



Work Life Balance – Job Satisfaction & Turn over Intentions

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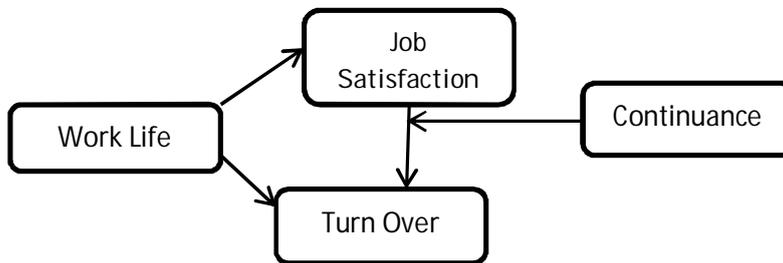
Abstract: *Work Life Balance is a very important aspect which is gaining more importance these days due to aspects like Increase in Dual earning families, Increase in working hours and work burden, Reduction in the personal time. This concept is very much crucial for the Working Women as the role they play in each and every aspect of their life is critical. The Success of any organization depends on the satisfaction level of employees. Severe dissatisfaction may lead to Turn-over intentions. This clearly implicates that there is a relationship existing among the Work Life Balance, Job Satisfaction and Turn-over intentions. This paper is an attempt to bring the extent of relation among these factors. Also, it gives the various causes and effects. A Chi square and Regression analysis tool was used to analyze the data collected from various employees. Work Life Balance can be achieved by the factors responsible for job satisfaction such as: supportive colleagues, supportive working conditions, mentally challenging work, equitable rewards and employee oriented policies etc .*

Keywords: *Work-life balance, Job Satisfaction, Turnover intention, Dual earning families, Regression analysis.*

Introduction: Work-life balance is defined as satisfaction and good functioning at work and at home with a Minimum of role conflict (Clark, 2000). Work-life balance is defined as “the extent to which an individual is equally engaged in – and equally satisfied with – his or her work role and Family role” (Greenhaus, J. H., Collins, K. M., & Shaw, J. D. , 2003). In contrast work-life conflict is defined as a lack of fit between employees and their life responsibilities and the goals of their organization (Becker, B. E., & Huselid, M. A, 1998). Therefore, in some studies work-life Balance is considered as the absence of work-life conflict (Kim, H. K., 2014). Although work-family balance and Work-life balance are used interchangeably in the literature, work-life balance refers to a more Comprehensive concept.

In this article we investigate the impact of WLB on employees’ job satisfaction and turnover intention. Since job satisfaction is one of the important antecedents of turnover intention, we hypothesize that job satisfaction mediates the relation between WLB and turnover intention. In addition we assume that employees with high continuance commitment have lower intention to quit even if they suffer from work-life conflict or job dissatisfaction. Therefore in this study we hypothesize that continuance commitment moderates the job satisfaction – turnover intention relationship in a way that the higher the continuance commitment is, the lower the turnover intention is. The conceptual model of the research is indicated in figure 1.

Figure- 1: Conceptual model



Job Satisfaction:

Job satisfaction is described as the positive attitude and emotion towards one's job and work Environment (Locke 1978). This good feeling occurs when an employee think that there is definitely an alignment between the current job and their personal goals. There should not be any mismatch between the effort they put in & the outcome they deserve i.e. it is always expected that inducement would always be greater than contribution so as to keep the value judgment about job satisfaction intact. Leaving job not only reflect the quitter's attitude but also discourages others to join that profession. Heavy workload, poor salaries and benefits are some of the reasons professionals are dissatisfied and quit their jobs. Job satisfaction is multidimensional. Job satisfaction is influenced by a variety of factors e.g. the nature of one's relationship with their supervisor, the quality of the physical environment in which they work, the degree of fulfillment of their work etc. Most of the organizations have taken into consideration the issues related to work and life and they have been trying their best to take care of their employees and their work life. Satisfaction of a person in the job is regarded as one's feelings or state-of-mind regarding the nature of the work.

Turn Over Intentions: Turnover intention is a measurement of whether a business' or organization's employees plan to leave their positions or whether that organization plans to remove employees from positions. Turnover intention, like turnover itself, can be either voluntary or involuntary. In general, turnover creates monetary and structural stress on the organization it occurs within, especially voluntary turnover. At least with involuntary turnover, the organization can make preparations to reduce losses. To reduce turnover intention, organizations can offer strategic compensation packages, especially emphasizing performance and tenure. Also, employee-centric businesses tend to have less turnover because the staff feels like it has a voice and the company values its contributions. (Chron). Turnover intention is the possibility that an employee leaves their position in near future (Green, A. E., Miller, E. A., & Aarons, G. A., 2013). Several factors might influence employees' turnover intention such as ethical leadership and climate (Demirtas, O., & Akdogan, A. A., 2014), commitment (Chen, J., Wang, L., & Tang, N, 2014), psychological contract breach, and organizational satisfaction (Lacity, M. C., Iyer, V. V., & Rudramuniyaiah, P. S., 2008). Although different factors influence employees' turnover intention,



job satisfaction is the main reason leading to turnover intention. Several studies have confirmed the negative relation of job satisfaction and turnover intention. Employees with low job satisfaction decide to quit the organization in the hope of finding a more satisfactory job. In most studies on turnover intention, it has been observed that job satisfaction is important antecedent.

Continuance Commitment: A high Quality of Work Life of employee is essential for organisations to continue to attract and retain employees. The issue of Quality of Work Life has become critical in the last two decades due to increasing demands of today's business environment and family structure. High Quality of Work Life enjoy exceptional growth and profitability. Enhanced Quality of Work Life will result in productivity and gains from productivity in turn will strengthen Quality of Work Life.

Continuance Commitment is an attitude of an employee or an innate feeling of an employee that he should work with the current organization for a long time. Employee with high Continuance Commitment tend to work for the company for a longer time even without job satisfaction and also an employee with less Continuance commitment tends to leave the company faster than co-workers.

WLB and turnover intention: Work life Imbalance has a more important role in employees Turnover Intention comparing to factors such as management behavior towards the employees or the salary they receive (Hughes, J., & Bozionelos, N., 2007). There is no value the salary an employee

receives when he has no time out of the organization to spend the money. The happier the employees are in their personal life, the happier they are at work. It is confirmed that work life balance has a negative impact on turnover intention. Employees who perceive higher levels of balance in their work and life have lower intention to quit. On the other hand, studies have confirmed that work-family conflict increases employee's intention to quit (Anderson, S. E., Coffey, B. S., & Byerly, R. T., 2002). Thus, it is hypothesized as: There are a variety of factors that make women employee feel positive or negative about their job. Moreover, some employees may be satisfied with a few aspects of their work but dissatisfied with all other aspects. Factors that lead to hold positive or negative perceptions of their job have their own Impact on work life balance. This mental stress for women can lead to physical stress and cause ill health, headache, gastritis, body ache, de-motivation, low morale etc., lead to long term cardiac problems, high blood pressure, diabetes or other psychiatric problems and low job performance etc. All these problems generate Work life conflict and job dissatisfaction especially for women employees, which results in:

- Increased Absenteeism
- Increased Employee Turnover
- Reduced Productivity
- Reduced Job Satisfaction
- Increased Managerial Stress
- Damage of Family and Social relationship

Objectives of the Study

- To study the working environment with respect to WLB & Job satisfaction.
- To study the perception about WLB and job satisfaction among the working women



- To study the effects WLB on Job Satisfaction among the Working women in educational industry
- To study the various policies adopted by the Organizations for the better WLB and there by its relation to Job Satisfaction.

Hypothesis:

H⁰₁: There is no any relation between the initiatives taken by the organizations and the Job Satisfaction of the working women.

H⁰₂: There is no any relation between Work life balance and Job satisfaction among the working women in the educational sector

H⁰₃: There is no any relation between Job Satisfaction of an employee and their Turn over intention

Type of Research:

This is a Survey type. This survey deals with personal interviews. For conducting the personal interviews of the employees questionnaires will be prepared and most of the questions will be in Likert Five Point Scale.

- Sampling Technique : Convenience Sampling
- Sample Size : 100
- Sample Unit : Employees With Different Job Designations across different organizations (Fresher's, Jr Level, Sr Level)
- Tools & Techniques : Chi-Square test and Descriptive Statistics

Questionnaire:

1. Do you feel happy with the Work – Life initiatives taken by the organization
2. Do you feel satisfied in job as you are able to balance your Work and Life
3. Do you feel to continue working in the same organization irrespective of your satisfaction towards the job.

Data Analysis & Interpretations:

		Number	Percentage
Gender	Male	30	30%
	Female	70	70%
	Total	100	100%
Marital Status	Single	67	67%
	Married	33	33%
	Total	100	100%

1. Do you feel happy with the Work – Life initiatives taken by the organization

Gender Analysis	Highly Agree	Agree	Neutral	Disagree	Highly Disagree	Total
Females	2	29	35	0	4	70
Males	0	20	4	6	0	30
	2	49	39	6	4	100

Calculated Value: 26.54, Level of significance: 5%, Degree of Freedom : 4 ,Table Value : 9.48



Inference: Calculated value is **26.54**. From the above table the significance value is less than 0.05 with 4 Degrees of Freedom for which Table Value is **9.48**. As the Calculated Chi-Square value is higher than that of Table Value, Null

hypothesis is rejected. Hence there exists a significant relationship between the initiatives taken by the organizations and the Job Satisfaction of the working women.

2. Do you feel satisfied in job as you are able to balance your Work and Life

Gender Analysis	Highly Agree	Agree	Neutral	Disagree	Highly Disagree	Total
Total Females	0	16	18	5	1	30
Total Males	11	44	15	0	0	70
	11	60	33	5	1	100

Calculated Value : 23.938, Level of significance : 5%, Degree of Freedom : 4, Table Value : 9.48

Inference: Calculated value is **23.938**. From the above table the significance value is less than 0.05 with 4 Degrees of Freedom for which Table Value is **9.48**. As the Calculated Chi-Square value is less than that of Table Value, Null

hypothesis is rejected. Hence there exists a significant relationship between Work life balance and Job satisfaction among the working women in the educational sector

3. Do you feel to continue working in the same organization irrespective of your satisfaction towards the job.

Gender Analysis	Highly Agree	Agree	Neutral	Disagree	Highly Disagree	Total
Total Females	0	2	7	26	35	70
Total Males	0	1	5	12	12	30
	0	3	12	38	47	100

Calculated Value : 1.286, Level of significance : 5%, Degree of Freedom : 4, Table Value : 9.48

Inference: Calculated value is 1.286. From the above table the significance value is less than 0.05 with 4 Degrees of Freedom for which Table Value is 9.48. As the Calculated Chi-Square value is less than that of Table Value, Null hypothesis is accepted. Hence there exists NO Relationship for the employee to continue in same organization to achieve satisfaction in Job

These are ongoing issues to be managed. Both are not impossible, but it does take some consistent effort and. Work can dominate your life. Recognizing what is important and necessary and striving for what is valued will make a work-life balance feasible. Utilizing management skills will enable you to have a job satisfaction and balance between work and home life. There are many causes for stress in the workplace and the possibility for eliminating all of them is impossible. It also may be harmful.

Conclusion: Work life balance and job satisfaction is not a problem to be solved.



Sometimes stress provides positive outcomes. Stress can sometimes motivate and refresh and enable people to achieve more; the key appears to be in how individuals are able to cope with it. Both the sector can help working women by implementing organizational strategies to control or reduce some of the major causes of stress /Job Satisfaction and it has direct impact on Turnover Intentions. It could be said that with the change of satisfaction determinants, level of job satisfaction also varies. For the employers, Work-life balance and Job satisfaction of employees will be an important input in designing appropriate policies for employees to address work - life balance and job satisfaction issues. A Good Balanced and Satisfied Employees in any Organization will have less Turnover Intentions.

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