IMPACT OF WORK LIFE BALANCE ON EMPLOYEE JOB SATISFACTION OF EXECUTIVE LEVEL EMPLOYEES

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Abstract

In the present scenario, work life balance (WLB) has become one of the prominent issues faced by many employees all over the world. Maintaining work life balance is an issue that has recognized as of strategic importance to the organization and of significance to the employees too. This research has been conducted with the objective of identifying the positive impact of work life balance on employee job satisfaction of the executive level employees of the Industrial Clothing (Pvt) Ltd – Prime Polymers Division. The research tested the impact of the independent variable which is work life balance to the dependent variable which is job satisfaction. The study conducted among 86 executive level employees in Industrial Clothing (Pvt) Ltd – Prime Polymers Division. Through the findings of the research, it was proven that there is a positive impact of work life balance on the employee job satisfaction of the Industrial Clothing (Pvt) Ltd – Prime Polymers Division. Therefore, the study recommends that the management at Industrial Clothing (Pvt) Ltd – Prime Polymers Division should formulate and implement work life balance practices that enhanced employee job satisfaction and these practices should be introduced at all department levels.

Key words: Work life balance, Employee job satisfaction, executive level employees, apparel industry.

Introduction

In the current business context, organizations use Human Resource Management to utilize their work force very effectively and retain them long term in the organization. Various human resource functions such as employee motivation, compensation management, human relation, work life balance practices etc. are implemented to enhance employee performance through employee job satisfaction as a practice of the Human Resource Management (Disanayaka & Ali, 2013). According to Rifadha & Sangarandeniya (2015) there are many factors affecting the employee job satisfaction, among those work life balance has gained increasing attention. If any company implements work life balance strategies correctly, high level of motivated, productive and less stressed workforce and more productivity and less absenteeism are the results that company can achieve (Mendis & Weerakkody, 2017). Better WLB assists employees to have life satisfaction, marital and family satisfaction, better health outcomes and family performance (Shobitha & Sudarsan, 2014).
Organizations should arrange work life balance facilities to their workforce and through that employees can perform their tasks, duties and responsibilities effectively and it leads to the success of the organizations (Pravin & Kabir, 2011 as cited by Shujat, Cheema & Bhutto, 2011). But most of the employers and employees in Sri Lanka have not given top priority to achieve better work life balance. Because the organizations implementing the WLB presently have not studied and confirmed the effectiveness of the WLB practices (Dissanayaka and Ali, 2013).

This scenario is the same for the safety glove industry too. Initial discussion with the HR manager of Industrial Clothing (Pvt) Ltd – Prime Polymers Division revealed that Industrial Clothing (Pvt) Ltd – Prime Polymers Division does not give a top priority for the work life balance of employees. Furthermore, he stated that product quality is their prime concern and they are not aware about the conditions under which the employees work. According to the department of trade and industry (2001) as cited by Mendis & Weerakkody (2017) work life imbalance leads to poor performance, higher absenteeism, sick leave and higher staff turnover, recruitment and training costs. According to Rifadha & Sangarandeniya (2015) creating work life balance leads to job satisfaction among employees.

Job satisfaction is simply how people feel about their jobs and the employing organization (Abuhashesh, Al-Dmour & Masadeh, 2019). According to Ngo (2009) as cited by Shaju & Subhashini (2017), the positive consequences of job satisfaction are high level of job performance, employee motivation, positive work values, lower rates of absenteeism, turnover and stress. In the initial discussion, the researcher questioned about the current job satisfaction of the employees, the HR manager revealed that the current job satisfaction of employees is not up to an acceptable standard. He supported this argument by providing evidence with HR records of the company. Judge, Thoresen, Bono & Patton (2001) stated as cited by Miah (2018) that, daily works and responsibilities tend to be neglected by the discouraged employees dissatisfied with their jobs even when they are occupied with the job and absenteeism may increase to unexpected level.

Yet, significance and relevance of work life balance on employee job satisfaction level is not well identified by the Industrial Clothing (Pvt) Ltd – Prime Polymers Division. These observations from initial discussion encouraged the researcher to conduct a research on work life balance and employee job satisfaction. Therefore the objective of this study is to determine the positive impact of work life balance on employee job satisfaction in Industrial Clothing (Pvt) Ltd – Prime Polymers Division.

Literature Review

Work Life Balance

“Work Life Balance is not only about families and childcare. Nor is it about working less. It’s about working smart. About being fresh enough to give all you need to both work and home, without jeopardizing one for the other. And it’s a necessity for everyone, at whatever your stage in life” (Department of Trade and Industry, 2001 as cited by Mendis & Weerakkody, 2017, p. 75). In this study work to family conflict, family to work conflict, flexible working hours, employee assistance programs and leave policy have been used as dimensions of work life balance. Work to family conflict occurs when work demands and responsibilities make it more difficult for an individual to fulfill family demands and responsibilities and family to work conflict occurs when family demands and responsibilities make it more difficult for an individual to fulfill work demands and
responsibilities (Mendis & Weerakkody, 2017). Flexible working hours is one of the best activities to enhance employee wellbeing, as it helps employee to deal with non-work responsibilities (Shagvaliyeva & Yazdanifard, 2014). “Employee assistance program can be defined as work-based intervention program designed to identify and assist employees in resolving personal problems (e.g. marital, financial or emotional problems, family issues, substance/alcohol abuse) that may be adversely affecting the employee’s performance” (Wambui, Cherotich, Emily & Dave, 2017, p.67). Leave helps for employees to release themselves from work stress and create a balance between work and non work activities (Obiageli, Uzochukwu & Ngozi, 2015).

**Job Satisfaction**

“Pleasurable emotional state resulting from the appraisal of one’s job as achieving or facilitating the achievement of one’s values” (Abu-saad & Hendrix, 1996 as cited by Yvonne, Rahman & Long, 2014, p. 1876). Job satisfaction is a pleasurable or positive emotional reaction to a person’s job experiences (Locke, 1976 as cited by Abuhashesh, Al-Dmour & Masadeh, 2019). In this study advancement, ability utilization, supervision, job security, recognition and appreciation and brand loyalty have been utilized to measure job satisfaction. “Advancement is usually conceived as promotion in management ranks and attainment of higher management levels and pay,” (Yet-Mee, Peng & Yin-Fah, 2013, p. 25). Job related wellbeing and mental health are increased due to higher level of ability utilization and it is not new (Morrison, Cordery, Girardi & Payne, 2005). Supervisor’s high transformational leadership with subordinates tends to play a positive role in producing happier and motivated employees (Wang, Demerouti & Blanc, 2017 as cited by Miah, 2018). “Job security is the length of time employees can expect to remain in their job” (Abuhashesh, Al-Dmour & Masadeh, 2019, p. 6). “Recognition is a process of giving an employee a certain status within an organization (Danish & Usman, 2010, p. 162). Expanded worker commitment, less staff turnover and higher customer loyalty are the great results when employees get appreciated for their commitments in the work environment (Abdullah, Shonubi, Hashim & Hamid, 2016). According to Yalim & Mizrak (2017), the employer brand and its values are essential components of providing employee satisfaction and they revealed that there is a positive directional relationship between employer brand and employee job satisfaction.

**Methodology**

*Conceptualization of the study*

According to Yalim & Mizrak (2017) the employers’ values are essential components of providing employee satisfaction and they revealed that there is a positive directional relationship between employer brand and employee job satisfaction. When the work life balance is adopted as a value appreciated by the organization, and when it is correctly implemented, it is predicted to have a higher level of motivation leading to a productive and less stressed workforce whom would in turn result in satisfaction in the employees (Mendis & Weerakkody, 2017). Therefore, a conceptual frame work as shown in figure 1 was developed for this study in order to analyze the relationship between work life balance job satisfaction.
According to Mendis & Weerakkody (2017) work life balance is an important determinant in enhancing level of employee performance through employee job satisfaction and having better WLB leads to increase employee performance and employee job satisfaction. Work life balance has a positive impact on job satisfaction. If employees feel that they are able to balance their work and life they will be highly satisfied with their job. If there is high WLB there is high job satisfaction among employees (Nayeem & Tripathy, 2012). High quality of WLB significantly contributes to improve the job satisfaction of employees and if they feel there is work life balance they are highly satisfied with their job (Rifadha & Sangarandeniya, 2015). Job satisfaction and organizational commitment improves when employees successfully fulfil their requirement of work life balance through different organizational programs (Gregory & Milner, 2009 as cited by shujat, Cheema & Bhutto, 2011). Furthermore, Arif & Farooqi (2014), saif, Malik & Awan (2011), Mutheu, Kiflemariam & Ngi (2017) and Ganapathi (2016) indicated that there is a positive relationship between work life balance and job satisfaction. In the light of the above literature the study intends to examine the relationship between work life balance and job satisfaction in the context of Industrial Clothing (Pvt) Ltd.

**Data collection**

The target population of the study was 110 executive level employees of the Industrial Clothing (Pvt) Ltd. According to the Krejcie and Morgan sampling table, 86 executive level employees were selected using convenience sampling method. The researcher had to collect both primary and the secondary data. Primary data was collected using a semi structured interview and a questionnaire to find out the research problem and to attain clear answers to the research questions. Secondary data was obtained from the HR records of the Industrial Clothing (Pvt) Ltd – Prime Polymers Division. The questionnaire was developed by using standard questionnaires of past research articles. All the questions of the questionnaire were designed to collect data through five point Likert scale. 82 out of 86 sample respondents filled and returned the questionnaires making a response rate of 95%.

**Analysis and Results**

First the reliability of the questionnaire was tested using the Cronbach’s Alpha which measures the internal consistency. Work life balance is the independent variable of this research and reliability value of 26 questions of WLB is 0.739 and dependent variable of this research is job satisfaction and the reliability value of 8 questions of job satisfaction is 0.958. The researcher developed a questionnaire, which was already utilized for the study that related to the researcher’s topic, and the original researcher has validated the questionnaire. With the help of SPSS Software application data was analyzed.
When it comes to the demographic characteristics of the sample, majority of the executive level employees are males, which is 67%, while only 33% is female. Majority of the respondents of the questionnaire were between the age range of 26-35. Then 33% of employees are between the ages of 36-45, 17% of employees are between the ages of 20-25 and 12% of the respondents were age of 46 and above. Majority of the members of the sample were married and as a percentage it was 55%, while the unmarried or single employee percentage is 45%. Most of the families of employees have around 3 to 4 members, which was 37%. Thirty three percent, (33%) of the employees have 5 to 6 members and 23% of the employees have 1 to 2 members in their families. A very less percentage of employees which is 7% have 6 and above members in their families. When it comes to the length of service provision, 40% of employees have been providing their service to the company for five to nine years. Thirty seven percent (37%) of employees have been working for one to four years in the company. 13% has been working in the organization ten years and above. The employees who have been new to the employment, those that have a service period of less than one year also comprises of 10% of employees.

Work Life Balance

The researcher has entered 82 data points (N = 82) and the most frequently selected choice was 4 in terms of the (Mode = 4) and according to the output table, the average value of the total distribution for independent variable (Mean = 4) is equal to 4, which represented “Agree” in the five point Likert scale used in the questionnaire in assessing the level of Work Life Balance in the organization. The minimum of 3 indicates that there are some executives who neither agree nor disagree with the level of work life balance provided by the organization whereas the maximum of 5 indicates that some executives strongly agree with having a higher level Work Life Balance in the organization.

Job Satisfaction

According data analysis researcher has entered 82 data points (N = 82) and the most frequently selected choice was 4 (Mode = 4), As for the average value of the total distribution for dependent variable (Mean = 3.9604) is also equal to 4. Therefore, it can be interpreted that, the level of job satisfaction as measured on a five point Likert scale states that most of the respondents agree with the statement that they have the job satisfaction at the selected company. The minimum of 2 indicates that there are some executives who perceive to disagree with the level of job satisfaction gained whereas the maximum of 5 indicates that some executives strongly agree with having a higher level of job satisfaction.

The Pearson Product Moment Correlation Analysis

According to the result shown in table 1 above, the work life balance independent variable is significantly, positively correlated (r = .582, n = 82, p = .000) to the dependent variable, job satisfaction. Further, the relationship is statistically significant as the significance value is 0.000 which is below 0.01 (p < 0.01). Since correlation value is more than +0.5 and nearest to the +1, that relationship is much stronger.
Hence, according to the table 1 the correlation coefficient is .582 and it indicates that there is a strong positive correlation (r = .582) between the two variables, work life balance and job satisfaction with a higher significance level. The correlation coefficient value indicates that there is a strong positive relationship (r = .582, n = 82, p = .000) between the work life balance and job satisfaction which is statistically significant and this implies that when work life balance among the employees in an organization prevails, the possibility of them gaining job satisfaction is very high. This could be interpreted as improved work life balance will bring improved employee job satisfaction.

**Simple Linear Regression Analysis**

**Table 2 - Variables Entered/Removed**

<table>
<thead>
<tr>
<th>Model</th>
<th>Variables Entered</th>
<th>Variables Removed</th>
<th>Method</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Work life balance</td>
<td></td>
<td>Enter</td>
</tr>
</tbody>
</table>

b. All requested variables entered.

**Table 3- Model Summary**

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
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<tbody>
<tr>
<td></td>
<td>.582a</td>
<td>.339</td>
<td>.330</td>
<td>.54972</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), Work life balance
According to the table 5, R squared value is equal to 0.339, it shows that 33.9% of the variance of job satisfaction is explained by work life balance. In identifying the significance value (p = 0.000) in the ANOVA table, it can be said that this model is significant one, (F (1, 80) = 40.977, p = 0.000) in predicting job satisfaction through work life balance. Independent variable that is entered in to the regression model is having a positive impact (B = 1.530) on the predictability of the dependent variable. Findings indicate that positive relationship exists between Work Life Balance and Employee Job Satisfaction. Further, regression analysis describes that Work Life Balance has a positive impact on Employee Job Satisfaction with the strength of B value of 1.530 shown at a statistically significant level. As per the study approximately 34% of the variance of job satisfaction is explained by work life balance Hence this could be interpreted as, enhancing the level of work life balance in an organization is a strategy towards improving employee job satisfaction. Having said that, it is also important to look into the areas which contribute towards the other 66% of the variables which accounts for the employee job satisfaction other than Work Life Balance as well.

Discussion and Conclusion

The objective of the study was to determine the positive impact of work-life balance on employee job satisfaction at Industrial Clothing (Pvt) Ltd – Prime Polymers Division. The results shows that there is a positive relationship between independent variable (WLB) and the dependent variable (job satisfaction).

There are many research findings that can be used to validate the findings of this study. Mendis & Weerakkody (2017) found that there is a positive relationship between work life balance and employee job satisfaction in telecommunication industry in Sri Lanka. Further they revealed that work life balance is a major contributor towards the higher level of employee performance through employee job satisfaction. Hence, the study concluded that employee performance and employee job satisfaction improve due to better WLB of the employees. Rifadha & Sangaranadeniya (2015) revealed that there is a strong positive relationship between work life balance and job satisfaction of managerial level employees in People’s Bank head office in Sri Lanka. Further they indicate that higher quality of WLB leads to higher level of employee job satisfaction and when there is work life balance there is job satisfaction among the employees. Furthermore, Nayeem & Tripathy (2012), Weerasinghearachchi (2016), Arif & Farooqi (2014), Saif, Malik & Awan (2011), Adikaram (2016) and Ganapathi (2016) have proved that there is a positive relationship between work life balance and job satisfaction. However, this major finding is contradictory with regard to the findings of Malik, Zaheer, Khan & Ahmed (2010) and Arunika & Kottawatta (2015). Finally with the findings of this study and the validation of literature, it
can therefore be concluded that there is a positive impact of work life balance on employee job satisfaction in ABC Safety Glove Company.

Therefore the researcher invites to the management of the selected company to conduct training programs such as time management and personal effectiveness, effective work load management and life management training programs in order to enhance work life balance of the employees. The company can start a work place childcare center owned by the company or manage by the board of directors. This enables the employees to have easier access to a childcare service and helps to reduce the stress experienced by the working parents in the company. Tele-working facilities too should be increased. Because, tele-work permits an individual to work from home. This strategy assists employees to build their family and personal life around their work in order to reduce expenses related to work and it helps them to work in a less disruptive and stress free atmosphere. There is also need for job sharing for employees on essential duties to reduce the stress and also for them to have time for their respective family. Stress management services and programs should be provided to the employees. Decreasing absenteeism, accidents, grievances and stress related disabilities are some benefits that could emerge from this kind of programs. As per the study employee job satisfaction can be explained and predicted statistically by work life balance to a greater extent. Hence, based on the findings of this study, it is appropriate to recommend utilizing strategies to improve work life balance in an organization will improve the employee job satisfaction.

References


