



Peer Reviewed Referred and UGC Listed Journal
(Journal No. 40776)



ISSN 2277 - 5730
AN INTERNATIONAL MULTIDISCIPLINARY
QUARTERLY RESEARCH JOURNAL

AJANTA

Volume-VIII, Issue-III
July - September - 2019

IMPACT FACTOR / INDEXING
2018 - 5.5
www.sjifactor.com

Ajanta Prakashan

S. Lawa



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16. The Impact of Work Life Balance on Job Stress and Job Satisfaction

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Abstract

The purpose of the study was to explore the relationship between job stress, job satisfaction and work life balance among the working population in India. The study was conducted on 50 individuals working across all sectors. The study also aimed at exploring the gender differences among the three variables. Data was collected using questionnaires. The results indicated a negative and non significant relationship between job stress and work life balance for males. A negative yet significant relationship was observed between job satisfaction and work life balance for males. A negative and non significant relationship while a positive and non significant relationship was obtained between job stress and work life balance, and job satisfaction and work life balance respectively for females.

Key words- Job stress, Job Satisfaction, Work Life Balance, Gender Differences.

Introduction

The concept of stress was given by Hans Selye (1936) who defined it as "the non-specific response of the body to any demand for change". According to him, an individual, when exposed to stressors, passes through three biological stages: alarm reaction, resistance and exhaustion. Selye named this model as 'General Adaptive Syndrome' (GAS) (1991). The individual's initial reaction to stress producing stimuli is known as alarm reaction. During this stage, the person either initiates in flight (fleeing away from the stressors) or fight (confronting the stressors). Resistance stage occurs when individual is exposed to the stress-provoking agents for a long time, without any relaxation period. When the adaptation energy runs out, making our body vulnerable, exhaustion takes place.



“Job stress can be defined as the harmful physical and emotional responses that occur when the requirements of the job do not match the capabilities, resources, or needs of the worker”.

Workplace stress effects job performance of the employees. Job stress is caused by a variety of factors like job security, role conflict, work overload, autonomy etc.

Delecta.P (2011) argued that “Work life balance is defined as an individual ability to meet their work commitments as well as other non-work and family commitment.” In short, WLB is defined as a “fit” between a person’s personal and professional life.

The Work-Life Balance of single individual without any children is different from the Work-Life Balance of a couple with children. It also varies from country to country. The ideology of dual career couples is gaining momentum in India but this has an adverse effect on the well-being of the family members. The children of working couples often feel lonely and left out as their parents is busy in their work life. This hampers their relationship, making the children feel that they are less important than their parents’ work. One of the main purpose of working is to provide a better and healthy future for the next generation but if parents are going to be engaged in their job only then it is going to effect the emotional states of the child as well as the parent. Research conducted by Families and Work Institute, found that individuals who work for fewer hours are happier and productive than individuals who work for longer hours. An improper work-life balance can also lead to workplace stress and effect the physical and mental health of the employee.

A number of organizations are adopting work life balance policies which not only reduces workplace stress but also results in high levels of creativity and productivity.

Hoppock (1935) coined the term job satisfaction, defining it as combination of physiological, psychological and environmental factors that makes a person happy about his/her job. Job satisfaction not only influences an individual’s professional life but their personal too, as satisfied employees are happy and healthy human beings. Job satisfaction is not only beneficial to the employees but to the organisation as well since the main aim of organisation is high productivity and better performance of the employees which is achieved through job satisfaction. As the saying goes “A happy employee is a productive employee.”



Review of Literature

In a study conducted by Aziz S. and Cunningham J. (2008), it was found that there is a correlation between work stress, work-life imbalance and workaholism regardless of gender.

A comparative Study was done by Subooh Yusuf (2018) on Work-Life Balance and Job Satisfaction of the Employees Working in Business Process Outsourcing Sector. The study showed that an insignificant correlation exists in work family balance and job satisfaction among male and female employees.

According to a study by Farooqui Y, with 171 teachers from the University of Gujrat insignificant relationship between job stress and job satisfaction whereas work life balance share a moderate positive relationship with job satisfaction

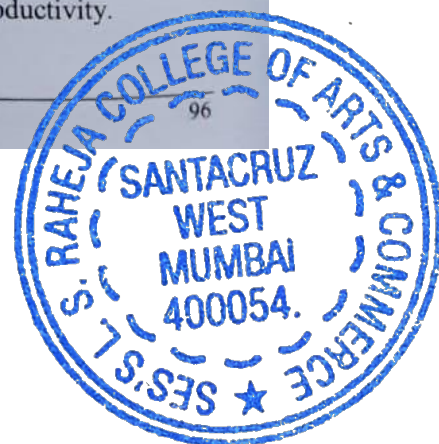
A study conducted on 96 employees selected from seven apparel firms in Sri Lanka found that positive relationship exist between work life balance and employee performance (Dissanayaka and Hussain Ali, 2013).

Fathima Aroosiya (2018) conducted "A Study on Work-Life Balance of Working Women with Special Reference to Government Schools and Divisional Secretariat in Nintavu". The objective of the study was to analyse the level or extent of work life balance of working women. The sample size was 100 working women in Nintavur especially the teachers of government school and employees in divisional secretariat. The result of the study showed that low level of work-life balance exist among working women in Nintavur.

"Relationship between Occupational Stress and Job Satisfaction: An Empirical Study in Malaysia" by (Azman Ismail, Amy Yao & Nek Kamal Yeop Yunus, 2009), revealed that high level of physiological stress may lead to lower job satisfaction, whereas the level of psychological stress did not affect job satisfaction.

A research finding by Prof. TJpti Singh, Avantika Singh & Prabha Singh (2007) found that female teachers experience more stress but have higher job satisfaction compared to male teachers. It concluded saying that organisations should adopt work-life balance to enhance the employees job satisfaction. It also reduces job stress and the intention to quit.

Dr. G. Sureshkrishna and Dr. Simanchala Das (2018) in their study found the employees of the company had low job satisfaction due to of high occupational stress. Hence, it was concluded that work-life balance should be implemented in the organisation to reduce workplace stress, to promote the well-being of the employees, and also increase work- productivity.



Methodology

Objectives

- To study the impact of work-life balance on job satisfaction and to see whether gender differences exist.
- To study the impact of work life balance on job stress and to see whether gender differences exist.

Hypothesis

H1- There is no significant relationship between job stress and work life balance across gender.

H2- There is no significant relationship between job satisfaction and work life balance across genders.

Variables: Independent Variables

1. Workplace stress
2. Job Satisfaction

Dependent Variable-

1. Work Life Balance

Design

Correctional design was used to examine if a relationship exists between workplace stress, work-life balance and job satisfaction.

Sample Description

For this study, the data was collected from 25 males and 25 females who work in an organization.

Procedure

The respondents were administered Google forms of Workplace Stress Survey, Work-Life Balance Scale and the Minnesota Satisfaction Questionnaire. All the three scales were scored and appropriate statistical analysis (Pearson's R) was applied.

Tool Description

Workplace Stress was measured using the Workplace Stress Survey by The American Institute of Stress (AIS). It consists of 10 items which measures the employees' total Workplace stress. The questionnaire used a 10-point Likert Scale.



Work-Life Balance was measured using the Work-Life Balance Scale by Udai Pareek. The Questionnaire consists of 36 items. The answers were recorded on a 5 point Likert Scale.

Job satisfaction was measured on the Minnesota Satisfaction Questionnaire, containing 20 items, measuring it on 5 point Likert Scale

Results

Table: Descriptive Statistics

	Work Life Balance (Males)	Job Stress (Males)	Job Satisfaction (Males)	Work Life Balance (Females)	Job Stress (Females)	Job Satisfaction (Females)
Mean	76.04	45.64	72.48	77.16	42.4	75.52
Range	73	60	41	48	75	64
SD	16.14	15.45	10.98	12.36	19.93	14.82

Table 1. Correlations between Job Stress and Work Life Balance and Work life Balance and Job Satisfaction for Males

Job Stress and Work Life Balance-	Job Satisfaction and Work Life Balance-
-0.2683	-0.80
*0.05 *0.01	*0.05 *0.01

Table 2. Correlations between Job Stress and Work Life Balance and Work life Balance and Job Satisfaction for Females

Job Stress and Work Life Balance	Job Satisfaction and Work Life Balance
-0.2538	0.2333
*0.05 *0.01	*0.05 *0.01

Table 1 and 2 show the correlation between Job Stress and Work life balance and Job Satisfaction and Work Life Balance for Males and Females. The statistical analysis showed a negative and non significant relationship between job stress and work life balance for males ($r = -0.2683, p > .05$). There was a negative yet significant relationship obtained between job satisfaction and work life balance for males ($r = -0.80, p < 0.05$). The results showed a negative and non significant relationship between job stress and work life balance for females ($r = -0.2538, p > .05$) whereas a positive and non significant relationship was observed between job satisfaction and work life balance ($r = 0.2333, p > .05$).



Discussion

Work life balance (WLB) has been shown to help achieve employees' job satisfaction and in turn reduce job stress. The organizations should have arrangements that help individuals achieve WLB by offering flexible timings, child care facilities, sports centers, entertainment centers and opportunities to spend more time with their families and children. Poor WLB can lead to higher stress and poorer satisfaction in employees in turn leading to turnover. As seen in the data, a positive yet non significant correlation is observed between Job Satisfaction and Work life Balance for women, and a negative yet significant relationship was observed for men on the above mentioned variables. The non significant relationship could be observed due to the sample encompassing working women across different sectors which place different working demands on the individuals. India still fostering a patriarchal society which expects women to shoulder a greater proportion of household responsibilities, WLB becomes a topic of concern especially for working women in India as contrast to men. Eg- Women prefer spending more time with their new borns even when at work, so organizations providing facilities like day care or crèche could help women achieved the required WLB in turn making them satisfied with their jobs. Also a negative yet non significant relationship was observed between job stress and work life balance for women and men both. This indicates that when organizations given no facilities to the employees to achieve WLB, which could lead to employees thinking about their families when at work keeping their mind and contributing to stress.

Limitations

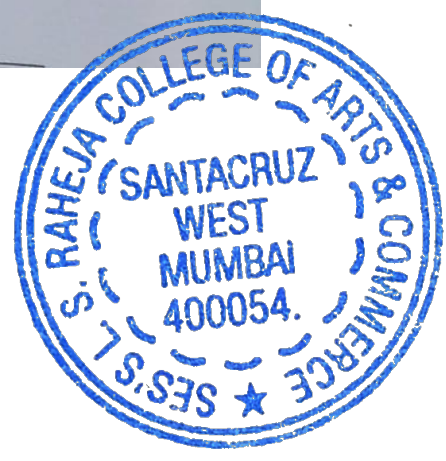
Data for further research should be collected from a specific working sector eg university teachers so as to obtain an unified vision of concept like work life balance. The study can also be strengthened by increasing the sample size.

Scope for Further Research

Researchers could also study the concept of WLB, Job stress and Job Satisfaction comparing traditional working environments and open working spaces. Also the study could be expanded by comparing organizations that provide facilities like crèche, part time working opportunities, flexible work timings etc to organizations that do not cater to such needs.

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