CHAPTER 1

WORK LIFE BALANCE AND JOB SATISFACTION

1.1 Introduction

Nature abundant with natural resources, capital and technology cannot make rapid economic and social progress, unless it has a rich pool of competent people to harness and utilize these resources (Mehta, 1976). Economically developed countries have a rich supply of quality and hard working human resources who are actively involved in their nation building as compared to economically backward countries.

Ginzerberg (1980), points out that vast number of human resources remain unutilized and wasted due to lack of employment opportunities, poor skills, outdated HR practices and resistance to change. If properly utilized human resources will help in adding value to the economic growth of the country by becoming most important asset of any organization.

The success and failure of any organization is determined by the competence of its manpower to utilize the organizational resources. Megginson (1967) has defined human resource from the view point of individual organization as “the sum total of inherent abilities, acquired knowledge and skills as exemplified in the talents and aptitude of its employees.” All other resources whether land, labor, capital or machines are utilized by human resource. Thus, human resources has been
considered as the most important, valuable and unique asset of an organization. It is therefore necessary for all the organizations to formulate human resource practices and policies focusing on effective utilization of human resources in order to attain maximum output and productivity and to create competitive advantage. HRM practices refer to the activities adopted by organizations for managing the human resources so that they are employed effectively for the achievement of organizational goals and objectives (Schuler & Jackson, 1987).

Since 1990s, rapid transitions are taking place in the workplace due to globalization and rising competition. As a result of which, India witnessed several changes in the workforce demographics, like rising number of women (Census of India, 2001), escalating number of dual income families and nuclear families (Bharat, 2003; Buddhapriya, 2009). Thus employees are finding it difficult to handle their work life and personal life roles and responsibilities in an effective manner. Work Life Balance is recognized as a strategic HR issue and an important factor determining employee’s decision to continue with the organization. Hence, organizations have started implementing various welfare measures and Work Life Balance programs to uplift the morale, satisfaction and commitment of employees. These initiatives also help the organizations to attract, retain and motivate the employees in such a competitive world (De Cieci et.al, 2005) and to maintain workplace productivity.

Thus, the study titled “Work Life Balance and Job Satisfaction: A comparative study of doctors in Government and Private Hospitals”, is an attempt to identify the difference in the level of Work Life Balance and Job
Satisfaction of doctors working in Government and Private Hospitals. The study also aims to explore the impact of socio demographic variables on Work Life Balance. Furthermore, the relationship between Work Life Balance and Job Satisfaction is also determined.

1.2 Work Life Balance

The term ‘**Work Life Balance**’ was coined in 1986 in America (Lockwood, 2003) and it become popular in 1990’s because of the book named ‘*The Overworked American: The Unexpected Decline of Leisure*’ written by Juliet Schor’s (1991). The book illustrates how the changing pattern of employment has created so many demands on people that they have very little time left for leisure (Guest, 2002). It has been identified that factors contributing to increased interest in Work Life Balance issues are rising competition, aging workforce, sophisticated technology, increasing dual income families along with greater number of women entering in the workforce.

According to Rantanen et al. (2011) it was the role stress theory that has guided the work family research and most of the attention was paid on the negative side of work life interaction. But recently the attention is shifting towards the positive aspect of work and family life interaction. Nowadays the term ‘Work Life Balance’ is gaining widespread popularity in research as it is more comprehensive involving wider understanding of non work aspects of life, than the term ‘work-family’. According to Harris and Foster (2008), early interest in work and personal
Work Life Balance and Job Satisfaction

life research was driven by the increased entry of women in the workforce which resulted in the erosion of male bread winning model.

Early research on Work Life Balance has its origin in two interrelated areas. Firstly, due to increased entry of women in the workforce during 1970’s and 1980’s, organizations started implementing family friendly policies and childcare programs. Such organizations paid more attention to quality childcare and health of working mothers. Secondly, various kinds of Employee Assistance Programs (EAP) were introduced by the companies in 1970’s which identified relationship between employee stress, depression, poor health and reduced productivity.

Work Life Balance refers to effective management of duties and responsibilities at work, at home and at other aspects of life. It is the measures of control people have about when, where and how they work. According to Peter Ellwood (2008), chairman of unique U.K-based advocacy group, Work Life Balance is the most important issue for both organizations and employees at this point of time than ever before. Globalization, societal changes and demographics have forced organizations to transform the way in which they operate business. In order to attain higher productivity in this changing scenario, organizations need employees with proper Work Life Balance so that they can contribute effectively towards the achievement of organizational goals.

Work Life Balance is becoming a subject of concern for employers, employees and researchers due to the contemporary technological, demographic, market and organizational changes associated with it. Due to globalization and privatization,
life is becoming very complex in 21st century, making Work Life Balance the prime expectation of today’s job applicant. As a result organizations have started investing in various Work Life Balance programs and initiatives to attract and retain talent and at the same time reduce turnover cost. The study conducted by McCrindle Research (2007) shows that while setting their Employee Value Proposition (EVP), companies have started shifting their focus from job tenure or security to work place flexibility and Work Life Balance provisions. It stated that now-a-days jobs are acquired not just to fulfill bottom drivers i.e. “survival and security” but to attain top drivers of “social needs, self-esteem and self-actualization” of Maslow’s Hierarchy of needs theory.

1.3 Work Life Balance: Definitions

Work Life Balance is a broad concept involving proper prioritizing between “work” on one hand and “life” on another. The term Work Life Balance is sometimes used interchanging with the term Work-Family Balance. However, the later term is very limited in its scope including only the responses of work and family. Table 1.1 illustrates the definitions of Work Life Balance postulated by various researchers:

Table 1.1: Definitions of Work Life Balance

<table>
<thead>
<tr>
<th>Year</th>
<th>Authors</th>
<th>Definitions</th>
</tr>
</thead>
<tbody>
<tr>
<td>1993</td>
<td>Kofodimos</td>
<td>“Work-life balance is a satisfying healthy and productive life that work, play, and love.....”</td>
</tr>
<tr>
<td>1996</td>
<td>Marcks &amp; MacDermid</td>
<td>“Role balance is the tendency to become fully engaged in the performance of every role in one’s total role system, to approach every typical role</td>
</tr>
</tbody>
</table>
and role partner with an attitude to attentiveness and care. Put differently, it is the practice of that evenhanded alertness known sometimes as mindfulness”

<table>
<thead>
<tr>
<th>Year</th>
<th>Author(s)</th>
<th>Quote</th>
</tr>
</thead>
<tbody>
<tr>
<td>2000</td>
<td>Kirschmeyer</td>
<td>“Living a balanced life is achieving satisfying experiences in all life domains, and to do so requires personal resources such as energy, time and commitment to be well distributed across domains”</td>
</tr>
<tr>
<td>2000</td>
<td>Clark</td>
<td>“Work-life balance is satisfaction and good functioning at work and at home with a minimum of role conflict”</td>
</tr>
<tr>
<td>2001</td>
<td>Pillinger</td>
<td>“Work-life Balance refers to the flexible working arrangements that allow the employees to avail of working arrangements that provide a balance between work responsibilities and personal responsibilities.”</td>
</tr>
<tr>
<td>2002</td>
<td>Repaport et al.</td>
<td>“Proposed work-personal life integration “instead of balance to encompass different parts of life and their integration depends on one’s priorities, which not necessary need to demand equal amount of personal resources.”</td>
</tr>
<tr>
<td>2002</td>
<td>Swift</td>
<td>“juggling a competing demand is tiring if not stressful and brings lower productivity, sickness and absenteeism. So work-life balance is an issue for all employees and all organizations.”</td>
</tr>
<tr>
<td>2003</td>
<td>Greenhaus, Collins &amp; Shaw</td>
<td>“Work Life Balance is the extent to which an individual equally engaged in-an equally satisfied with – his or her work role and family role purpose three components of work-life balance i.e. Time balance, Involvement balance, Satisfaction balance”</td>
</tr>
<tr>
<td>2003</td>
<td>Frone</td>
<td>“Low levels of conflict and high levels of inter role facilitation represent work-family balance”</td>
</tr>
<tr>
<td>2003</td>
<td>Lockwood</td>
<td>“Employees’ viewpoint - It is the dilemma of managing work obligations and personal/family responsibilities. Employer’s viewpoint-It is the challenge of creating a supportive company culture where employees can focus on their jobs while at work”.</td>
</tr>
<tr>
<td>2006</td>
<td>Greenhaus &amp; Allen</td>
<td>“Work Life Balance is the extent to which an individual’s effectiveness and satisfaction in work and family roles are compatible with the individual’s life-role priorities at a given point in time”</td>
</tr>
<tr>
<td>2007</td>
<td>Grzywacz &amp; Carlson</td>
<td>“Work Life Balance is accomplishment of life-related expectations that are negotiated and shared”</td>
</tr>
<tr>
<td>Year</td>
<td>Author(s)</td>
<td>Definition of Work-Life Balance</td>
</tr>
<tr>
<td>------</td>
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<td>--------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>2007</td>
<td>Fleetwood</td>
<td>“Work-life balance is about people having a measure of control over when, where and how the work.”</td>
</tr>
<tr>
<td>2008</td>
<td>Kalliath &amp; Brough</td>
<td>“Work-life balance is the individual perception that work and non-work activities are compatible and promote growth in accordance with an individual’s current life priorities.”</td>
</tr>
<tr>
<td>2008</td>
<td>Morgenstern</td>
<td>“Work-life initiatives are those strategies, policies, programs and practices initiated and maintained in workplace to address flexibility, quality of work and life and work-family conflict.”</td>
</tr>
<tr>
<td>2008</td>
<td>Voyganoff</td>
<td>“Work-life balance is the global assessment that works and family resources are sufficient to meet work and family demands such that participation is effective in both domains.”</td>
</tr>
<tr>
<td>2010</td>
<td>Ioin Lazar et al.</td>
<td>“Work Life Balance, the quality relationship between paid work and unpaid responsibilities is critical for success in today’s competitive business world.”</td>
</tr>
<tr>
<td>2012</td>
<td>Igbinomwanhia et al.</td>
<td>“Work-life balance programmes offer a win-win situation for employers and employees. While the employee may perceive work-life balance as the dilemma of managing work obligations and non-work responsibilities, work-life balance from the employer’s point of view encompasses the challenge of creating a supportive company culture where employees can focus on their jobs while at work. In whichever way it is viewed, the existence of effective work-life balance programmes in an organisation will do both the employee and employer good.”</td>
</tr>
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The overview of the definitions of work-life balance brings us to the conclusion that although the term is widely employed but till there is no universal definition in the existing literature. However, it is recognized that poor work-life balance can result in reduced health, performance and productivity of employees, their families and organizations as a whole. As a result the interest in work-life balance research is increasing among researchers and media. Wide variety of work-life definitions
and measures are being developed for ‘the theoretical advancement of the construct and for practical human resource interventions’ (Kalianth and Brough, 2008).

1.4 Theories of Work Life Balance

According to Zedek and Mosier (1990) and O’Driscoll (1996) ‘there are typically five main models used to explain the relationship between work and life outside work.’ They are:

- **Segmentation model**: According to this model work and non work are two distinct domains of life which have no influence on one another and are lived separately. This model appears to have a theoretical possibility without any empirical support.

- **Spillover model**: Spillover model postulates that work and non work can influence one another either in positive or negative way. Although a lot of research is done on this model, still a detailed analysis regarding causes, nature and consequences of spillover is required to be studied.

- **Compensation model**: This model hypothesizes that demands and satisfaction lacking in one domain can be compensated in the other domain. For example, if the work is monotonous and routine it can be compensated by recreational activities outside work.

- **Instrumental model**: Instrumental model postulates that one segment facilitates success in other segment.
• **Conflict model**: Conflict model hypothesizes that excessive duties and responsibilities of one sphere force individuals to make choices as a result of which conflict arises (Guest, 2002).

Thereafter, Morris and Madsen (2007) proposed two new theories of Work Life Balance. They are:

• **Resource Drain Theory**: Resource Drain Theory postulates that time, energy and money are limited resources. Therefore, when excessive amount of time is invested at work, then amount of time left for personal life is reduced.

• **Enrichment theory**: Enrichment theory postulates that experiences gained from one domain (work or personal life) enrich the quality of life in another domain.

### 1.5 Measurement of Work Life Balance

The Work Life Balance is measured using variety of scales developed by researchers. Fisher (2001) developed a scale that measures Work Life Balance in terms of three dimensions namely:

- **Work interference with personal life (WIPL)**: WIPL occurs when duties and responsibilities at work make it difficult to fulfill family responsibilities.

- **Personal life interference with work (PLIW)**: PLIW occurs when family duties and responsibilities make it difficult to fulfill work responsibilities.
• **Work/Personal life enhancement:** Work/Personal life enhancement involves positive impact of work on personal life and personal life on work.

Fisher (2001) further suggested that Work Life Balance consists of four components. They are:

• **Time:** Time signifies the amount of time invested at work in proportion to the time spent in activities other than work.

• **Behavior:** The second component is behavior which illustrates that individual’s behavior at work influences his behavior in personal life and vice versa.

• **Strain:** Strain is a source of inter role conflict between work life and personal life (Greenhaus and Beutell, 1985).

• **Energy:** Energy is a limited resource and relevant to employee being able to accomplish work and/or non work related goals.

Hayman (2005) validated the Work Life Balance scale originally developed by Fisher (2001). Pareek (2010) developed a Work Life Balance scale in Indian context which consisted of following dimensions:

• **Personal and Social needs:** Personal and Social needs include exercise, hobbies, recreational activities.

• **Time Management:** Time management signifies the ability of an individual to balance time demands between work and personal life.

• **Team Work:** Team work is measured by the work environment and culture prevailing at work place.
- **Organizational benefits and support:** This dimension includes benefits and support offered by organization to employees.

- **Type of work:** This includes the type of work to be performed by the employee.

Greenhaus, Collins, & Shaw (2003) determined three dimensions to measure Work Life Balance. They are time, involvement and satisfaction. Satisfaction includes **career satisfaction** i.e. satisfaction from work and **life satisfaction** i.e. satisfaction from personal life.

### 1.6 Factors of Work Life Balance

Poulse (2014), studied various factors influencing work life issues and has postulated some common dimensions influencing Work Life Balance namely, individual, organizational and societal factors. Table 1.2 illustrates the factors of Work Life Balance.
Table 1.2: Factors of Work Life Balance

<table>
<thead>
<tr>
<th>Individual Factors</th>
<th>Organizational Factors</th>
<th>Societal Factors</th>
<th>Other Factors</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Personality</td>
<td>• Work arrangements</td>
<td>• Child care arrangements</td>
<td>• Age</td>
</tr>
<tr>
<td>• Well being</td>
<td>• Work Life Balance</td>
<td>• Spouse support</td>
<td>• Gender</td>
</tr>
<tr>
<td>• Emotional</td>
<td>practices &amp; policies</td>
<td>• Family support</td>
<td>• Marital status</td>
</tr>
<tr>
<td>intelligence</td>
<td>• Organisation support</td>
<td>• Social support</td>
<td>• Parental status</td>
</tr>
<tr>
<td></td>
<td>• Superior support</td>
<td>• Personal &amp;</td>
<td>• Experience Employee level</td>
</tr>
<tr>
<td></td>
<td>• Colleague support</td>
<td>family demands</td>
<td>• Job type</td>
</tr>
<tr>
<td></td>
<td>• Job stress</td>
<td>• Dependent care issues</td>
<td>• Income</td>
</tr>
<tr>
<td></td>
<td>• Role conflict</td>
<td>• Family quarrel</td>
<td>• Type of family</td>
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<tr>
<td></td>
<td>• Role ambiguity</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Role overload</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Technology</td>
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</tbody>
</table>


- **Individual Factors:** Research studies conducted to identify the individual factors influencing Work Life Balance of employees described in terms of:
  - **Personality and Work Life Balance:** Personality is basically the sum total of ways in which an individual reacts to and interact with others (Robbins, 2011) which in term influences Work Life Balance.
  - **Well Being and Work Life Balance:** Well being includes traits such as hope, optimism and self satisfaction (Singer, 1996). Psychological well being results in improved Work Life Balance.
  - **Emotional Intelligence and Work Life Balance:** Emotional Intelligence is defined as the “ability to adaptively recognize emotion, express emotion, regulate emotion and harness emotion”
(Schutte et al. 1998). Emotional intelligence is positively linked to Work Life Balance.

- **Organizational Factors:** Organizational Factors include:
  - **Work Arrangements:** Flexible work arrangements help the employees to manage their Work Life Balance properly and also enable organizations to motivate, attract and retain the employees (Kaur, 2004).
  - **Work Life Balance Practices:** Such practices like flexitime, annual hour system, child care enhance Job Satisfaction of employees.
  - **Work Support:** Support at workplace from management, supervisor, colleagues is positively related to Work Life Balance.
  - **Job Stress:** Higher job stress leads to physical and mental strain among employees. Due to job stress Work Life Balance of employees is reduced.
  - **Technology:** Technology can facilitate as well as hinder Work Life Balance of employees.
  - **Job related factors:** Factors such as long working hours, work overload, work pressure also influence Work Life Balance.

- **Societal Factors:** Societal factors include issues which are part of personal life of employees. They are:
  - **Childcare Responsibilities:** Personal life related factors such as total number of children and their responsibilities result in reduced Work Life Balance.
Family Support: Amount of support from family and spouse influences Work Life Balance.

1.7 Importance of Work Life Balance

In the current scenario, due to increasing work pressure, globalization and technological advancement, working professionals are finding it very difficult to attain the desired level of Work Life Balance. Due to the vast progress taking place in information and communication technology employees have to follow fixed schedules, strict deadlines and rising corporate targets in order to survive in today’s competitive business environment. Thus, making work-life balance the need of the hour. Hobson, Delunas and Kesic (2001) illustrated Individual, Societal and Organizational consequences of work life imbalance. They are:

- Individual and Societal consequences:
  - Increased level of stress and health illness.
  - Decreased life satisfaction.
  - Higher incidence of family disputes, violence and divorce.
  - Rising rate of drug abuse.
  - Rising problems with parenting and supervision of children and adolescents.
  - Escalating rates of juvenile delinquency and violence.

- Organizational consequences:
  - Increased rates of turnover and absenteeism.
  - Decreased productivity.
  - Reduced Job Satisfaction.
Decreased organizational commitment and loyalty towards organization.

Increasing healthcare cost.

1.8 Outcomes of Work Life Balance

Positive outcomes of work-life balance of employees are becoming essential for the successful implementation of business strategy. When a proper Work Life Balance is found and sustained, it benefits both the employers and employees in terms of increased productivity, Job Satisfaction, fulfilling personal life etc. Table 1.3 illustrates outcomes associated with Work Life Balance.

Table 1.3 Outcomes of Work Life Balance

<table>
<thead>
<tr>
<th>Work related Outcomes</th>
<th>Non Work related Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job / Work satisfaction</td>
<td>Marital satisfaction</td>
</tr>
<tr>
<td>Career satisfaction</td>
<td>Family satisfaction</td>
</tr>
<tr>
<td>Organisational commitment</td>
<td>Life satisfaction</td>
</tr>
<tr>
<td>Employee turnover</td>
<td>Leisure satisfaction</td>
</tr>
<tr>
<td>Absenteeism</td>
<td>Burnout</td>
</tr>
<tr>
<td>Retention of employees</td>
<td>Health outcomes</td>
</tr>
<tr>
<td>Job performance</td>
<td>Family performance</td>
</tr>
</tbody>
</table>

Source: Poulase, S., et al. (2014)

Outcomes of Work Life Balance for the Employees: According to Vlems (2005), following are outcomes of Work Life Balance for employees:

➢ Increased employee’s well being and happiness.
➢ Improved relations with management.
➢ Improved employee’s self-esteem, health, concentration, and confidence.
Increased marital satisfaction and life satisfaction.

Tasks are managed better.

Reduction in the level of stress and health related illness.

**Outcomes of Work Life Balance for the Employer:** Following are outcomes of Work Life Balance for employers:

- **Maximized available labor:** The organizational commitment and motivation of employees increases which results in increased productivity and efficiency of the organization.

- **The balance makes employees feel valuable:** Proper implementation of Work Life Balance practices makes the employees feel that organization cares about them. Thus, they will feel more valuable and hence work with more dedication.

- **Less stressful work environment:** Due to proper Work Life Balance work environment becomes less stressful and cordial. Hence, stress related illnesses and mental fatigue decreases along with reduced health care costs.

- **Work-life balance Practices:** The presence of work-life balance practices in an organization makes it attractive to a wider range of candidates when it comes to recruitment.

- **Loyal and Motivated Workforce:** Motivation level and loyalty of the employee’s increases which in turn will increase the productivity of the organization.

- **Reduced Absenteeism and Turnover:** Absenteeism and turnover intentions of the employees reduce with increased Work Life Balance.
Improved Job performance: Job performance of the employee’s increases with proper management of work life and personal life responsibilities.

1.9 Work Life Balance Provisions

Work-life balance Provisions (WLBPs) are those institutionalized and procedural arrangements, as well as formal and informal practices that make it easier for employees to manage the often conflicting worlds of work and non-work. Work-life balance practices formulated to help employees balance their work and personal lives are not a option, but a necessity in today’s working environment. There is a need for organizations to adopt human resource strategies and policies that accommodate the work-life needs of a diverse workforce in the current business environment. Vlems (2005) studied various types of Work Life Balance Practices that can be adopted by organizations to improve the Work Life Balance of their employees. They are:

(a) Flexi-time: Flexi-time is a policy in which an organization provides flexible working hour arrangement to the employees. This scheme allows workers to alter their starting and finishing times within the agreed limits as specified by the organization. Flexi-time is a family friendly policy, the benefits of which include motivated and stress free workers, improved productivity, lower sickness rates and a good Work Life Balance for employees.

(b) Compressed working hours: Compressed working hours is an arrangement in which an employee works for an agreed number of hours in lesser than normal working days. For example, an employee scheduled for 40 working hours per
week, can work four 10 hour days instead of five 8 hour days and thus, gains a day for himself. Hence, this practice allows employees to compress their work week, which helps them in fulfilling their personal life responsibilities effectively.

**c** Job-sharing: Job-sharing is a working arrangement in which two part time employees share the job, which is normally performed by one full time employee. Apart from sharing the working hours, they also split the salary, holidays and benefits. Job sharing is extremely beneficial to working females; expecting mothers and caretakers by providing them less demanding work schedule and ample time to take care of their dependents so as to achieve a good work-life balance.

**d** Career breaks and sabbaticals: The terms career breaks and sabbaticals are used interchangeably. Sabbatical is formal system where an employee is able to take break from work for an agreed amount of time to focus on their career growth and development. The employees have the security of returning to the job after an agreed time period however, the salary and other perks are suspended. Organizations which don’t have a formal sabbatical policy, employees have to resign from their job to take a career break. By taking breaks from work once in a while, employees can focus on learning new skills and abilities to enhance their career opportunities.

**e** Self-rostering: Self-rostering is a type of work arrangement which allows employees to control their work schedule keeping in view the staffing needs of the organization. The organization allows the employees to decide which of the hours
they would like to work by letting them know the number of staff and skills required daily. Thus, Employees are able to control their working hours conveniently to perform their work and non-work activities effectively.

(f) **Teleworking:** With the advent of modern communication technology teleworking is becoming a popular work arrangement in which employees do not travel to their workplace. Teleworking involves four dimensions namely: **work location** that is away from centralized organizational workplace; **use of ICTs** (Information and Communication Technology) as technical support; **time distribution** and **diversity of employment relationship**. Employees can work from home or in satellite offices i.e. telecentres owned and controlled by the organization close to where they live. Teleworking allows employees to fulfill their personal life duties and responsibilities as long as it does not affect their productivity and quality of work.

(g) **Child care:** The demand for child care options as a means of helping employees achieve work-life balance is becoming increasingly important (Vlems, 2005) due to increased entry of women in the workforce and rising nuclear families. Day care centers, Crèche, after school child care are some popular child care options adopted by organizations to enable the employees to manage their work life issues.

(h) **Maternity leave:** **Maternity leave** is the provision of leave given to the working females. *Maternity Benefit (Amendment) Bill 2016*, increases maternity
leave from present 16 weeks to 24 weeks applicable to all the establishments employing 10 or more persons.

(i) **Carer’s leave** is the leave from work for care of anyone at home when required.

(j) **Counselling Services** aims at helping both the employer and employee for dealing the problems in hand with a problem solving approach which helps in improving the psychological health of the employee.

### 1.10 Work Life Balance in Indian Organizations

During the initial years of industrialization, organizations were controlled and governed by employers who followed exploitative policies and practices towards the workers. It was during this time that need was felt for the protection of this particular section of workers. This created pressure on the Indian government to take strict action against such exploitation by formulating various labor legislations. Articles 41 and 42 mentioned in the constitution of India place greater responsibility on the government for the well being and protection of rights of the workers. ‘Provisions for payment of wages, clear definition of minimum wages, directions for ensuring good working conditions, equality in pay for work, maternity benefits, assistance of government for old age people or in case of disablement, sickness or employment.’ Since last decade significant social and economic changes are taking place in India.
According to the Census of India 2010-2011, women constitute approximately 48 percent of the total population and the literacy rate among females is 65.46 percent. The study shows that married constitute about 45.6 percent of the total population. Furthermore there is increased participation of women in the workforce along with rising nuclear families as a result of which the support system for upbringing of child has been vanishing nowadays. This has resulted in increased pressure among couples in managing dual roles and responsibilities both of work life and personal life.

In India, nowadays the largest job providers are the emerging number of organizations in services sector like call centers, BPOs, health care services. But at the same time they are also facing the problem of high rates of attrition due to excessive work load and longer time durations. Furthermore, advancement in information technology is also responsible for negative impact on employees Work Life Balance and hence they are forced to juggle between their work life and personal life. This further increase the stress level among employee’s and reduces their Job Satisfaction.

Therefore, modern organizations need to frame and implement various programmes and policies which address the Work Life Balance problems of employees. Nowadays, organizations are becoming more considerate towards the demands and requirements of employees. Various welfare and support services are provided like 24 hours open cafeterias, medical clinics gymnasiums along with flexible working initiatives to employees so that they can manage their Work Life Balance in a proper and effective manner.
1.11 Regulatory Framework for Work-life Balance in India

The labor legislations designed by the government can be termed as family friendly provisions as they help the employees in proper maintaining their work life and personal life in an efficient and effective manner. Various welfare provisions mentioned in the Indian Labour Legislations are:

- **Factories Act, 1948:**

  **Working Hours:** According to Factories Act, 1948 maximum working hours for an adult should not be more than 9 hours a day and 48 hours a week. Working time for females and adolescent should be restricted to 7 pm to 6 am in accordance with the act. According to this act, total number of consecutive working days should not exceed 10 days. The act includes a provision of weekly holiday of one day. According to section 52, 53 and 7 there shall be a provision of compensatory holiday in case there is work on holiday.

  **Crèches:** According to section 48 (Factories Act, 1948) where more than 30 workers are employed, suitable room or rooms should be provided for the use of children of such women below the age of six years. The rooms shall be properly lighted with adequate accommodation, clean and hygienic condition under the charge of women who is trained to take care of children.
• **Industrial Employment (Standing Orders) Act, 1946, Factories Act, 1948 and Employee State Insurance Act, 1948:**


• **Maternity Benefit Act, 1961:** This is the most important family friendly benefit provided to working women before and after child health. In India, the Maternity Benefit Act, 1961 ‘extends to the whole of India and is applicable to every factory, mines or plantation (including those belonging to Government) and to every shop or establishment wherein 10 or more persons are employed or were employed on any day of the preceding 12 months. Every woman shall be entitled to, and her employer shall be liable for, the payment of maternity benefit, which is the amount payable to her at the rate of the average daily wage for the period of her actual absence. As per this Act, any woman shall be entitled to maternity leave of 12 weeks in all whether taken before or after childbirth.’ The Maternity Benefit (Amendment) Bill, 2016 has extended this period to 26 weeks. However, 12 weeks of maternity leave is entitled for women with two or more children.

### 1.12 Job Satisfaction

Job Satisfaction is the most studied variable in organizational research (Spector, 1997). Basically, Job Satisfaction describes how much content employee’s are
with their present job. The most used definition of Job Satisfaction in research is
given by Locke (1976), who defined it as ‘a pleasurable or positive emotional state
resulting from the appraisal of one’s job or job experiences’. The appraisal
involves various elements related to job such as salary, working environment,
relationship with colleagues and superiors, career prospects and intrinsic rewards
related to one’s job (Arnold et al. 1998). Job Satisfaction refers to one’s feeling
towards the job. It is determined by how well the outcomes are meeting ones
expectations. Satisfaction results in increased commitment and enthusiasm towards
the job. Table 1.4 illustrates the definitions of Job Satisfaction postulated by
various researchers:

**Table 1.4 Definitions of Job Satisfaction**

<table>
<thead>
<tr>
<th>Year</th>
<th>Authors</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>1969</td>
<td>Lock</td>
<td>‘The pleasurable emotional state resulting from the appraisal of one’s job achieving or facilitating one’s values.’</td>
</tr>
<tr>
<td>1973</td>
<td>Lawler</td>
<td>‘Job Satisfaction is the difference between what people thought they should receive and what they perceived that they actually did receive.’</td>
</tr>
<tr>
<td>1982</td>
<td>Schultz</td>
<td>‘The psychological disposition of people toward their work – and this involves a collection of numerous attitudes or feelings.’</td>
</tr>
<tr>
<td>1991</td>
<td>Lofquist and Dawis</td>
<td>‘An individual’s positive affective evaluation of the target environment; result of an individual’s requirements being fulfilled by the target environment; a pleasant affective state; the individual’s appraisal of the extent to which his or her requirements are fulfilled by the environment.’</td>
</tr>
<tr>
<td>1976</td>
<td>E.A. Locke</td>
<td>‘Job Satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experience.’</td>
</tr>
</tbody>
</table>
1.13 Factors of Job Satisfaction

According to Smucker (2003) there are three types of factors which determine Job Satisfaction of employee. They are **Personal factors, Factors inherent in the job, Factors controllable by management.**

**Personal Factors**

- **Age:** Age is an important personal factor influencing Job Satisfaction of an employee depending upon the type of profession.
- **Education:** Relationship between education and Job Satisfaction of an employee is often conflicting. Job Satisfaction is influenced by education when connected with age.

**Factors Inherent in the Job**

- **Type of Work:** Type of work is an important factor determining Job Satisfaction. Employee’s are more satisfied with the job which is dynamic and enable them to learn new skills as compared to job involving routine and monotonous work.
• **Skill:** Skill is major factor influencing job along with the type of work, amount of responsibility and opportunity to utilize the skill.

• **Occupational Status:** Occupational status reflects ‘the distribution of power, privilege, and prestige associated with positions in the occupational hierarchy, and is a key measure of socioeconomic status (www.encyclopedia.com).’

• **Size of the Organization:** Size of organization influences Job Satisfaction of employee along with other factors such as organization benefits.

➤ **Factors Controllable by Management:**

• **Security:** Job security refers to the permanence of the job. It is a major determinant of Job Satisfaction.

• **Work Environment:** Working environment refers to the working place, working condition and equipments available to make the work comfortable, easier and safe.

• **Salary:** Salary is basically the compensation given to employees for their work. It the most important factor influencing Job Satisfaction of an employee.

• **Organizational Programs and Policies:** It includes retirement benefits, life insurance, disability benefits provided by the organization.
• **Reward:** Reward includes bonuses, profit sharing given to employee for accomplishing a task effectively and efficiently. These are monetary in nature and normally considered separate from salary.

• **Authority and Responsibility:** Authority and Responsibility refers to the supervision and decision making conducted by the individual at work and the satisfaction derived from it.

• **Interpersonal Relations:** Interpersonal Relations refers to relationship of employee with superiors, subordinates and fellow workers.

• **Recognition:** Recognition refers to the appreciation received by the employee for completing the task effectively. Recognition emphasizes excellence rather than basic competency.

• **Career Advancement and Promotion:** This includes growth and development opportunities provided by organizations. This enables employees to enhance their skills and expand their career opportunities.

**1.14 Importance of Job Satisfaction**

In order to validate the importance of Job Satisfaction Spector (1997) has given three reasons. First, the organizations will treat their employees with respect which will result in building up of humanitarian values along with mental fitness. Second, Job Satisfaction influences employee’s behaviors (positive or negative) towards organizational operations. Third, it is an indicator of organizational efficiency by
mentioning the areas of improvement. Following are the outcomes of Job Satisfaction:

1. **Innovation and Commitment**: Satisfied employees will be more creative, innovative and committed towards their employers and there is a direct relationship between staff satisfaction and patient satisfaction (Mowday, 1984).

2. **Increased Employee Performance**: Job Satisfaction helps in increased motivation and efficiency which in turn results in enhanced employee performance.

3. **Decreased burnout and turnover**: Higher Job Satisfaction reduces burnout and turnover as a result the problem of staffing is reduced which in turn improves productivity (Williamson et al., 1996).

4. **Improves retention**: Satisfied employees feel committed with the organization and hence their retention level increases.

5. **Reduction in the cost of hiring of new employees**: Increased Job Satisfaction reduces the cost of recruitment, selection, training and results in improved organizational development (Padilla, 1993).

Furthermore, Job Satisfaction is given so much importance because, people spend sufficient portion of their lives at the work place. Dissatisfaction at the work place due to any of the reasons leads to ‘spill over effect’ i.e. dissatisfied employees start feeling bad about their personal lives as well (Singh, 1983).
1.15 Work Life Balance and Job Satisfaction

The term Work Life Balance had gained significance during the 1960s, mainly due to rising concern among the workforce regarding the impact of work life on personal life of employees. Till 1970, major focus was on working condition and job design. However, since the 1980s, the concept of Work Life Balance has become complex encompassing various aspects that affect employees such as Job Satisfaction, employee engagement, and working environment (Mukururi, 2014).

Life in the 21st century is becoming very complex due to changing workforce demographics, rising dual couple families, increased entry of women in the workforce, longer working hours, changing work practices, technological advancement along with rising competition. Due to which employees are experiencing workload, stress, anxiety, reduced health and lack of personal time. As a result, job seekers are making employment decisions not just on the basis of remuneration and promotional prospects but also how well their workplace provides them a better balance between personal lives and professional lives. Various research studies show that Work Life Balance significantly influences Job Satisfaction (Frone et al., 1992).

Profitability and productivity of an organization depends upon the performance and commitment of employees. Since, every employee in an organization has a work life and personal life which are two sides of same coin and hence can’t be separated. Therefore, productivity and commitment of employees can be achieved only when they have a fulfilling work life and personal life. Therefore,
organizations should take suitable measures to make them happy and satisfied. Satisfaction and dissatisfaction of an employee affects performance of the organization. Job Satisfaction of an employee increases with improved Work Life Balance, which in turn leads to increased productivity, commitment and loyalty. Hence, Work Life Balance and Job Satisfaction are important aspects for the success and growth of organizations.

The above chapter outlines the concept of Work Life Balance and Job Satisfaction. Various factors influencing Work Life Balance and Job Satisfaction along with their outcomes have been discussed. The chapter also provides a brief overview of various Work Life Balance practices such as flexi-time, job sharing and compressed working hours. Due to globalization, changing workplace culture, rising women workforce and growing nuclear families, Work Life Balance is becoming an important area of concern among organizations. Furthermore, Job Satisfaction is also an important factor influencing psychological health, retention, motivation and organizational commitment of employees which in turn influences organizational development. The chapter also identifies that Job Satisfaction of an employee increases with improved Work Life Balance, which in turn leads to increased productivity and organizational success as identified in previous research studies.
References


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