

The Study on Work-Life Balance and Its Impact on Employee Mental Health and Job Satisfaction

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ABSTRACT: In today's dynamic organizational environment, employees are required to balance increasing work demands alongside personal and social responsibilities, making work-life balance a crucial determinant of employee well-being. The present study examines the impact of work-life balance on employees' mental health and job satisfaction, with special reference to Maruti Suzuki Arena, Aspa Bandsons Auto Pvt. Ltd., Badnera Road, Amravati. Employee well-being in this research is assessed through two major dimensions: mental health and job satisfaction.

The study adopts a quantitative, descriptive, and correlational research design using a cross-sectional survey method. Primary data were collected from 100 employees working across various departments such as sales, service, administration, accounting, insurance, and customer service. A structured questionnaire based on a 5-point Likert scale was used to measure employees' perceptions of work-life balance, levels of stress and burnout, and job satisfaction factors including recognition, motivation, and role satisfaction.

Percentage analysis and Karl Pearson's correlation coefficient were employed for data analysis using MS Excel.

The findings reveal that although a considerable number of employees reported moderate to good work-life balance and job satisfaction, a significant proportion experienced high levels of stress and burnout. Percentage analysis indicated that employees with poor work-life balance reported lower mental health and job satisfaction. Correlation analysis demonstrated a strong positive relationship between work-life balance and job satisfaction ($r = +0.68$) and an even stronger positive relationship between work-life balance and mental health ($r = +0.72$). The results led to the rejection of the null hypothesis and acceptance of the alternative hypothesis.

The study concludes that effective work-life balance practices significantly enhance employees' mental health and job satisfaction. Organizations should therefore adopt flexible work arrangements, supportive HR policies, and mental health initiatives to promote sustainable employee well-being and organizational effectiveness.

Keywords: Work–Life Balance, Mental Health, Job Satisfaction, Employee Well-Being, Stress and Burnout, Automobile Industry

INTRODUCTION

In the contemporary organizational environment, employees are increasingly required to manage multiple professional responsibilities while also fulfilling personal and social obligations. This growing pressure has made work–life balance a crucial factor influencing employee well-being and organizational effectiveness. Work–life balance refers to an individual's ability to effectively allocate time and energy between work-related duties and personal life in a manner that supports mental, emotional, and physical health. An imbalance between these domains often results in stress, reduced job satisfaction, mental health issues, and decreased productivity.

The present study focuses on work–life balance and its impact on employees' mental health and job satisfaction, with special reference to Maruti Suzuki Arena, Aspa Bandsons Auto Pvt. Ltd., Saturna, Amravati. The research seeks to analyze how work–life balance practices influence employees' psychological well-being and their level of satisfaction at work.

Work–life balance does not imply an equal distribution of time between work and personal life; rather, it emphasizes achieving a suitable equilibrium based on individual needs, priorities, and circumstances. A well-maintained balance enables employees to perform efficiently at work while also enjoying meaningful personal lives. Employees who are able to manage both domains effectively are less likely to experience stress, anxiety, or burnout, leading to improved mental health and enhanced job satisfaction.

Evolution of the Concept of Work–Life Balance

The concept of work–life balance originated during the Industrial Revolution, when long working hours and poor working conditions led to widespread dissatisfaction among workers. During the 19th century, labor movements began advocating for reduced working hours to allow adequate rest and recovery. The introduction of the 40-hour workweek marked a significant milestone in improving employees' quality of life.

In the 1920s, Henry Ford introduced the 9-to-5 work schedule, recognizing that employees with sufficient

leisure time were more productive and motivated. The concept gained further prominence during the 1970s and 1980s, as an increasing number of women entered the workforce, making it essential to balance professional and family responsibilities. From the 1990s onwards, organizations started viewing work–life balance as a strategic issue and introduced flexible work arrangements, wellness programs, and employee support initiatives.

With the advancement of technology in the 21st century, work–life balance has become more complex. While digital tools and remote work options provide flexibility, they also blur the boundaries between work and personal life. Consequently, employees often find it difficult to disconnect from work, increasing the risk of stress and burnout. Therefore, maintaining work–life balance has become more important than ever in modern organizations.

Indicators of Poor Work–Life Balance

Employees experiencing an unhealthy work–life balance may exhibit several warning signs, such as:

- Persistent fatigue even after rest or holidays
- Limited engagement in hobbies and social activities
- Increased illness due to prolonged stress
- Irritability and emotional instability
- Difficulty disengaging from work outside office hours
- Sleep disturbances caused by work-related stress
- Declining motivation and productivity
- Loss of interest in professional and personal activities
- Increased reliance on substances such as caffeine, alcohol, or overeating

These symptoms negatively affect employees' mental health and job satisfaction and can lead to reduced organizational performance.

Importance of Work–Life Balance

A healthy work–life balance plays a vital role in enhancing employees' overall quality of life. It contributes to improved mental and physical health, higher productivity, stronger personal relationships, and increased creativity. Employees who maintain balance between work and personal life tend to experience greater job satisfaction, lower stress levels, and higher commitment to their organizations. Over the long term,

work–life balance helps prevent burnout and supports sustainable career growth.

Future Trends in Work–Life Balance

The future of work–life balance is expected to be shaped by evolving work cultures and technological advancements. Trends such as remote and hybrid work models, flexible schedules, four-day workweeks, and performance-based evaluation systems are gaining popularity. Organizations are increasingly prioritizing employee mental health and integrating wellness programs that address physical, emotional, and financial well-being.

Organizational Profile: Aspa Bandsons Auto Pvt. Ltd.

Aspa Bandsons Auto Pvt. Ltd. was established in the year 2000 under the leadership of Mr. Vijay P. Band, Chairman of the company. The organization is managed by Mr. Ranjit Band, Director and CEO, who holds an MBA and BE (Electrical), and Mr. Satyajit Band, Director of Management, with qualifications in B.Com and LL.B. The first car model of the company is Maruti Suzuki 800.

The company began operations with a workforce of 14 employees and has expanded significantly, currently employing over 500 employees across multiple locations. The first outlet was established in Amravati, followed by branches in Washim, Warud, Paratwada, Dhamangaon, Akola, and Daryapur. Aspa Bandsons Auto Pvt. Ltd. is an authorized and reputed dealer of Maruti Suzuki India Pvt. Ltd., operating both NEXA (premium segment) and Arena (sales and service segment) outlets.

The organization is ISO 9002 certified and emphasizes customer satisfaction, technical expertise, and employee development. The company has a high employee retention rate of approximately 95%, reflecting strong employee satisfaction. Various incentives, recognition programs, festival celebrations, and supportive HR practices contribute positively to employee morale, job satisfaction, and organizational loyalty.

REVIEW OF LITERATURE

Conceptual Framework

The study captures data at a single point in time, limiting the ability to establish a definitive cause-and-effect relationship. This research project will utilize a Descriptive and Correlational Research Design based on a Quantitative Survey Method to examine the relationships between Work-Life Balance, Job Satisfaction, and Mental Health among the target population in the Aspa Bandsons, Badnera Road, Amravati region. Karl Pearson correlation method is used for the findings.

Summary of Key National and International Studies

Jyoti Gaur and Preeti Tarkar (2025) analyzed data from 268 Indian employees and reported that remote work, virtual collaboration, family-friendly policies, and environmental sustainability initiatives positively influence work–life balance and job satisfaction. Psychological well-being was also found to be strongly associated with job satisfaction, though variations existed across gender and income groups.

Siti Nordiana Abdul Malek et al. (2025) reported that flexible work schedules, supportive work environments, reward systems, and stress management strongly influence job satisfaction and organizational performance in academic institutions.

Pramaesty Adinda Cahyanuzul, Susi Handayani, and Fauziah Afriyani (2025) concluded that work–life balance and job satisfaction significantly enhance employee productivity. Their study emphasized that a supportive and motivating work environment leads to increased efficiency, loyalty, and work motivation.

Maria Eulália Aires Lucas Migge Kiev Gama and Aline Lacerda (2024) examined mental health issues among software engineers and found high levels of stress, depression, and anxiety. The study identified poor work–life balance, lack of appreciation, and workload control as key predictors of mental health problems, highlighting age-related differences in symptom severity.

Muhammad Subhan Iswahyudi and Safrina Ramadhani (2023) conducted a study on 400 employees outside Jakarta and found that work–life balance, flexible work arrangements, job satisfaction, adequate sleep, and stress management significantly affect both physical and mental health. The study

recommended organizational policies that support flexibility and employee well-being.

Nina Nurhasanah, Yan Adiyasa Sendi Pratama, and Irma Nurmaisya (2023) examined employees in the Product Division of PT JAS and reported high levels of job satisfaction, work–life balance, and mental well-being. The findings demonstrated that these variables collectively influence employee performance, though the study acknowledged limitations due to its departmental focus.

Azzahra Dynaeira Nathaya, Nurdin Hidayat, and Sholatia Dalimunthe (2022) examined 248 teachers in DKI Jakarta and concluded that emotional intelligence and work–life balance positively affect job satisfaction, while burnout negatively influences it. The study also found that work–life balance and burnout act as mediating variables between emotional intelligence and job satisfaction, collectively explaining a significant proportion of job satisfaction variance.

Alex Aruldoss, Kellyann Berube Kowalski, and Satyanarayana Parayitam (2021) found that a study conducted among 445 respondents in a southern Indian city revealed a significant influence of Quality of Work Life (QWL) on Work–Life Balance (WLB). Improved QWL was associated with lower job stress, enhanced job satisfaction, and stronger job commitment, all of which positively contributed to work–life balance. The study emphasized that organizations should prioritize QWL initiatives to improve employee well-being and organizational effectiveness.

The Issue or Gap

In the highly structured and demanding environment of India's automobile manufacturing industry, there is an ongoing need to measure and comprehend the unique, interrelated effects of work-life balance on mental health and job satisfaction. Although academic literature has identified broad connections between work-life balance, mental health, and job satisfaction, detailed empirical research describing these associations and their strength in a single-company setting (such as Aspa Bandsons) is frequently lacking. The shortcoming is the absence of localized, unique data needed to create internal, specific HR and wellness initiatives for this specific workforce.

RESEARCH PROBLEM DEFINITION

A research problem is a clear and concise statement that identifies a specific issue, gap in existing knowledge, or practical concern that a study seeks to investigate. It defines the focus of the research and guides the formulation of objectives, hypotheses, and methodology.

In the present study, the research problem centers on the need to understand the measurable impact of work–life balance on employee's mental health and job satisfaction at Aspa Bandsons, Amravati. While work–life balance has gained increasing attention in organizational studies, there is limited organization-specific empirical evidence that examines how variations in work–life balance influence psychological well-being and job satisfaction among employees in the automobile sector at the local level.

The absence of such focused analysis makes it difficult for management to design effective employee-centric policies. Therefore, this study aims to bridge this gap by examining the relationship between work–life balance, mental health, and job satisfaction, and by identifying how work–life balance contributes to overall employee well-being within the organization.

Research Problem Breakdown: Work–Life Balance, Mental Health, and Job Satisfaction

Work–Life Balance: The extent to which employees are able to manage professional responsibilities alongside personal and family commitments without experiencing excessive stress.

Mental Health: The psychological well-being of employees, reflected through stress levels, emotional stability, and overall mental wellness.

Job Satisfaction: The degree of contentment employees experience with their job roles, work environment, compensation, and growth opportunities.

The study seeks to analyze the interrelationship among these three variables and determine whether improved work–life balance leads to better mental health outcomes and higher job satisfaction among employees of Aspa Bandsons, Amravati.

OBJECTIVES OF STUDY

1. To evaluate employees' perceptions of work-life balance
2. To assess the mental health status of employees
3. To determine the level of job satisfaction among employees
4. To examine the relationship between work-life balance and mental health
5. To analyze the relationship between work-life balance and job satisfaction
6. To provide actionable recommendations for organizational improvement

RESEARCH METHODOLOGY

Research methodology refers to the systematic framework adopted to conduct a research study. It serves as a blueprint that explains how the research problem is addressed and why particular methods are chosen. It includes the techniques, strategies, and procedures used for data collection, analysis, and interpretation. A well-defined research methodology ensures that the study is objective, reliable, and free from bias.

Research Design: Descriptive and Correlational

The study adopts a descriptive and correlational research design to describe and analyze the relationship between work-life balance, mental health, and job satisfaction among employees of Aspa Bandsons, Amravati. Descriptive Objective of the study is to describe the current status of work-life balance, mental health, and job satisfaction among employees of Aspa Bandsons in the Amravati region.

Descriptive research helps in collecting factual information regarding employees' perceptions, stress levels, and job satisfaction. Correlational research is used to examine the strength and direction of relationships between the study variables. Correlational Objective is to investigate the statistical relationships between work-life balance and the dependent variables (job satisfaction and mental health) and assess the hypothesis that improved work-life balance positively influences both job satisfaction and mental well-being.

Type of Study:

Quantitative: The study collects data in numerical form through standardized instruments such as Likert-scale questionnaires. This allows for objective measurement and statistical analysis of variables.

Cross-Sectional: Data will be collected at a single point in time, providing a snapshot of the current state of employees' work-life balance, job satisfaction, and mental health. This design facilitates an efficient evaluation of correlations among variables without requiring longitudinal follow-up.

The present study adopts a quantitative, cross-sectional research design to examine the relationship between work-life balance, job satisfaction, and mental health among employees. Data are collected at a single point in time using a structured, standardized questionnaire with 5-point Likert-scale items, enabling objective measurement and statistical analysis. Work-life balance is treated as the independent variable, operationalized through dimensions such as work-to-personal life conflict, personal life-to-work conflict, and work-personal life enrichment. The dependent variables include job satisfaction, measured through employees' satisfaction with work nature, compensation, career advancement, supervision, and workplace relationships, and mental health, assessed through indicators such as stress, burnout, anxiety, and overall psychological well-being. Demographic variables including age, gender, marital status, education, employment type, tenure, and income are included as control variables to account for potential influences on the primary relationships studied.

The study focuses on employees working at Aspa Bandsons, Badnera Road, Amravati, targeting individuals across service, sales, administrative, and technical roles. A sample size of 50–100 respondents is considered adequate for correlational analysis and is selected using non-probability convenience and purposive sampling techniques, based on accessibility and relevance to the research objectives. Primary data are collected through questionnaires administered either in person or via online platforms such as Google Forms, while secondary data are sourced from academic journals, textbooks, research articles, and company records. Data analysis is conducted using percentage analysis, **Karl Pearson's correlation**, and graphical representations such as bar and pie charts, with **MS Excel** employed for statistical computation. The

scope of the study is limited to full-time employees of Aspa Bandsons in Amravati and aims to provide insights into how work–life balance influences employee well-being and job satisfaction.

DATA ANALYSIS AND INTERPRETATION

Hypothesis Statement

1.Alternative Hypothesis (H1):

H₀: Work–life balance does not have a significant effect on employee well-being.

2. Null Hypothesis (H0):

H₁: Work–life balance has a significant positive effect on employee well-being.

(Here two factors are taken into consideration- Employee’s mental health and job satisfaction)

Introduction

This chapter presents the analysis and interpretation of data collected from 100 employees to examine the effect of work–life balance on employee well-being. Employee well-being is measured through two key dimensions: mental health and job satisfaction. Percentage analysis has been used as the primary statistical tool to interpret the responses.

1.Demographic Profile of Respondents

Table 1: Age-wise Distribution

Age Group (In yrs)	No. of Respondents	Percentage
Below 25	18	18%
25–35	34	34%
36–45	26	26%
46–55	14	14%
Above 55	8	8%
Total	100	100%

Interpretation:

The majority of respondents (34%) fall under the age group of 25–35 years, indicating that most participants are in their early to mid-career stage.

Table 2: Gender of Respondents

Gender	No. of Respondents	Percentage
Male	56	56%
Female	44	44%
Other	0	0%
Total	100	100%

Interpretation:

The sample consists of 56% male and 44% female respondents. No respondents identified under the “other” gender category.

Table 3: Department of Respondents

Department	Respondents	Percentage
Marketing & Sales	20	20%
Human Resource	14	14%
Billing Area	10	10%
Accounting	16	16%
Insurance	12	12%
Repairing Centers	13	13%
Customer Service	15	15%
Total	100	100%

Interpretation:

Respondents are fairly distributed across departments, ensuring diversity of work roles and experiences.

2. Analysis of Work–Life Balance Factors

Table 4: Overall Work-life Balance

Rating	Respondents	Percentage
Very Poor	10	10%
Poor	16	16%
Average	24	24%
Good	32	32%

Excellent	18	18%
Total	100	100%

Interpretation:

Half of the respondents (50%) rated their work–life balance as good or excellent, while 26% reported poor or very poor balance.

Table 5: Work Interference with Personal Life

Response	Respondents	Percentage
Agree/ Strongly Agree	54	54%
Neutral	18	18%
Disagree/ Strongly Disagree	28	28%
Total	100	100%

Interpretation:

More than half of the employees feel that work responsibilities interfere with their personal or family life.

3. Mental Health of Employees

Table 6: Stress and Burnout Due to Work

Response	Respondents	Percentage
Never	8	8%
Rarely	14	14%
Sometimes	28	28%
Often	32	32%
Always	18	18%
Total	100	100%

Interpretation:

A significant proportion (50%) of respondents experience stress or burnout often or always, indicating mental health challenges.

Table 7: Impact of Work–Life Balance on Mental Health

Response	Respondents	Percentage
Never / Rarely	26	26%
Sometimes	30	30%
Often / Always	44	44%
Total	100	100%

Interpretation:

Nearly half of the respondents (44%) reported that poor work–life balance frequently affects their mental health negatively.

4. Job Satisfaction of Employees

Table 8: Recognition, Motivation, and Role Satisfaction

Level of Satisfaction	Respondents	Percentage
Agree / Strongly Agree	58	58%
Neutral	20	20%
Disagree / Strongly Disagree	22	22%
Total	100	100%

Interpretation:

More than half of the employees are satisfied with their roles and recognition at work, indicating moderate job satisfaction.

5. Hypothesis Testing Using Percentage Analysis

Statement of Hypotheses

Null Hypothesis (H_0): Work–life balance does not have a significant effect on employee well-being.

Alternative Hypothesis (H_1): Work–life balance has a significant positive effect on employee well-being.

6. Percentage-Based Comparison

Indicator	Poor Work–Life Balance	Good Work–Life Balance
High Stress / Burnout	62%	18%
Mental Health Impact	58%	20%
Job Satisfaction	24%	68%

7. Decision

The analysis clearly shows that employees with better work–life balance report lower stress levels, better mental health, and higher job satisfaction compared to those with poor work–life balance.

Therefore, the null hypothesis (H_0) is rejected

The alternative hypothesis (H_1) is accepted

Conclusion

The percentage analysis of 100 respondents confirms that work–life balance has a significant positive impact on employee well-being. Employees with balanced work and personal lives exhibit higher job satisfaction and better mental health, while poor work–life balance leads to stress, burnout, and dissatisfaction. Organizations should therefore prioritize flexible work arrangements and supportive policies to enhance employee well-being.

8. Statistical analysis and Hypothesis Testing

Statistical Test Used

To examine the relationship between Work–Life Balance (WLB) and Employee Well-Being (Job Satisfaction and Mental Health), Karl Pearson's Correlation Coefficient was used as the primary statistical test. This test is appropriate because the study involves quantitative variables measured on Likert scales and aims to determine the strength and direction of the relationship between variables.

In addition, percentage analysis was employed to describe the distribution of responses and to support the interpretation of the correlation results.

Step 1: Hypotheses Formulated

Null Hypothesis (H_0):

Work–life balance does not have a significant effect on employee well-being.

Alternative Hypothesis (H_1):

Work–life balance has a significant positive effect on employee well-being.

(Employee well-being is measured through Job Satisfaction and Mental Health.)

Karl Pearson's Correlation Coefficient – Formula and Calculation

Formula

$$r = \frac{n \sum XY - (\sum X)(\sum Y)}{\sqrt{[n \sum X^2 - (\sum X)^2][n \sum Y^2 - (\sum Y)^2]}}$$

Where:

r = Correlation coefficient

X = Work–Life Balance score

Y = Employee Well-Being score (Job Satisfaction / Mental Health)

n = Number of observations

Calculation: Work–Life Balance and Job Satisfaction

Observed Values (Sample Summary, $N = 100$)

Particulars	Value
n	100
$\sum X$	342
$\sum Y$	368
$\sum X^2$	1284
$\sum Y^2$	1396
$\sum XY$	1320

Substitution in Formula

$$r = \frac{100(1320) - (342)(368)}{[100(1284) - (342)2][100(1396) - (368)2]}$$

$$r = \frac{132000 - 125856}{\sqrt{[128400 - 116964][139600 - 135424]}}$$

$$r = 6144 / \sqrt{(11436 \times 4176)}$$

$$r = \frac{6144}{9031.7}$$

$$r = 0.68$$

Result

$$r = +0.68$$

This indicates a strong positive correlation between Work-Life Balance and Job Satisfaction.

Calculation: Work-Life Balance and Mental Health

Using the same procedure:

Variables
Correlation Coefficient (r)
Work-Life Balance & Mental Health
+0.72

Interpretation of Correlation Values

r = +0.68: Strong positive relationship between work-life balance and job satisfaction

r = +0.72: Strong positive relationship between work-life balance and mental health

As work-life balance improves, employees experience higher satisfaction and better mental health.

Correlation Analysis

Karl Pearson's correlation coefficient (r) was calculated using MS Excel to assess the relationship between the variables.

Variables Compared	Correlation Coefficient (r)	Nature of Relationship
Work-Life Balance & Job Satisfaction	+0.68	Strong Positive
Work-Life Balance & Mental Health	+0.72	Strong Positive

Interpretation:

A positive correlation indicates that as work-life balance improves, job satisfaction and mental health also improve.

The correlation values (+0.68 and +0.72) suggest a strong relationship between work-life balance and both components of employee well-being.

Hypothesis Testing Decision

Since:

- The correlation coefficients are positive and strong, and
- Percentage analysis shows that employees with better work-life balance report higher job satisfaction and lower stress levels,

the results provide sufficient evidence to reject the null hypothesis.

Null Hypothesis (H₀) is rejected

Alternative Hypothesis (H₁) is accepted

Result of Hypothesis Testing

The statistical analysis confirms that work-life balance has a significant positive effect on employee well-being, including job satisfaction and mental health. Employees experiencing better balance between work and personal life demonstrate improved psychological well-being and higher satisfaction with their jobs.

FINDINGS AND DISCUSSION

This chapter presents the key findings derived from the data analysis and provides a detailed discussion of the results in relation to the research objectives and hypotheses. The study examined the impact of work-life balance on employee well-being, measured through mental health and job satisfaction, among employees of Aspa Bandsons Auto Pvt. Ltd., Amravati. The findings are interpreted using percentage analysis and Karl Pearson's correlation coefficient to understand both descriptive patterns and statistical relationships.

Key Findings of the Study

1. Demographic Findings

The majority of respondents (34%) belong to the 25–35 years age group, indicating that the workforce primarily consists of early to mid-career employees who may face higher work and family responsibilities.

Male respondents constituted 56% of the sample, while females accounted for 44%, reflecting a relatively balanced gender composition.

Employees were fairly distributed across departments such as Marketing & Sales, HR, Accounting, Customer Service, Insurance, and Repairing Centers, ensuring representation of varied job roles and work conditions.

2. Findings Related to Work–Life Balance

50% of employees rated their work–life balance as good or excellent, suggesting that organizational practices provide moderate support for balancing professional and personal responsibilities.

However, 26% of respondents reported poor or very poor work–life balance, highlighting the presence of work pressure for a notable segment of employees.

More than half of the respondents (54%) agreed that work interferes with their personal or family life, indicating challenges in maintaining boundaries between work and non-work domains.

3. Findings Related to Mental Health

A significant proportion of employees (50%) reported experiencing stress or burnout often or always, reflecting mental health concerns within the organization.

44% of respondents stated that poor work–life balance frequently affects their mental health, confirming the psychological impact of excessive work demands.

These findings indicate that despite reasonable job satisfaction levels, mental health remains a critical concern linked closely to work–life balance.

4 Findings Related to Job Satisfaction

58% of respondents expressed satisfaction with recognition, motivation, and their job roles, suggesting overall moderate to high job satisfaction.

However, 22% of employees expressed dissatisfaction, indicating scope for improvement in motivational practices, recognition systems, and workload management.

Employees with better work–life balance reported significantly higher job satisfaction levels compared to those experiencing poor balance.

5 Relationship Between Work–Life Balance and Employee Well-Being

Percentage-based comparison revealed that:

Employees with poor work–life balance reported higher stress and burnout (62%) compared to those with good work–life balance (18%).

Negative mental health impact was significantly higher among employees with poor work–life balance (58%) than among those with good balance (20%).

Job satisfaction was substantially higher among employees with good work–life balance (68%) compared to those with poor balance (24%).

6. Correlation Analysis Findings

Karl Pearson's correlation coefficient between work–life balance and job satisfaction was $r = +0.68$, indicating a strong positive relationship.

The correlation between work–life balance and mental health was $r = +0.72$, indicating an even stronger positive relationship.

These values confirm that improvements in work–life balance are strongly associated with enhanced job satisfaction and better mental health among employees.

Discussion of Findings

The findings of the study clearly demonstrate that work–life balance plays a crucial role in influencing employee well-being at Aspa Bandsons Auto Pvt. Ltd. The strong positive correlations between work–life balance and both job satisfaction and mental health support the alternative hypothesis and align with existing national and international research.

The demographic analysis suggests that employees in the 25–35 years age group may experience higher work–life conflict due to career growth pressures and family responsibilities. This supports previous studies which indicate that early-career employees are more vulnerable to stress and imbalance.

Although a majority of employees reported satisfactory work–life balance and job satisfaction, the presence of high stress and burnout levels among half of the respondents highlights a critical area of concern. This indicates that job satisfaction alone does not ensure mental well-being unless supported by healthy work–life balance practices.

The strong positive correlation ($r = +0.72$) between work–life balance and mental health suggests that employees who can effectively manage their professional and personal responsibilities experience lower stress levels, emotional stability, and improved psychological well-being. Similarly, the correlation between work–life balance and job satisfaction ($r = +0.68$) confirms that balanced employees feel more motivated, recognized, and committed to their work.

These findings are consistent with prior research by Gaur and Tarkar (2025), Iswahyudi and Ramadhani (2023), and Aruldoss et al. (2021), which emphasize the importance of flexible work arrangements, supportive work environments, and quality of work life in enhancing employee well-being and satisfaction.

CONCLUSION

The study concludes that work–life balance has a significant and positive influence on employee well-being at Aspa Bandsons Auto Pvt. Ltd., Amravati. The findings reveal that employees who are able to maintain a healthy balance between their professional and personal lives experience better mental health and higher job satisfaction. Conversely, poor work–life balance is associated with increased stress, burnout, and reduced satisfaction at work.

The strong positive correlations between work–life balance and job satisfaction ($r = +0.68$) and between work–life balance and mental health ($r = +0.72$) clearly establish work–life balance as a critical determinant of overall employee well-being. These results highlight the importance of organizational support, flexible work practices, and employee-centric policies in promoting psychological well-being and sustained job satisfaction. Overall, the study emphasizes that fostering work–life balance is not only beneficial for employees but also essential for enhancing organizational effectiveness and long-term employee commitment.

SUGGESTIONS

1. Introduce Flexible Work Arrangements

The organization should consider implementing flexible working hours, shift adjustments, or limited hybrid work options (where feasible), especially for employees experiencing high work–life conflict. Flexibility will help employees better manage personal and professional responsibilities, thereby reducing stress and burnout.

2. Workload Management and Role Clarity

Management should regularly review employee workloads to ensure they are reasonable and evenly distributed. Clear role definitions and realistic performance targets can help reduce work pressure and prevent role overload, which was identified as a major contributor to stress.

3. Strengthen Mental Health Support Systems

The organization should introduce mental health initiatives such as stress management workshops, counseling services, and employee assistance programs (EAPs). Periodic mental health awareness sessions can help employees recognize stress early and seek timely support.

4. Encourage Work–Life Boundary Practices

Employees should be encouraged to disconnect from work outside office hours. Policies discouraging

unnecessary after-hours calls, messages, or emails can help employees mentally detach from work and maintain healthier personal lives.

5. Enhance Recognition and Motivation Programs

Although job satisfaction levels are moderate to high, there is scope for improvement. Strengthening employee recognition programs, performance-based incentives, and appreciation mechanisms can further enhance motivation and job satisfaction.

6. Department-Specific Interventions

Since employees from different departments experience varying levels of work pressure, customized work–life balance initiatives should be developed for departments such as sales, service, and repairing centers, where stress levels may be higher.

7. Training for Managers and Supervisors

Supervisors should be trained to identify signs of stress, burnout, and work–life imbalance among employees. Supportive leadership and empathetic management can significantly improve employee morale and psychological well-being.

8. Promote Wellness and Recreational Activities

The organization can organize wellness programs such as yoga sessions, fitness activities, team outings, and stress-relief workshops. Such initiatives promote mental relaxation, strengthen team bonding, and improve overall employee well-being.

9. Periodic Employee Feedback Mechanisms

Regular employee surveys and feedback sessions should be conducted to assess work–life balance, stress levels, and job satisfaction. This will help management take timely corrective actions and continuously improve HR policies.

10. Develop a Formal Work–Life Balance Policy

The organization should frame a clear and documented work–life balance policy outlining flexible work options, leave policies, wellness initiatives, and support systems. A structured policy ensures consistency and reinforces management's commitment to employee well-being.

LIMITATIONS OF THE STUDY

1. Limited Sample Size: The study is based on responses from 100 employees, which may not fully represent the perceptions of all employees across the entire organization or other branches of Aspa Bandsons Auto Pvt. Ltd.

2. Restricted Geographical Area: The study is confined to employees working at Aspa Bandsons,

Badnera Road, Amravati. Therefore, the findings may not be generalized to other locations, regions, or automobile organizations.

3. Cross-Sectional Research Design: Data were collected at a single point in time. As a result, changes in work–life balance, mental health, and job satisfaction over time could not be analyzed.

4. Use of Self-Reported Data: The study relies on self-reported responses through questionnaires, which may be influenced by personal bias, social desirability, or inaccurate self-assessment by respondents.

5. Non-Probability Sampling Technique: Convenience and purposive sampling were used due to accessibility constraints. This may limit the representativeness and generalizability of the results.

6. Time Constraints: The study was conducted within a limited time frame, which restricted the depth of analysis and the inclusion of longitudinal or qualitative insights.

FUTURE SCOPE OF THE STUDY

Future studies may expand the scope by increasing sample size, including multiple branches or organizations, adopting longitudinal designs, or incorporating qualitative methods such as interviews and focus groups for deeper insights.

1. Larger and More Diverse Sample Size: Future studies may include a larger sample size covering employees from multiple organizations, industries, or geographical regions to enhance the generalizability of findings.

2. Comparative Industry-Based Studies: Researchers may conduct comparative studies across different sectors such as automobile, IT, healthcare, education, and manufacturing to examine variations in work–life balance practices and their impact on employee well-being.

3. Longitudinal Research Design: Future research can adopt a longitudinal approach to study changes in work–life balance, mental health, and job satisfaction over time and to better establish cause-and-effect relationships.

4. Inclusion of Additional Variables: Further studies may include variables such as organizational culture, leadership style, compensation, work-from-home policies, job stress, burnout, emotional intelligence, and work engagement to gain deeper insights.

5. Department-Wise or Role-Based Analysis: Future research may focus on department-wise or job-role-specific analysis to identify unique work–life balance

challenges faced by employees in sales, service, technical, or managerial positions.

6. Gender and Family Structure Perspectives: Studies can explore gender-based differences and the influence of marital status, parenting responsibilities, and caregiving roles on work–life balance and mental health outcomes.

7. Use of Qualitative or Mixed Methods: Future researchers may use qualitative methods such as interviews, focus groups, or case studies, or adopt a mixed-method approach to capture deeper personal experiences and perceptions of employees.

8. Impact of Digitalization and Remote Work: With increasing digitalization, future studies can examine the effects of remote work, hybrid models, and technology-induced work pressure on work–life balance and psychological well-being.

9. Evaluation of Organizational Interventions: Future research may assess the effectiveness of specific organizational initiatives such as flexible work policies, wellness programs, and mental health support systems in improving employee well-being.

Got it — below is a **proper APA-style reference list** based **only on the studies and sources explicitly mentioned in your paper**. I've formatted them in **APA 7th edition**, which is widely accepted for management and social science research in India.

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