

## The Impact of Work-Life Balance on Job Satisfaction: With Special Reference to ABC Private Limited in Sri Lanka

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**ABSTRACT:** Work life Balance (WLB) is a timely important area of Human resources Management and has become a top priority for workers everywhere. Hence the main objective of this study is to investigate the relationship between work life balance and job satisfaction of the ABC Company Employees and finally to provide recommendations that could help the company and their employees to achieve a better work life balance and job satisfaction. This study was done using 360 employees as a sample and they represent shipping and logistics sector of the ACB Maritime Agencies, Colombo in Sri Lanka. A self-administered questionnaire was distributed randomly to a sample of 360 full time employees attached to ABC Maritime Agencies (Pvt) Ltd, used in this study and data collected accordingly. The data were analyzed using factor analysis and structural Equation model. The results revealed that most of the employees seem not satisfied with their job and as a result they cannot have proper work life balance. Most of staff are on tasks that are in high demand and that need to be finished in very strict deadlines. Further when these employees finish one such task, they must immediately move to a similar hard task. They are tremendously stressed in such a work atmosphere and as a result efficiency and effectiveness of workers drop down at work and have a poor work life balance.

**KEYWORDS :** *Work Life Balance, Job Satisfaction, Work Stress, Management Support, Family Support.*

### I. INTRODUCTION

Before World War II, the W.K. Kellogg Company created four six-hour shifts to replace the traditional three daily eight-hour shifts, and the new shifts resulted in increased employee morale and efficiency. In the 1980s and 1990s, companies began to offer work-life programs. While the first wave of these programs was primarily to support women with children, today's work-life programs are less gender-specific and recognize other commitments as well as those of the family. Employees in global communities also want flexibility and control over their work and personal lives. Life is a balancing act, and in the society, it is safe to say that almost everyone is seeking work-life balance. But what exactly is work/life balance? We have all heard the term, and many of us complain that we don't have enough of it in our lives. Among men and women alike, the frustrating search for work/life balance is a frequent topic of conversation, usually translated into not enough time and/or support to do, to handle, to manage our work commitments or personal responsibilities.

To handle work-life balance, Friedman and Greenhaus emphasize that working adults learn to build networks of support at home, at work, and in the community. Conflict between work and family has real consequences and significantly affects quality of family life and career attainment of both men and women. The consequences for women may include serious constraints on career choices, limited opportunity for career advancement and success in their work role, and the need to choose between two apparent opposites—an active and satisfying career or marriage and children.

Job Satisfaction (JS) has been defined as “the degree to which employee have a positive and effective orientation towards employment by organization”(Azeem & Akhtar W, 2014). Many organizations face challenges in accurately measuring job satisfaction, as the definition of satisfaction can differ among various people within an organization. However, most organizations realize that job satisfaction impact their work performance and creating a benchmark for measuring job satisfaction, managers can employ proven test methods such as the Job Descriptive Index (JDI) or the Minnesota Satisfaction Questionnaire (MSQ). These assessments help management define job satisfaction objectively. Workers having problem balancing work roles and family roles, set bad standard in the company work setting and often upset the friendly work ambience. So, both work life balance and job satisfaction are related to each other and have impact on job performance of the employees.

Sri Lankan business scenario have been changing due to globalization, competition, government intervention, work environment etc. With this, well paid, challenging and satisfying jobs are highly demanding. When people are dissatisfied with their workplace and job, it led to a negative impact on their work outcome and personal life. Some employees have real problems managing their time with work duties and family responsibilities, which lead them to feel dissatisfied with work arrangements in the work place. Stress and worries are increased due to work overload. In addition, some employees cannot finish their tasks at the workplace because of work load and other work conflicts and sometimes they longer hours. Engaging of employee has become the first and foremost need for top executives. Business leaders known that in this fact cycle of Economy, Company should have a top performing workforce for the growth and to survive in the market place and further they have already recognized that employee engagement can definitely increase the productivity and to reduce the cost related to hiring and retention is highly competitive markets.

Hence, this ABC Company has become aware that dis-satisfaction of employees has become a major problem and it has been shown on reports on employee performance finding that there is a major performance issue in the company. It is also observed that the employees' low commitment due to dis-satisfied with work arrangements in the work place. Due to this major issue it has led to grave performance issues within the company mainly higher defects rate, work deployment by non-meeting the deadlines, required targets and poor quality of work and so on so forth bringing negative impact on overall performance of the company. Therefore, to overcome the above problem, the top management of the company must clearly understand the need to provide solution that should help to achieve higher job satisfaction. Hence, it is necessary to find methods to satisfy employees in different ways to up bring job satisfaction of employee in ABC Company. Researcher has realized the importance of Work-life balance in increasing the job satisfaction and productivity.

Organizations need to provide their employees with arrangements that help them to finish their tasks at home such as telework technology. Furthermore, some employee work longer hours find that it is difficult for them to be involved with their family which impact negatively on their work-life balance. Dissatisfaction of the employees might be the reason for employee's turnover and grievances also affect to bring down the organization's overall performance low. Therefore, research question being recognized as "Is there any impact of Work-life balance on job satisfaction? The objective of this study objectives are; a) To analyze and identify relationship between work-life balance and job satisfaction and b) To provide recommendation to management on how to improve work-life balance to enhance job satisfaction of employees of ABC company

## II. LITRATURE REVIEW

An organization cannot build a good team of working professionals without good Human Resources. The key functions of the Human Resources Management (HRM) team include recruiting people, training them, performance appraisals, motivating employees as well as workplace communication, workplace safety, and much more HRM can be considered as one of the most vital functioning areas of management and source to achieve suitable competitive advantage to as organization (Ashfaq, Mahmood, & Ahmad, 2013). Therefore, every organization is very keen to utilize its human resources in an efficient and effective manner to achieve intended goals and objectives. (Azeem & Akhtar W, 2014). Work-family balance defined as "satisfaction and good functioning at work and at home, with a minimum of role conflict" (Chahal, Chehalis, & Chowdhary, 2013) ;Simply, the work-life balance arrangements are an important element in meeting this challenge without considering gender. Ex: Women are to take care about their families and children and need to work and nowadays most women work & share their duties with men etc.

"Leave your problems at home" may be the mantra of older CEOs, but the new generation of leaders know the personal lives of employees have a direct bearing on their work life and thus their productivity. (Fatima & Sahibzada, 2012) WLB assists Employees to combine employment with their family life, caring responsibilities and with personal life outside the workplace. Best companies in the world such as Google, Yahoo!, KPMG, Hilton, Marriott International, IKEA, and more, Why these companies become so successful and everyone does want to work for them? The answer is simple, they care about their employee's well-being and this creates growth for both the employees and the employers.

On the other hand, if employees spend too much time in their personal life and put in less effort into their work, they will feel that their life is lack of something. They will lack the fulfillment and satisfaction from work and career achievement. This is what it means by being out of balance. And it is important of staying in balance between personal and work life. Simply, if one has managed to allocate the required time for every aspect of life duly and not to reflect the problem in one part of life to another mean that has been able to achieve work family balance. Life as a whole is composed of many of the aspects along with work. Then who have achieved the balance among these aspects is sure to achieve the life balance which does away with any imbalance. All most

all the organizations are looking for better performances and productivity where people are looking for enjoyment, pay, promotion and job satisfaction while maintaining their personal lives. In order to have better performance and productive employee, the organization should apply work life balance policies to achieve good results from their employees. When it comes to ABC too, the management must understand of effective work life balance policy to satisfy all employees, where should lead to better Job satisfaction and performance.

Job satisfaction is the most frequently studied variable in organizational research because employers want to know how to avoid labor turnover and reward their best workers. (Rani, kamalanabhan, & Selvarani, 2011) defined JS as any combination of psychological, physiological and environmental circumstances that causes a person truthful to say I am satisfied with my job (Maeran, 2013). According to (McNall, Masuda, & Nicklin, 2010) JS is under the influence of many external factors. But Vroom in his definition on JS focuses on the role of the employee in the work place. Thus, he define JS as affective orientation on the part of individual towards work role which they are occupying (Yadav & Dabhade, 2013). Generally, Job satisfaction can be explained by satisfaction with parts of a job that the worker likes or dislikes. When general satisfaction is high, little attention is paid to satisfaction with job facets. However, when job satisfaction in general is lower, examining the facets may explain the low morale by identifying the disliked job components. There are many facets, and many ways of conceptualizing and measuring them.

However, JS can be considered as one of the main factors when it comes to efficiency and effectiveness of business organization. In fact the new management model which insist that employees should be treated and considered primarily as a human being who have their own wants, needs, personal desires is very good indicators for the importance of JS in modern companies. Workers who must remain in unsatisfying positions may experience job stress that reduces their general emotional well-being. When people are chronically dissatisfied with a job they must perform 45 hours a week, they may eventually suffer from job burnout, a condition associated with a wide range of physical and psychological symptoms—headache, upset stomach, anxiety, and depression. Job dissatisfaction has even been linked to life expectancy, with those who hate their work predicted to have a shorter life expectancy and an alternative to suffering the emotional and physical consequences of chronic job dissatisfaction is job withdrawal, including absenteeism and quitting. Although job dissatisfaction is widely believed to relate to absence, the empirical support is weak because there are many other reasons for being absent, including illness, personal business, and family responsibilities.

Compared to absenteeism, there is stronger evidence of a causal link between job dissatisfaction and turnover. Dissatisfaction may lead to an intention to leave, followed by engagement in job search activities that include writing a resume, enrolling with job-finding agencies, and interviewing for positions. If another job is found, then the dis-satisfied employee can leave. However, without a job offer in hand, employees are unlikely to quit. Also, it must be noted that in deciding whether to resign a position, individuals think about more than just how they feel about their jobs. They also think about the interpersonal relationships that they may have established at work. (Yadav & Dabhade, 2013) summarizes the findings concerning how people feel towards work, including: cultural and gender differences in job satisfaction and personal and organizational causes; and potential consequences of job satisfaction and dissatisfaction. He provides with a concise overview of the application, assessment, causes and consequences of job satisfaction. Sophie Rowan (2008) reveals how to create a happier work life, without changing career. She provides practical and realistic guidance on how one can achieve optimal job satisfaction and overcome the obstacles that make so many of us unhappy at work. (Quarat, Khattak, & Iobal, 2013) reassessed the meaning of the workplace and proposed a simple formula for success- Forget the idea that hard work alone leads to success and instead focus on building good relationships. He asserts that the best way to win at work is to understand what is needed to support the egos of bosses, peers, and subordinates. Accurate assessment of those needs can then be indirectly associated with one's own personal goals and exploited to make substantive workplace gains. Methods of determining needs are given for a variety of situations, and strategies are offered to help make some of the worst work situations at least marginally better through networking and personal development. (Quarat, Khattak, & Iobal, 2013) reveals perceiving future opportunity can actually be more motivating than actually receiving a raise, getting promoted, or being given additional responsibilities.

(Ransome, 2007) offers practical advice for improving both your attitude about your job and the job itself. She shows workers how to cope with keeping their jobs in this difficult economy. (McNall, Masuda, & Nicklin, 2010) presented widely used measurement scales of Job Satisfaction, Mental Health, Job-related Well-being and Organizational Commitment, along with benchmarking data for comparison. The benchmarking data is based on a sample of almost 60,000 respondents from 115 different organizations across a wide spectrum of industries and occupations. Information is given by occupational group and is further broken down by age and gender. (Nunnally & Bernstein, 1994) examined in terms of industry and staff size as well as employee age and gender

more than 20 indicators of job satisfaction including career-advancement opportunities, benefits, the flexibility to balance life and work, and compensation. (Poelmans, Kalliath, & Brough, 2008) helps to determine employee level of satisfaction and then assists in making positive changes to increase both satisfaction level and quality of work

### III. CONCEPTUALIZATION OF VARIABLES AND HYPOTHESIS

Based on in-depth analysis of previous literature on work-life balance and job satisfaction, this study developed following conceptual framework and identified the major variables.

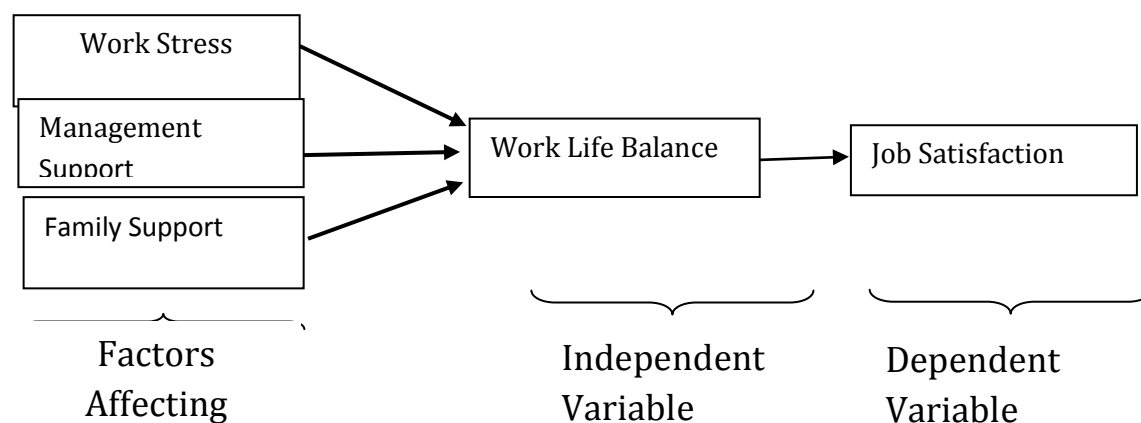


Figure: Conceptual Frame work  
Hypothesis

The study is conducted to test a hypothesis, what kind of impact has on employee work life balance on job satisfaction in the ABC Company, whether it has a negative impact or a positive impact. To come to conclusion questionnaire which has developed based on the hypothesis is provided for the selected sample. The hypothesis can be stated as follows

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

H<sub>1,1</sub> – There is a positive relationship between work-life balance and job satisfaction

H<sub>1,2</sub> – There is a positive relationship between work stress & Work-life balance

H<sub>1,3</sub> – There is a positive relationship between Management support & Work-life balance

H<sub>1,4</sub> – There is a positive relationship between family support & work-life balance

### IV. MATERIALS AND METHODS

#### Population and Sample

Researcher means to conduct her study using face to face interview and by using a questionnaire on the arrears pointed out in the conceptual frame work and sample size would be 360 staff members from 1000 employees in ABC Company. Questionnaire includes 38 questions, that covered areas linked to research topic. It will divide into main subject areas like general information (Age, gender, year of experience, education etc), Work life balance and job satisfaction. Each questions includes 5 scales (Strongly disagree, Disagree, Neutral, Agree and strongly agree).

#### Primary Data

Research action will be improved by using quantitative approaches. Primary data collected by sending questionnaire and conducting face to face interview.

#### Secondary data

The research will be used as a secondary data previous and current data of employees, attendance report and employee evaluation forms from the Human Resources Department of the organization.

#### Statistical tools to be used

Survey data will be analyzing with a work sheet program such as Statistical Package for Social Sciences (SPSS) and MS Excel, which is a part of Microsoft popular office package. SPSS is very user friendly and easy for entering, coding and storing survey data.

Data analyzing survey will be analyzing by using frequency distribution and descriptive statistics methods. Once the data is collected it would be presented by using the data gathered through theories outlined above and the information obtained by questionnaire and information of relevant literature.

### Presentation of findings

Researcher analyses data and presenting the research document by using tables and charts. It will be given clear ideas about research area and survey results according to the research objective and submit suggestions, solutions, recommendation to the management.

### Methods of data collection

As a measure of data collection, writer will be using structured questionnaire which include closed questions in retrieving data and current status of factors affecting job satisfaction and engagements at ABC Company. A questionnaire consists of four sections where section (A) contains of 6 questions which collect data upon demographics factors of employees such as age, gender, education etc. Under section (B) , it accommodate 8 questions which further collect data upon factors affecting to work-life balance and under section (C) consist the questions which follow collected data upon WLB and section (D) includes 10 questions enabling to collect data which affect job satisfaction of the employee.

Questionnaire will be distributing among 60 employees incidentally selecting from the total 100 whom they will be given a duration of 7 days to fill and submit the questionnaire. None of 60 questionnaire were not disqualified among for all 60 were used in the research. Researcher had to spend one week time duration to collect all questionnaire back for analysis.

### Method of data analysis

Data will be analyzing to identify the relationship and to measure impact of WLB or JS in ABC Company. Under section A, all demographic factors will be analyzed with use of percentage in analyzing the general distribution of gender, age, education, year of service. Under the section B, the data are being analyzed under 3 factors affecting to Work life balance, work stress, Management support and Family support. Under Section C , the data analyzed of WLB considering role conflict, home satisfaction and family functioning, work satisfaction and employee service responsibilities. Under section D, the data analyzed of job satisfaction considering work environment, compensation plan and autonomy. Each factor analysis will be made easy by further clustering each factor into sub factors where each sub factor is allocated with question.

### Principal Components Analysis

The Principal Component Analysis (PCA) is useful to identify the pattern of correlations within a set of observed variables. The main purpose of the principle component analysis are data reduction and the interpretation (Principal Component analysis, 2016). This is most beneficial to describe the covariance, variance structure over a liner combination of original variables. The uncorrelated linear combinations of the observed variables are getting from the factor extraction. This method of principle component method used to obtain the initial factor solution when a correlation matrix is singular. All data collected through the questionnaires which method of primary data collection Cronbach's alpha the most common measurement is to test reliability of the multiple Likert questions in the questionnaire.

## V. DATA ANALYSIS AND DISCUSSION

### Assessing reliability and validity of Reflective variables

In here, Indicator reliability (Outer loadings, T-statistics) and Internal consistency reliability (Composite reliability, Cronbach's alpha) was examined between indicators questionnaire items on reliability of constructs and, below validity of constructs Convergent validity (AVE) and Discriminant validity (Fornell-Lacker criterion) was considered

**Table 01: Validity and Reliability constructs of first order analysis**

	Construct	Indicator reliability		Internal Consistency Reliability		Convergent Validity
		Loadings	t-statistic	Composite reliability	Cronbach's alpha	AVE
1.	<b>Work Life Balance</b>					
	Q1	0.926441	142.393729	0.980435	0.976715	0.877436
	Q2	0.942640	163.422654			
	Q3	0.932400	147.220722			



	Q4	0.942754	180.565632			
	Q6	0.940659	125.095715			
	Q7	0.938339	161.399533			
	Q8	0.933656	169.757163			
2.	<b>Work Stress</b>			0.970972	0.962552	0.904520
	Q1	0.939989	178.050109			
	Q2	0.944739	233.526687			
	Q3	0.924394	136.635450			
	Q4	0.900769	105.538966			
	Q5	0.952894	224.870194			
	Q6	0.922231	224.870194			
	Q7	0.893456	225.864531			
3.	<b>Management Support</b>			0.966305	0.956346	0.851574
	Q1	0.923894	80.767037			
	Q2	0.920623	115.800991			
	Q3	0.894984	80.126403			
	Q4	0.930422	124.437910			
	Q5	0.943432	151.037136			
4.	<b>Family Support</b>					
	Q1	0.962796	235.082947	0.982710	0.978882	0.886183
	Q2	0.947772	192.868306			
	Q3	0.945355	196.682975			
	Q4	0.948360	252.696412			
	Q5	0.951570	193.556612			
	Q6	0.950423	202.370548			
5.	<b>Job Satisfaction</b>			0.974133	0.966788	0.870001
	Q1	0.943162	176.779188			
	Q2	0.954598	192.500297			

Source: Sample survey, 2018

### Test of reliability

The reliability of a measure indicates the extent to which it is without bias and hence ensures consistent measurement across time and across various items in the instrument. In other words, the reliability of a measure is an indication of the stability and consistency with which the instrument measures the concept and helps to assess the goodness of a measure. The reliability indicates the stability and consistency with which the instrument measures the concept. According to the above table it's clear that all generated outer loading values of the questionnaire items are above 0.7 which posits that altogether constructs under the analysis have indicator reliability and none of the items were omitted from the model) which means constructs are completely significance at On the other hand, t-stat values of the constructs preview higher values (all are above 2.58) which means constructs are completely significance at 99% significance level. Since, both the tests conclude that the model has a higher reliability in constructs.

Concerning the Internal consistency reliability Cronbach's Alpha (CA) and Composite reliability (CR) was computed and was greater than 0.9 showing an excellent internal consistency of all indicators which reflect the independent variables, under the analysis. It shows a high association between the items and the questionnaire is consistently reliable. Some professionals recommended the alpha should be at least 0.90 for instruments used in experimental settings (Nunnally & Bernstein, 1994). Other propose an alpha of 0.70 is acceptable for a new instrument (Devellis, 1991)(Devon, et al., 2007). The alpha and CR computed for each of the three subscales also exceeded the minimum value for a new tool: all subscales were >0.70, see table (both CA and CR stands for measuring internal consistence, we can calculate either one of this to prove the internal consistency of a model.)

### Test of Validity

Validity primarily measures whether the constructs are adequately represented by the items in the defined model. Concerning validity, study undergo with two validity tests; Convergent validity and Discriminant validity. Convergent validity refers to the acquaintance with which a measure relates to (or converges on) the construct. To calculate convergent validity, each indicator's Average Variance Extracted (AVE) is evaluated.

Therefore, accordance with the table 4.3 AVE measures of the indicators denote values greater than 0.7 that they all are above the recommended value of 0.5 where the first order analysis postulate that there is a convergent validity in the model.

When it comes to the second test of validity which is Discriminant validity; which refers the extent to which a measure does not measure other constructs a different procedure has to be follow. To test this requirement (Fornell & Larker, 1981) has suggests the square root of AVE in each latent variable can be used in order to establish discriminant validity. To do that, a table which contains manually calculated square roots of AVE can be used as follows.

**Table 02: Fornell-Lareker criterion analysis for checking Discriminant validity**

	<b>GPA</b>	<b>GPB</b>	<b>GPI</b>	<b>GPSP</b>	<b>GPT</b>
<b>WLB</b>	<b>0.936716</b>				
<b>WS</b>	0.977031	<b>0.951063</b>			
<b>MS</b>	0.953798	0.958504	<b>0.922808</b>		
<b>FS</b>	0.936394	0.941075	0.940834	<b>0.941373</b>	
<b>JS</b>	0.978869	0.971942	0.958825	0.935504	<b>0.932738</b>

Source: Sample survey, 2018

If non-bold values (horizontal values) lying under the  $\sqrt{AVE}$  value in the table are lower compared to the manually calculated square root of AVE the Discriminant validity of the variables can be established ( $\sqrt{AVE} > \text{Correlation of other variables}$ ). Therefore, when interpreting table 4.4 we can summarize that some of the variables included in the final model have discriminant validity under analysis while all those variables are significant at the 0.01 significance level.

In summary when it comes to the overall assessment of the measurement model, the validity and reliability of the measurement model were evaluated using the internal consistency reliability, indicator reliability, convergent validity and the discriminant validity. As in the methodology section, a measurement model has satisfactory internal consistency reliability when the CR or CA's of each construct exceeds the threshold value of 0.7. The results thus indicate that the items used have satisfactory internal consistency reliability. Next, the indicator reliability of the measurement model is measured by looking at the item loadings. From the validity guidelines, it is said to have satisfactory indicator reliability when each item's loading is at least 0.7, and this is significant at least at the level of 0.05. Based on the PLS-SEM analysis, all items have exhibited loadings exceeding 0.7 respectively. Thus, it can be said that all the items have exceeded 0.7 in this study demonstrated satisfactory indicator reliability. The measurement model's convergent validity was assessed by the value of the AVE which have exceeded the recommended threshold value of 0.5. In this study, the discriminant validity is assessed by using the (Fornell & Larker, 1981) criterion. Based on the discriminant validity, the bolded elements represent the square roots of the AVE and the non-bolded values represent the inter-correlation values between the constructs.

### Structural Model Fitness (Inner Model)

The second phase of the model testing tested the theorized causation of the structural model, which was in the direction of the key constructs. Structural model primarily assesses hypothesized causal relationship between exogenous (independent) and endogenous (dependent) latent variables. This assessment will be done based on the five step guidelines which was suggested by (Hair, Ringle, & Sarstedt, 2011) in order to examine the inner model of a study using on PLS-SEM as below. Besides the measure proposed by Hair et al. (2014) study will evaluate the chi-square value to measure the goodness of fit the model in addition to  $R^2$  measurement.

### Assessment of Collinearity

Multi collinearity is a high degree of correlation (linear dependency) among several independent variables. It commonly occurs when a large number of independent variables are incorporated in a model. It is because some of them may measure the same concepts or phenomena. This can be detected by examining tolerance and the Variance Inflation Factor (VIF) that they are the two-major collinearity diagnostic factors that can help to identify multi collinearity in a model. As recommended if the tolerance values of the model  $>0.2$  have no collinearity problems. However, there is no formal VIF value for determining the existence of multi collinearity in a model. Generally, values of VIF that exceed 10 are often regarded as representing higher multi collinearity, over 5 regarded with moderate effect and over 3 regarded with lower collinearity effects.

**Table 03: VIF values of the model**

Model		Coefficients <sup>a</sup>	
		Collinearity Statistics	
		Tolerance	VIF
1	WLB	0.028	35.149
	WS	0.025	39.892
	MS	0.059	16.892
	FS	0.080	12.509
	JS	0.033	30.554
a. Dependent Variable: PI			

Source: Sample survey, 2018

In accordance to the above table which denotes VIF measures of the model. When concerning the relationships among independent variables and dependent variable. It shows that Work Life Balance (WLB), Work Stress (WS), Management Support (MS), Family Support (FS), and Job Satisfaction (JS) represent higher collinearity effects. In here, All VIF values are higher than 10 & tolerance values are lower than 0.2, so it indicates there is multi-collinearity issue in the model.

In other words, when we consider the relationships between dependent (Purchase Intention) and independent variables, All independent variables represents a higher multi-collinearity effects with PI as well.

#### **Assess the significance and relevance of the structural model relationships**

In the second step of assessing the inner model, hypothesis suggested by the study was evaluated. Therefore, as discussed under chapter three hypothesis were listed down in order to in the table 6.5 with their path coefficients and t-statistics to clearly identify their significance of variables in the model as well the relationship between depend and independent variables.

#### **Assess the level of R<sup>2</sup> (Coefficient of determination)**

Coefficient of determination or R square value explains to which extent a percentage variation of dependent variables is explained by independent variables. Simply, it tells us how well the regression model fits our data. This value generally varies between the scales of 0-100%.

**Table 04: Measure of Goodness of fit**

	R Square	Adjusted R Square
PI	0.96031	0.95966

Source: Sample survey, 2018

In this model both R square values of the dependent variable reported as 0.96031. Usually, higher the value of R<sup>2</sup> better the model fits with the observations. However, based on the results we can conclude that 96% variation of the purchase intention is been clearly explained by the independent variables of the study while remaining variations 4% of purchase intention goes unexplained in the model.

Sometimes the value of R<sup>2</sup> can be misleading when assessing the goodness-of-fit of a model where we can look for the value of adjusted R<sup>2</sup> at that time. The adjusted R-Squared compares the explanatory power of regression models that encompass different numbers of predictors. When the R<sup>2</sup> becomes meaningless in a model the value of the adjusted R<sup>2</sup> will be useful.

#### **Assessment of f squared (f<sup>2</sup>) -Effect size**

Effect size is measure of the strength of the relationship between variables. According to (Cohen, 1988) f<sup>2</sup> value less than 0.02 represent no effect size, 0.02-0.15 a smaller effect size, 0.15-0.35 a medium effect size and above 0.35 considered to be have a larger effect size.

**Table 05: Values of the effect size**

	F <sup>2</sup>
Work Life Balance	0.022
Work Stress	0.171
Management Support	0.001
Family Support	0.267
Job Satisfaction	0.026

Source: Sample survey, 2018



Consequently, we can summarize the results in table 6.7 as that green product awareness and green product trust have small effect size. While green product benefit and green product security and privacy have medium effect size. In addition green product image and green product trust have no effect size.

### Assess the Predictive Relevance ( $Q^2$ )

$Q^2$  is a sample re-use technique, which facilitates to assess the cross validation (CV) of the model (Chin, 1998). If the  $Q^2$  is larger than zero, then the model is considered to have predictive relevance. Otherwise the model lacks to have predictive relevance. The  $Q^2$  value is less than 0.2 represent weak effect. While 0.02-0.15 a medium effect and 0.15-0.35 considered to be have a large effect (Chin, 1998).

**Table 06: Cross validation Redundancy**

SSO	SSE	$Q^2 (=1-SSE/SSO)$
WLB	2,597.000	2,597.000
WS	2,226.000	2,226.000
MS	1,855.000	1,855.000
FS	1,113.000	1,113.000
JS	1,855.000	1,855.000

Source: Sample survey, 2018

When considering the results of cross validation,  $Q^2$  value of purchase intention reports value greater than zero, which means this model considered to have predictive relevance with a larger effect ( $0.782 > 0.35$ ).

## VI. CONCLUSION

### Results of Hypothesis

The study hypotheses are:

#### $H_1$ – Alternative Hypothesis

$H_{1,1}$  – There is a positive relationship between work-life balance and job satisfaction

$H_{1,2}$  – There is a positive relationship between work stress & Work-life balance

$H_{1,3}$  – There is a positive relationship between Management support & Work-life balance

$H_{1,4}$  – There is a positive relationship between family support & work-life balance

**Table 07: Path coefficients and significance among constructs**

Hypothesis	Relationship	T statistics	Co-efficient	Results
H1	Positive	2.714798**	0.176	Supported
H2	Positive	2.881504**	-0.179	supported
H3	Positive	7.875054**	0.521	Supported
H4	Positive	2.988954**	0.134	Supported

\*\* Significance at 95% level

Source: Sample survey, 2018

The four hypotheses were proposed in this study and tested statistically. The results of this hypothesis are discussed below.

### Relationship between Work Life Balance & Job Satisfaction

Findings support the study's hypothesis. "There is a positive relationship between Work life Balance & Job Satisfaction" The organization should have a work arrangement that help employees have flexible in timing and the ability to spend more time with their families. As a result these arrangements leads to higher level of JS, the more flexibility employees are more satisfied ad they report high JS (Gayathiri & Ramakarishnan, 2013) likewise (Guest, 2002) found that WLB practices such as part of the job for those with family responsibility make employee happier and satisfied as they can handle family matters as well as their working life. Employers should provide their staff with service that support them to have time with their families such as felx-time, healthcare, sports centers, entertainment programs, implementation of work life policies, provide employees

with high level of JS and lead to high performance. When employee have good WLB arrangements, they are encouraged to perform better which in turn increase the company profits.

### **Relationship between Work Stress & Work Life Balance**

The study shows that there are positive relationship found on work life balance by work stress. The study conducted by (Nadeem & Abbas, 2009) found that a negative correlation exists between Stress and job satisfaction. Increase in stress leads to decrease in employee JS. The results are contradictory with the previous research. However research conducted by (Nadeem & Abbas, 2009) supported the research finding. They found that a positive relationship between working hours and JS (Working hours is a one predictor for WS in the research). In other words, people who work more hours are more satisfied in there work. They also pointed out in the research that income mediate relationship between working hours and JS as income is positive correlated with longer working hours. (Nadeem & Abbas, 2009) further added other factors like salary, organization policy and satisfaction of supervisors are associated with JS and minimize the impact of stress. As a whole we can come to a conclusion, upto some extent work stress is necessary to increase JS of employees of ABC Company.

### **Relationship between Management Support & Work Life Balance**

The result indicates positive between Management Support and Work Life Balance as the hypothesis predicted in there is a positive relationship between MS & WLB. Therefore, null hypothesis for Management support and WLB is rejected. Similar results are found by previous research conducted by (Parvin, 2011). They concluded in their research that there is a positive relationship between WLB & MS. Similarly, (Varatharaj & Vasantha, 2012) research identified that MS is critical to WLB initiative. This type of encouragement can be strengthen to provide timely and constructive feedback on the employee performance. Managers pay an important role in the success of work life programs because they are in apposition to encourage or discourage employee's efforts to balance their work and family.

### **Relationship between Family Support & Work Life Balance**

According to the study shows that there is positive relationship between the Family Support and Work Life Balance. This result is consistent with other studies and supported (Azeem & Akhtar W, 2014). They found that the support from family members will play a significant role in balancing personal and work life. Family member support is a leading judge of WLB. Women employees also have adult children can easily balance than women with younger age kids. Similarly, women employee who need to take care of older parents /in laws health responsibility have lesser Work life balance than their colleagues. In conclusion, family member's support affect the WLB of employees. Lower balance may lead to higher absenteeism, lower JS and sometimes may turn to higher employee attrition. Organizations with cooperative work culture may help them to hiring a suitable balance in their performance and personal life.

### **Findings from un-structured interviews**

Unstructured, informal interviews were carried out by the researcher with the prior approval from the Group Human Resources Manager of the ABC Company to get a proper insight on employee perception on current WLB system and Job Satisfaction level of the company. The interview was carried out with randomly selected ten staff members. After having interviews with them, their point of view writer has to mention following conclusions.

The reward system of the company not clearly defined and having complicated reward process and most of employees not having better understanding about the current reward system. The management of the ABC Company has not identified the importance of having a reward system. A good reward system inclusive of extrinsic, intrinsic rewards outcome effect to the employee performance. The top management of ABC not recognizing employees as an asset they are following a "give and take" policy with regard to the rewards not giving recognition to the employees. Basic salary and salary increments are not competitive level compare to other companies pay level. Therefore employees are not happy and management not paying an attention to give a competitive based pay. The salary increments not depend on individual performance based and every employee given a flat salary increment. The annual bonus scheme also not consider the performance of employees and employees are not happy about the annual bonus that they currently receive.

The individual performance level not communicating to employees. Therefore, employees do not identify their strengths and weaknesses. Training and Development programs are not conducting for employees and company paying less attention on employee entertaining. Employees are not happy about current entertaining programs, lack of supervision is highlighted in the company, increases error rate, absenteeism and punctuality. There is no team work feeling within the employee and they do not have positive feeling about the company also from their point of view, they are not treating fairly. Employees are not happy with the administrative legislations of the company as they are very strict. There is lack of relationship between management and employees.

## VII. RECOMMENDATION

- Many changes in the life and organization have led to rapid increase in the work responsibilities and WLB has become one of the most important policies to employees and to organization. It comprises different arrangement that assist employees to have better life and help the organization to be more competitive. Based on findings and analysis, the following recommendations made by the research writer.
- Management support for work life balance is critical in this company to increase job satisfaction of its employees and it must come from the top. All the time, the perception that hard work is the only way to rise in a company keeps employees at the ground stone, working them into illness. Top executives can set examples of good work life balance and make it known that the same is expected from all employees.
- Surveys of employee work life balance can help the company understand workers needs and design appropriate policies to meet this.
- Set priority for all work. When prioritizations are unclear, employees tend to over work because they think that everything must get done at once. Setting priorities allow workers to schedule tasks over a reasonable period of time.
- Train supervisors/ wharf executives to recognize signs of over work. Supervisors can stop increase in error rate, absenteeism and sign of stress related burnout more easily than anyone else in the company. Workers who show these signs of poor work life balance can be referred to Employee Assistance Programs (EPAs).
- Seminars on work life balance can help ABC employees understand it's important and find ways to achieve it. Such seminars teach employees how to better manage their workload, eliminate unproductive work habits, get sufficient exercises and negotiate more flexible working conditions that meet their needs.
- Flex time is one of the most useful tool in helping employees to achieve a good work life balance. Companies should identify which jobs lend themselves to flexible work scheduling and implement formal policies for coordinating flexible schedules with an employee's supervisors and employers.
- Job sharing can keep two valuable employees busy while reducing work related stress. In a job-sharing arrangement, two workers work part time and share the workload of one job. Careful coordination between the two workers, their supervisors and their co-workers is necessary to make job sharing work.
- Encourage the use of vacation and sick leave time. Supervisors should advice employees to use their vacation and sick leave benefits when signs of burnout or illness arise. Companies can implement, use it or lose it policies to encourage employees to take time-off when it necessary.
- Limit how often employees take work home. The limit between work and home lives tends to fuzziness who regularly take work home. This practice should be monitored by the management personnel who should also develop plans for making sure that work gets done at the office instead of at home.
- Sponsoring employees' family-oriented activities in another way to combine work and life. Sporting events, outbound trips, excursions to amusement parks & other family-oriented outings are good opportunities to help employees strike a work life balance.
- Company need to promote their work life balance policies in employee orientations and handbooks. Frequent positive commitment of these benefitsreinforce management's commitment to help workers to achieve WLB and give employee the feeling that it is OK to live a little.

## FUTURE RESEARCH

This research will serve as a base for future research and throw up different questions in need of more investigations. This research analyzed and identified the important of work life balance and job satisfaction. Some suggestions could be made to analyze and to identify interesting topics. i.e. Ex: further research could extend the finding from this study by identifying more variables that could have more influence on relationship between work life balance and job satisfaction. Such as telework technology, job autonomy, cultural and environmental variables etc,. The results might be more towards to work life balance of ABC Company.

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