 0.363$; $p\text{-value} < 0.01$), supporting H1. Similarly, positive relationship between JS and EP ($\beta = 0.357$; $p\text{-value} < 0.01$) was found thus supporting H2. The moderating impact of JS in the relationship between WLB and EP has also been established in the study ($\beta = 0.144$; $p\text{-value} < 0.01$), supporting H3. The moderating effect of interaction is shown in Figure 2. All the hypotheses proposed in our study have been established and shown in Table 3.

Table 3. Path analysis

Path	Direct effect	Indirect effect	Remarks
WLB->EP	0.363**		H1 Supported
JS->EP	0.357**		H2 Supported
WLB*JS->ER		0.144*	H3 Supported

Notes: # Square root of AVE; * $p\text{-value} < 0.05$; ** $p\text{-value} < 0.01$; WLB= Work-life balance; EP= Employee performance; JS= Job satisfaction

Figure 2. Moderating effect



Discussion

Our results indicate that work-life balance has a positive significant effect on employee performance. Accordingly, young employees able to find a suitable balance between work and family commitments are productive for an organization. This is in line with previous research findings by Konrad and Mangel (2000), Mäkelä and Suutari (2011), and Rotondo and Kincaid (2008). It is evident that when an organization offers its employees adequate options to manage their work and family roles, it will be rewarded with an opportunity to extract stronger performance levels from its employees. Clearly, an employee with a healthy work-life balance is in a better position to perform their assigned tasks more effectively and efficiently. In our study, work-family conflict shows a positive significant effect on employee performance, which is contrary to the results expected following our review of previous research (Ahmad, 2008, Konrad and Mangel, 2000). Prior research states that work-family conflict is a stress factor and can erode performance and prompt behavior that might presage burnout (Ahmad, 2008). Based on such considerations, we designed our research so that work-family conflict and employee performance would have a negative correlation. Job satisfaction proved to be a significantly negative moderator in all relationship between work-life balance and employee performance.

Implications

The study's findings can help human resource professionals and management staff better understand employee issues, especially those affecting workers in work-life issues. Practitioners can use the findings to implement actions targeted at improving staff work-life balance to improve employee performance. The study presents some interesting results that differ from previous studies in developed countries in showing that job satisfaction can be a negative moderator. The current research also bridges the literature gap identified by Namayandeh et al. (2011) by examining job satisfaction differently in developing countries.

Limitations and future research

Like most studies, this study has certain limitations. First, the measure of employee performance was based on self-appraisal. A respondent spending a great deal of time at work may be inclined to overstate performance. Therefore, we suggest that future research should test the model with performance measures evaluated by the supervisors of the respondents. Second, due to time and budgetary constraints, the research project was restricted to Islamabad alone. An extension of the research setting to other sector would strengthen research findings and increase the generalizability of the current research findings. Third, this study is cross-sectional. A longitudinal study would make it possible to get more reliable results.

References

- Ahmad, A. (2008), "Direct and indirect effects of work-family conflict on job performance", *The Journal of International Management Studies*, Vol. 3 No. 2, pp. 176-180.
- Al Jenaibi, B. (2010), "Job satisfaction: comparisons among diverse public organizations in the UAE", *Management Science and Engineering*, Vol. 4 No. 3, pp. 60-79.
- Anwar, J., Hansu, S.A.F. and Janjua, S.Y. (2013), "Work-life balance: what organizations should do to create balance?", *World Applied Sciences Journal*, Vol. 24 No. 10, pp. 1348-1354.
- Beauregard, T.A. and Henry, L.C. (2009), "Making the link between work-life balance practices and organizational performance", *Human Resource Management Review*, Vol. 19 No. 1, pp. 9-22.
- Bhagat, R.S. (1982), "Conditions under which stronger job performance-job satisfaction relationships may be observed: a closer look at two situational contingencies", *Academy of Management Journal*, Vol. 25 No. 4, pp. 772-789.

- Bishop, J.H. (1987), "The recognition and reward of employee performance", Chicago Journals, Vol. 5 No. 4, pp. 36-56.
- Blau, P. M. (1964). Exchange and power in social life. New York: Wiley.
- Cohen, A. and Liani, E. (2009), "Work-family conflict among female employees in Israeli hospitals", Personnel Review, Vol. 38 No. 2, pp. 124-141.
- Comrey, A. L., & Lee, H. B. (1992). *A first course in factor analysis* (2nd ed.). Lawrence Erlbaum Associates, Inc.
- Fornell, C., & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of Marketing Research*, 18(1), 39–50.
- Frenkel, S., Sanders, K. and Bednall, T. (2013), "Employee perceptions of management relations as influences on job satisfaction and quit intentions", Asia Pacific Journal of Management, Vol. 30 No. 1, pp. 7-29.
- Frone, M.R., Russell, M. and Cooper, M.L. (1992), "Antecedents and outcomes of work-family conflict", Journal of Applied Psychology, Vol. 77 No. 1, pp. 65-78.
- Gropel, P. and Kuhl, J. (2009), "Work-life balance and subjective well-being: the mediating role of need fulfillment", British Journal of Psychology, Vol. 100 No. 2, pp. 365-375.
- Guest, D.E. (2002), "Perspectives on the study of work-life balance", Social Science Information, Vol. 41 No. 2, pp. 255-279.
- Hair, J.F., Black, W.C., Babin, B.J. and Anderson, R.E. (2010) Multivariate Data Analysis. 7th Edition, Pearson, New York.
- Haybatollahi, S.A.G.M. (2015), "Organizational citizenship behavior: an empirical investigation of the impact of age and job satisfaction on Ghanaian industrial workers", International Journal of Organizational Analysis, Vol. 23 No. 2, pp. 285-301.
- Hungund, S., Gujanal, P. and Suresh, S. (2024). A Study of the Work-Life Balance of IT Professionals in Bengaluru: An Empirical Investigation. *SDMIMD Journal of Management*. Vol.15 No. 1, pp. 1-14.
- Konrad, A.M. and Mangel, R. (2000), "The impact of work-life programs on firm productivity", Strategic Management Journal, Vol. 21 No. 12, pp. 1225-1237.
- Lem, C. and Schaubroeck (2002), "Participative decision making and employee performance in different cultures: the moderating effects of allocentrism/idiocentrism and efficacy", Academy of Management Journal, Vol. 45 No. 5, pp. 905-914.
- Lewis, J. (2009), Work-Family Balance, Gender and Policy, Edward Elgar Publishing, Cheltenham.
- Macdonald, S., & MacIntyre, P. (1997). The generic job satisfaction scale: Scale development and its correlates. *Employee Assistance Quarterly*, 13(2), 1–16.
- Mäkelä, L. and Suutari, V. (2011), "Coping with work-family conflicts in the global career context", Thunderbird International Business Review, Vol. 53 No. 3, pp. 365-375.
- Marks, S. R., & MacDermid, S. M. (1996). Multiple roles and the self: A theory of role balance. *Journal of Marriage and the Family*, 58(2), 417–432.

- Mohsin, M. and Zahid, H. (2012), "The predictors and performance-related outcomes of bi-directional work-family conflict: an empirical study", *African Journal of Business Management*, Vol. 6 No. 46, pp. 11504-11510
- Mullins, L.J. (1999), *Management and Organizational Behavior*, 5th ed., Financial Times, Prentice Hall, Harlow
- Namayandeh, H., Juhari, R. and Yaacob, S.N. (2011), "The effects of job satisfaction and family satisfaction on work-family conflict and family-work conflict among married female nurses in Shiraz-Iran", *Asian Social Science*, Vol. 7 No. 2, pp. 88-95.
- Na-Nan, K., Chaiprasit, K. and Pukkeeree, P. (2018), "Factor analysis-validated comprehensive employee job performance scale", *International Journal of Quality & Reliability Management*, Vol. 35 No. 10, pp. 2436-2449. <https://doi.org/10.1108/IJQRM-06-2017-0117>
- Nunnally, J.C. (1978) *Psychometric theory*. 2nd Edition, McGraw-Hill, New York.
- Organ, D.W. (1988), *Organizational Citizenship Behavior: The Good Soldier Syndrome* Lexington, Issues in Organization and Management Series, Lexington Books, MA.
- Panda, A. and Kumar Sahoo, C. (2017), "Impact of human resource interventions on work-life balance: a study on Indian IT sector", *Industrial and Commercial Training*, Vol. 49 No. 7/8, pp. 329-336.
- Peretz, H., Fried, Y. and Levi, A. (2018), "Flexible work arrangements, national culture, organisational characteristics, and organisational outcomes: a study across 21 countries", *Human Resource Management Journal*, Vol. 28 No. 1, pp. 182-200.
- Rotondo, D.M.U. and Kincaid, J.F. (2008), "Conflict, facilitation, and individual coping styles across the work and family domains", *Journal of Managerial Psychology*, Vol. 23 No. 5, pp. 484-506.
- Rubio, C., Osca, A., Recio, P., Urien, B. and Peiró, J.M. (2015), "Work-family conflict, self-efficacy, and emotional exhaustion: a test of longitudinal effects", *Work and Organizational Psychology*, Vol. 31 No. 3, pp. 147-154.
- Shaffer, M.A., Sebastian Reiche, B., Dimitrova, M., Lazarova, M., Chen, S., Westman, M. and Wurtz, O. (2016), "Work and family role adjustment of different types of global professionals: scale development and validation", *Journal of International Business Studies*, Vol. 47 No. 2, pp. 113-139.
- Sharma, N. and Singh, V.K. (2016), "Effects of workplace incivility on job satisfaction and turnover intentions in India", *South Asian Journal of Business Research*, Vol. 5 No. 2, pp. 234-249.
- Thompson, L.F. and Aspinwall, K.R. (2009), "The recruitment value of work/life benefits", *Personnel Review*, Vol. 38 No. 2, pp. 195-210.