CHAPTER 1
INTRODUCTION

1.1 BACKGROUND

Job Life and Home Life have been an integral part of every employed personal’s life. From centuries, it had been men who had taken the responsibility to join the work force and becomes the sole bread-earner for the family and the women had been taking the responsibilities to take care of the household duties. But in due course of time, women have also joined the work force which creates great challenges for herself and her family in maintaining both work and family roles. Organizations as well as employees started looking for balancing their Job (Work) and Home or Personal life needs. According to Frame and Hartog (2003) Work-Life Balance means “the use of flexible working hours programs to balance their work and other commitments like, family, hobbies, art, travelling, studies etc creates Work Life Balance” (cited by Saif et al ).

The entry of big multinational companies creates the wave of competition in Indian work force. To absorb the skilled and competent manpower the multinational companies offer high pay packages, fringe benefits, new technologies and improved working conditions. However, these facilities brought in long working hours that results in work and life conflict. The implication of the new and improved technologies has reduced human labour at work place, but these brought much organizational changes which resulted in increased work time and work pressures. In a country like India, female still plays the role of a mother and a home-maker and has to look after her husband and children. Now-a-days with the role of a female is not confined to role of a mother or home maker, the qualified women participates in the workforce, she bears the pressure from both work and family, and this often may lead them to experience conflicts between Job and Home Life. Home Life is an important sphere of every individual and it is considered as one of the important factor that usually leads to Job
Satisfaction or Dissatisfaction. So, now-a-days many organizations provide their employees with Work-Life Balance facilities and these organisations are found to have more number of satisfied employees (Malik, Ahmad & Hussain, 2010 as cited by Saif et al (2011)).

According to Hanson (1995) who mentioned that all parts of the system may it be Job Life or Family Life are interconnected and therefore change in anyone system will change the other system. On this background, the present study aims to examine the relationships between Job Satisfaction and Home Life Satisfaction among the employees in both Public and Private sector organisations.

1.2 RESEARCH HISTORY

It was first Wilensky in 1960’s who attempted to explain the linkages between Job and Home Life Satisfaction and Zedeck and Mosier (1990), O’Driscoll (1996) and more recently Guest (2001,2002) came out with five theoretical models namely Spillover, Compensation, Segmentation, Instrumental, and Conflict theory. A positive correlation between the Job Satisfaction and Home Life Satisfaction supports the Spillover theory which suggests that individuals who are (dis) satisfied with their job will also be (dis) satisfied with their home or personal lives and vice versa. A negative correlation supports the Compensation theory which suggests that individuals who are not satisfied with their Job generally seek satisfaction with Non-Work life, and vice versa. The Segmentation theory suggests that Job Satisfaction and Home Life Satisfaction are two distinct spheres of life that can be lived separately. The instrumental theory suggests that the activities of an individual in one sphere of life aid success in the other sphere of life. Conflict theory suggests that due to high level of demand in all spheres of life (both work and non work) there exists a conflict between them (Zedeck & Mosier 1990; O’Driscoll, 1996; Guest, 2001). After them innumerable studies
have been devoted either to Job Satisfaction or Home Life Satisfaction and combined Work on Work-Life Balance.

1.3 JOB SATISFACTION: A BRIEF OVERVIEW

Work is always been an important aspect of every individual’s lives and most of the individuals spend their time at work (Oladejo, k.s et al, 2012). The history of Job Satisfaction started in the early 1900’s. Lawler (1973) states that, “Overall Job Satisfaction is determined by the difference between all those things a person feels he should receive from his job and all those things he actually does receive”. According to Spector (1997) Job Satisfaction is “the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs”. Al Zubi (2010) stated that “Job Satisfaction is an attitude that people have about their jobs and the organizations in which they perform these jobs”.

It can be mentioned here that, the inception of the study on Job Satisfaction was the Hawthorne study conducted by Elton Mayo during 1924-1933 revealed that any changes in working condition lead to temporarily increase in productivity. From the study, it was revealed that there are certain motivational factors that lead to Job Satisfaction namely communication, teamwork, decision making, wellbeing, interesting work and non repetitive work. The findings also suggest that ‘pay’ is not only the factor that leads to Job Satisfaction but there exists certain other factors for which the employees work in an organisation. To find out the other factors there were many studies conducted by other research scholars that were investigated in order to examine the motivational factors that may lead to Job Satisfaction.

After that many theories and studies were done, out of which Frederick Herzberg’s Two –Factor Theory’s (1959) contribution on Job Satisfaction was one of the important research findings. Herzberg et al (1959) used Maslow’s Need Hierarchy Theory to formulate the motivator/hygiene theory of employee motivation. Herzberg theorized that Job
Satisfaction and Job Dissatisfaction are caused by different and independent sets of factors namely intrinsic or Motivator and extrinsic or hygiene factors. But, their findings and methods were criticized by Schiender & Locke (1971), Wall (1973), Locke (1976) and Maidani (1991) partially nullifies the findings of Herzberg and stated that Motivator and Hygiene factors are different but are interdependent.

1.4 WORK- LIFE BALANCE: A BRIEF OVERVIEW

Susan M. Heathfield (2014) stated that, “Work-life Balance as an endeavour to balance time between personal and family life i.e. time for children, parents, friends and community, personal growth, self time and care, and other personal activities in addition to the demand of the workplace”.

As, discussed in the beginning of this chapter (Section 1.2) there are five theories of Work-Life Balance and among them the most supported theories were spillover theory, compensation theory and segmentation theory. In contrast to spillover theory, the segmentation theory suggests that work (job) and non-work (home) are two distinct spheres of life and have no influence on each other. The instrumental theory suggests that the activities of an individual in one sphere of life aid success in the other sphere of life. Conflict theory suggests that due to high level of demand in all spheres of life (both work and non work) there exists a conflict between the spheres (Guest, 2001).

In 1970’s most of the researches concentrated on Compensation theory which suggested a linkage between Job Satisfaction and Home Life Satisfaction in away that when the employees experience less satisfaction at work, they generally try to compensate it with rewards outside work (Mansfield and Evan, 1975; kabanoff,1980 ).
During 1980’s, most of the studies supported the Segmentation theory which suggests that no relationship exits between job and Home Life Satisfaction. This theory states that the employees are able to keep their work and non-work life separately.

Among the above mentioned theories, the Spillover theory is most discussed and supported theory by many research scholars (Guest, 2001) but the results of many researches also supports the compensation theory. Champoux (1978) comes out with two types of compensatory relationship in Work-Life Balance, first the leisure can compensate for an unexciting work-life and secondly good work can be compensated with unrewarding leisure life. In a study conducted by Evan and Bartolome (1984) concluded that employees experienced deprivation at work are made up or compensated for in non work activities which supports the compensation theory of Work-Life Balance. Lambert (1990) in a study states that employees limit their involvement in work or in family life, so that they can better accommodate the demands of the other. Kossek and Ozeki (1998) in their study found negative relationship between Home life and Job. In a study by Edward and Rolhbard (2000) states that, an individual if dissatisfied with one sphere of life, increase involvement and pursuing reward in the satisfying sphere of life.

1.5 RESEARCH HYPOTHESIS

Since, the early 1960’s to 2013 there has been many research undertaken to understand the interaction between Job Satisfaction and Home Life Satisfaction. But, from the literature review it has been observed that most of the studies are carried out either outside India or in India. So, far there is no such research has been conducted in relation to simultaneous effect Job Life on Home Life in the North East Indian context. After reviewing the important and relevant literatures, this study has concentrated on certain important aspects of Job Satisfaction and Home Life Satisfaction.
The study has been broadly divided into three parts. In the **first part**, the study wants to examine the direct and indirect spillover relationship among Motivator and Hygiene Factors with Job Satisfaction. The **second part** wants to examine the significant relationship between Home Life Satisfaction and Job Satisfaction. The **third part** of the present study examine the interaction between two Demographic variables (Age and Gender), Home Life Satisfaction and Job Satisfaction. The third part of the study wants to classify employees having low or high Job Satisfaction with certain Predictor variables namely Age, Job Tenure, Last Promotion and Next Promotion. The following sections describes about the hypotheses in detail.

### 1.5.1 First Part: Motivator, Hygiene Factors and Job Satisfaction

The first part of the present study has been again sub divided into two sections. Section 1.5.1.1 examines the direct impact of the Motivator and Hygiene Factors on Job Satisfaction and Section 1.5.1.2 examines the indirect spillover impact of Motivator and Hygiene factors on Job Satisfaction.

#### 1.5.1.1 Direct impact of the Motivator, Hygiene Factors and Job Satisfaction

As discussed earlier in Section 1.3, Herzberg et al (1959) identified two distinct and independent variables namely Motivator and Hygiene factors. Motivator factor enhances Job Satisfaction and absences of Hygiene factors create Job Dissatisfaction. After that enumerable research has been carried out on the basis of this theory.

Roy and Raja (1974) in their study found that promotion and recognition are both important factor for satisfaction as well as dissatisfaction. Again, a study conducted by Sinha and Singh (1995) revealed that, the managers gave importance to challenge at work, tension free peaceful life and freedom to do their work whereas the workers concentrated more on promotion on time, good peer relationship at work and favourable working condition. Nazim
Ali (2009) carried out a study and the results shows that turnover intention had a correlation with the variables namely salary, promotion, fringe benefits and contingent rewards. Gupta S, Hartesh J & Pannu K (2013) in their study on Job Satisfaction of employees of Public and Private Sector suggests that the Public Sector employees were more satisfied than Private sector employees in terms of salary, organisational culture, time schedule, overtime reward system and commitment towards the job factors. So, for our study both Motivator and Hygiene factors are taken to examine the correlation between them with Job Satisfaction. However, Herzberg’s findings have many critiques like Locke (1976) and Maidani (1991) who partially supports Herzberg’s Two factor theory.

Accordingly, the following hypotheses have been proposed with respect to Motivator factors on Job Satisfaction.

H$_1$: “Work Itself” has a Positive relationship on Job Satisfaction

H$_2$: “Responsibility” has a Positive relationship on Job Satisfaction

H$_3$: “Advancement” has a Positive relationship on Job Satisfaction

H$_4$: “Accomplishment” has a Positive relationship on Job Satisfaction

H$_5$: “Recognition” has a Positive relationship on Job Satisfaction

Similarly, the following five hypotheses have been proposed with respect to Hygiene Factors:

H$_6$: “Company Policy” has a Positive relationship on Job Satisfaction

H$_7$: “Working Condition” has a Positive relationship on Job Satisfaction

H$_8$: “Salary” has a Positive relationship on Job Satisfaction

H$_9$: “Job Security” has a Positive relationship on Job Satisfaction

H$_{10}$: “Social Status” has a Positive relationship on Job Satisfaction

This holds true for all the four sectors under the Study.
1.5.1.2 Indirect spill over impact of the Motivator, Hygiene Factors and Job Satisfaction

The present study in the first part tries to identify the indirect spillover relationship among Motivator factors and Hygiene factors in creating Job Satisfaction to an individual. In a study conducted by Nerison, Heidi A (1999) found that the employees are more satisfied with the intrinsic (Motivator) factors related to opportunities for advancement, recognition, and achievement and are less satisfied with the extrinsic factors such as pay, supervision, security, working conditions, company policies and interpersonal relations. Again, Ramayah T et al (2001) in a study revealed that work itself was found to be the most important motivating factor which is followed by supervision and promotion. But there are also some research findings which suggest that hygiene factors play an important role in satisfying the job of the employees. Hoque M E (1990) in a study found that job security, recognition for better work and sympathetic supervision are found to be the most important and crucial factor for motivation of the employees. Again, Yankelovich Partners (1998) concluded that there exists five factors in a job namely work-life balance, enjoyable work, security, pay or salary and co-workers.

Accordingly, the following hypothesis has been formulated:

\[ H_{11}: \text{Significant spillover relationships of Motivator factors are more than that of significant spillover relationships of Hygiene factors leading to Job Satisfaction.} \]

This holds true for all the four sectors undertaken for the Study.

1.5.2 Second Part: Home Life Satisfaction and Job Satisfaction

Work Life Balance has been a topic for research for many researchers. For the working class, it became very important for them to maintain Work Life Balance. In an empirical study, which was carried out by Rice R W et al (1980) found a positive relationship between work and non work Home Life Satisfaction i.e. the spillover theory of “Work Life
Balance” was followed where the people who are satisfied with their work life are tend to be satisfied with their home life and vice versa. Grzywacz and Marks (2000) in their study found negative spillover between work to family and family to work. Lian J W et al (2007) conducted a study and the spill over theory of Work Life Balance was applicable in the study. Hammer et al. (2008) in their study found that Family Support and Superiors Behaviors are positively linked with work family conflict and found the existence between work family positive spillover.

Against this background, six hypotheses have been formulated under two situations to examine significant relationships existing between Home Life Satisfaction and Job Satisfaction:

**Under Situation I:** Evaluating Home Life Satisfying factors at first and then its simultaneous impact on the Job has been measured under Situation I. Accordingly the following Hypotheses have been formulated:

**H**₁₂: Family Environment has a significant positive direct effect on Job Satisfaction.

**H**₁₃: Emotional Environment has a significant positive direct effect on Job Satisfaction

**H**₁₄: Personal Issues has a significant positive direct effect on Job Satisfaction

This holds true for all the four sectors undertaken for the Study.

**Under Situation II:** Evaluating Job Satisfying factors at first and then its simultaneous impact on the Quality of Home Life being measured under Situation II. Accordingly the following Hypotheses have been formulated:

**H**₁₅: Monetary Issues has a significant positive direct effect on Quality of Home Life Satisfaction.
**H_{16}:** Work Environment has a significant positive direct effect on Quality of Home Life Satisfaction.

**H_{17}:** Job Nature has a significant positive direct effect on Quality of Home Life Satisfaction.

This holds true for all the four sectors undertaken for the Study.

### 1.5.3 Third Part: Demographic Variable (Age and Gender), Home Life Satisfaction and Job Satisfaction

The third part of the present study examines the interactive effect of Demographic variables (Age and Gender), Home Life Satisfaction and Job Satisfaction.


So, this study has formulated two more hypotheses to examine the interactive effect of Demographic variables (Age and Gender), Home Life Satisfaction and Job Satisfaction.

**H_{18}:** The interactive impact of Demographic variables (Age and Gender) and Home Life Satisfaction leads to positive Job Satisfaction.

**H_{19}:** The interactive impact of Demographic variables (Age and Gender) and Job Satisfaction leads to positive Home Life Satisfaction.

This holds true for all the four sectors undertaken for the Study.

Lastly the study developed a ‘Discriminant Model’ that classifies employees having low and high Job Satisfaction with certain predictor variables namely Age, Job Tenure, Last Promotion and Next Promotion.
1.6 SIGNIFICANCE OF THE RESEARCH

In an organization it is very important that the management takes utmost care of their employees as they are the most valuable assets of the organization and are responsible for smooth running of the business. The happier the employees in their job the more satisfaction they get from the job and which results into more productivity and higher performance. So, generally, the success of any profession is directly proportional to the degree of Job Satisfaction. It is important to identify the factors that enhances and contributes positively towards Job Satisfaction of the employees in both Public and Private sector organization as both the type of organizations have different policies, remuneration packages and other benefits and accordingly their level of satisfaction are also different.

The present study aims to develop a frame work that examines the direct and indirect spillover relationships among the Motivator and Hygiene factors with Job Satisfaction. The study identifies certain Home Life Satisfying constructs that have an impact on Quality of Job Satisfaction and certain Job Satisfying constructs that have an impact on Home Life Satisfaction. Again, a ‘Discriminant Model’ has been developed to classify employees having low and high Job Satisfaction.

So, it is expected that the literature and the empirical findings resulting from this research together with the inputs from the researchers own experience will contribute greatly to the body of knowledge on the topic. This research study will contribute additional support to the idea that the constructs such as the Health of Family Members, Family Togetherness, Emotional support from spouse, Emotional support from children and Time for Self etc of Home Life Satisfying constructs may have positive associated outcomes that increases the level of satisfaction with their overall Quality of Job. This study will also help the
policymakers and the organization to look upon the Work Life Balance aspect of the employees.

From the researchers’ point of view, the present study will add to the growing body of literature on Job Satisfaction and Work Life Balance and also the conceptual framework that has been identified in the study may suggest some aspects to the upcoming researchers that have been otherwise overlooked.

1.7 THESIS OUTLINE AND CHAPTERIZATION:

The thesis has been structured into five parts which are presented below:

Part I: Opening Perspectives:

CHAPTER 1: Chapter 1 contains the Background, Research Hypotheses and its contribution to Industry and Academics.

Part II: Review of literature:

CHAPTER 2: Chapter 2 explains Literature Review related to Job Satisfaction and Work Life Balance

Part III: Conceptual Framework:

CHAPTER 3: Chapter 3 discusses in detail the various Methodologies undertaken to examine and to test the assumed Research Hypothesis which are built on the basis of the theories of the preceding chapters.

Part IV: Research Findings:

CHAPTER 4: Chapter 4 answers Hypothesis 1 to 11 i.e. the Direct and Indirect Spillover relationship among the Motivator factors and Hygiene factors with Job Satisfaction.
CHAPTER 5: Chapter 5 explains Hypothesis 12 to 17 which explain the relationship among certain Home Life Satisfaction constructs which leads to Job Satisfaction and again certain Job Satisfaction constructs were identified to examine its impact on Home Life Satisfaction.

CHAPTER 6: Chapter 6 answers Hypothesis 18 and 19 which examine the interactive effect of Demographic variables (Age and Gender), Home Life Satisfaction and Job Satisfaction.

CHAPTER 7: Chapter 7 develops a “Discriminant Model” that classifies employees low and high Job Satisfaction with certain predictor variables namely Age, Job Tenure, Last Promotion and Next Promotion.

Part V: Closing Perspectives

CHAPTER 8: Chapter 8 presents the summary of conclusion of the findings as well as limitations. It also raises issues for future research work.