

EMPLOYEES JOB SATISFACTION AND WORK LIFE BALANCE IN AN ORGANIZATION

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“There are countless studies on the negative spillover of job pressures on family life, but few on how job satisfaction enhances the quality of family life”

By: *Albert Bandura*

Abstract

The study examines the relationship of employee job satisfaction and work life balance (WLB) in an organization. It highlights the positive effects of WLB towards job satisfaction, how organization measure employee’s level of satisfaction from job and also details the negative impacts leading towards “Work life conflict”.

- **Key words-** *Job-Satisfaction, work life balance, work life conflict*
- **Connotation of Job Satisfaction**

According to **D.C Feldman and H.J Arnold** “Job-Satisfaction is defined as the amount of overall positive affect (or feelings) that individual have towards their job.”

Job satisfaction is an individual’s felling regarding his or her work. It can be influenced by a multitude of factors.

The term Job satisfaction was brought to limelight by Hoppock (1935). Hoppock describes job satisfaction as, “any combination of psychological, physiological and environmental circumstances that cause and person truthfully to say I am satisfied with my job.”

There are three important dimensions to job- satisfaction:

- 1) Job- satisfaction refers to one’s feeling towards one’s job. It can only be inferred but not seen.
- 2) Satisfaction in one’s job means increased commitment in the fulfilment of formal requirements
- 3) The terms job-satisfaction and job attitudes are typically used interchangeably. Both refer to effective orientations on the part of individuals towards their work roles, which they are presently occupying.

• **Methods to measure Job-Satisfaction**

| Methods | Meaning |
|------------------------|---|
| • Single Rating | i. Employees are asked for a single question ii. Employees can answer- highly dissatisfied, satisfied, highly satisfied, no comments |
| • Sum score | It deals with various aspects of job like-nature of work, pay, supervision, promotion, relation with co-workers etc. The sum of all these aspects will give the job satisfaction value of an individual. |
| • Interview | By interviewing individually job satisfaction can determined. |
| • Inclination | Information sought as to how individual responses towards other works related to his job. |

• *Important Facets contributing to Job-Satisfaction*

| |
|-----------------|
| Emoluments |
| Work |
| Promotion |
| Managers |
| Collective work |
| Conditions |

• *Merits of job satisfaction*

- *An indication of general levels of satisfaction:* - Job-Satisfaction survey gives management *an indication of general levels of satisfaction* in a company. Surveys also indicate specific areas of satisfaction or dissatisfaction (as with employee services) and particular group of employees (as in the tool department or among those over the age of forty).
- *Improved communication:* - is another benefit of the surveys. Communication flows in all directions as per the planning. Particularly beneficial to the company is the upward communication when the employees are encouraged to comment about what they really have in their minds.
- *Safety valve:* - An unexpected benefit from a job-satisfaction survey is improved attitudes. For some employees, the survey is a *safety valve*, an emotional release, a chance to get things off their chest.
- *Sense of belongingness:* - Management's interest in employee welfare, which gives employee a reason to feel better towards management.
- *Productivity:* - The job-satisfaction survey can help discover the causes of indirect *productivity* problems, such as absenteeism, turnover and poor quality of work. If an organization is disturbed by such issues it might appropriately turn to job-satisfaction surveys to diagnose the cause. The causes could be low pay, lack of promotional opportunities, unchallenging jobs, unjust treatment, and the like.
- *Assess training needs:* - Usually employees are given an opportunity to fulfil certain task where the employee is not trained or specialised. Under such circumstances his

productivity affects his level of satisfaction. The job satisfaction survey brings out such problems and help management to assess *training needs*.

- **Effectiveness of organizational reward systems:** - A job-satisfaction survey is an indicator of the *effectiveness of organizational reward systems*. There is a positive relationship between performance and satisfaction. This relationship will be strong when rewards are distributed upon performance. Now, job-satisfaction surveys can help managers judge whether the best performers are receiving the most rewards and the most satisfaction from their jobs. The best performers are likely to quit if they are not suitably rewarded.
- **Unions:** - Finally, it is not that satisfaction surveys benefit only management. They are useful to *unions* too. Often, both management and union argue about what the employees want, but neither really knows. The job-satisfaction survey is one way to find out. It is for this reason that unions support surveys.

- **Meaning of WLB**

In growing global competition a major factor which effects is work life balance. Work life balance is a state of equilibrium in which the demand of both person's job and personal life are equal. A balanced life is one where we spread our energy and effort- emotional, intellectual, imaginative, spiritual and physical between key areas of importance. Work life balance has different benefit to the organization as well as to the individuals. Organizational benefits are increased individual productivity, accountability and commitment, Better team work and communication Improves morale of employees and reduces stress on individual basis.

Some of the examples of work life balance practices done by different companies are as following:

- Special leave arrangement
- Maternity leave
- Bereavement leave
- Child care
- Parental leave
- Flexible working
- Flex time

- Compressed working hour
 - Shift snapping
 - Working from home or other flexible location
 - Job sharing
- ***Significance of WLB in an organization***

“You will never feel truly satisfied by work until you are satisfied by life.”

By: Heather Schuck

- ***Increases employees efficiency:*** - Work life balance helps an employee to enjoy his job and task given to him as his duties. It results in improving his job performance and also enhances his working efficiency.
 - ***Organization productivity improves:-*** when employees are surrounded by healthy and pleasing working environment, they work more and vice-versa. More of work leads to more of productivity and finally more of organization growth.
 - ***Removal of employee’s stress:*** - work life balance balances personal and professional life of an individual. When there is no dilemma of bringing a balance between the two, the crises of stress remains nowhere.
 - ***Enhances organization conflicts:*** - The unsatisfied employee faces problems like conflicts due to unbalanced life either professional or personal, which affects the working environment of organization. On contrary the satisfied employee remains aloof from such issues and rarely grouches.
 - ***Removes organization problems like turnover and absenteeism:-*** the problem like turnover and absenteeism troubles organization. These problems arise due to lack of organization concern towards his employees or due to job dissatisfaction. In presences of job satisfaction these issues does not exists.
 - ***Overall development of organization:-*** the above discussed points gives a clear cut explanation that in presences of work life balance, an employee enjoy job satisfaction which results in overall development of organization takes place.
- ***Relationship of WLB & job satisfaction***

Researchers have speculated that there are three possible forms of the relationship between job satisfaction and Work- life satisfaction

- (1) *Spill-over*, where job experiences spill over into non-work life and vice versa
- (2) *Segmentation*, where job and life experiences are separated and have little to do with one another
- (3) *Compensation*, where an individual seeks to compensate for a dissatisfying job by seeking fulfilment and happiness in his or her non-work life and vice versa.

Since a job is a significant part of one's life, the relationship between job satisfaction and life satisfaction makes sense—one's job experiences spill over into one's life. However, it also seems possible the causality could go the other way—a happy or unhappy life spills over into one's job experiences and evaluations.

- ***Corollary in Absence of Work-Life Balance***

“If you commit to giving more time than you have to spend, you will constantly be running from time debt collectors.”

By: *Elizabeth Grace Saunders*

The result of job dissatisfaction and absences of work life balance results in Work-life conflicts and this further affect both, the working environment of organization and employee's efficiency and effectiveness.

People play several roles in their life such as parents, children, managers, subordinates, friends and much more. These different roles set different responsibilities and demands on people. Consistent with the spill-over model, a review of the research literature indicated that job and life satisfaction are correlated Work life conflict is a form of inter-role conflict when one of the roles imposes different demands and requirements on people that are not compatible with the other role. Work domain requires time, energy and commitment that may not allow people to satisfy their family and life needs.

Higgins & Greenhaus classify this role conflict into two types

| Type | Meaning |
|----------------------------------|---|
| ➤ Work-to-family conflict | That occurs when work demands prevents (or hardens) one to satisfy their family needs such as long work hours, travel and so. |
| ➤ Family-to-work conflict | Occurs when family responsibilities cause degradation of work performance. Children's care and conflict at home are examples of family situations that may affect work. |

• *Conclusion*

Every employee desires to give his best in job. It is the organization's responsibility to communicate effectively with employees, let them know what is expected of them, give them the tools they need to do their job and reward them for a job well done. To conclude the article we can code this quote- **“Most people chase success at work, thinking that will make them happy. The truth is that happiness at work will make you successful.”**

By: Alexander Kjerulf

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