



The Impact Work-Life Balance Toward Job Satisfaction And Job Performance: Study Of Women Employees Of IT Companies In Bengaluru City, India

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Article History	Abstract
Received: Revised: Accepted:	An employee's assessment of his work, or how well the organization has matched employee expectations, is known as job satisfaction. Employees that have a healthy work-life balance are more satisfied with their jobs since they can focus well at work and don't have to worry about issues outside of it. Additionally, a healthy work-life balance will improve employee performance, allowing the business to avoid issues with staff retention. The purpose of this study was to investigate the impact of work-life balance on women employees in IT companies job satisfaction and job performance at Bengaluru, India. The study employed a sample consisting of 170 women employees from IT companies located at Bengaluru. Data analysis was done using simple linear regression, and validity and reliability tests were conducted to assess the data's quality. The work-life balance was shown to have an 7.7% impact on job satisfaction and a 3.7% impact on employee retention, according to study data. Offering a nice work environment and facilities to employees is one of the management implications of the research findings that may be put into practice.
CC License CC-BY-NC-SA 4.0	Keywords: Work life-balance, job satisfaction, job performance, IT companies.

1. INTRODUCTION

In the contemporary era of globalization, business rivalry is growing in tandem with the rate of expansion of the world economy. Businesses insist that their human resources be capable of competing, surviving, and emerging victorious in the market (Ganapathi, 2016). Work-life balance has been used by several firms nowadays in order to meet the stated targets. Work-life balance (WLB), as defined by Frame and Hartog in Moedy (2013), is the ability of people to use their working hours flexibly and balance their work with other obligations. Employees will not spend all of their time working if the organization implements work-life balance programs.

Employees of the IT companies anticipate that their employer will offer a work atmosphere that is supportive, professional development opportunities, and compensation commensurate with workload. Job satisfaction (JS) is another aspect that might impact the work-life balance itself. Workers who are not happy with their jobs will never be psychologically satisfied, and they will eventually act or think negatively at work, which can irritate them. Employees who are happy in their jobs will, in the meantime, work more productively, joyfully, and actively than those who are not (Khoerunnisa et al., 2019). Sutrisno (2017) lists a number of variables that affect job satisfaction, including facilities, social aspects of communication work, company and management,

compensation, employment security, promotion prospects, and supervision. Mangkunegara (2017) mentioned two factors affect JS, namely those of employees and their work factors. Employee factors consist of intelligence, special skills, age, gender, physical condition, education, work experience, years of service, personality, emotions, ways of thinking, perceptions, and work attitudes, and for work factors such as type of work, organisational structure, rank, position, quality of supervision, financial security, the opportunity for promotion, social interaction, and work relations.

2. LITRERATURE REVIEW

Maryam Haider, Dr Feza Tabassum Azmi (2019), felt the necessity to investigate the factors affecting and its consequences on work life balance. Organizational culture, flexible time and Socio-economic factors were identified, the presence of these factors lead to work life balance and job satisfaction as positive result. It implicates the need for employee friendly policies, flexi time and family support, etc., these aspect in turn lead to committed and satisfied employees else there would prevail problems like turnover and absenteeism, etc.

Lestari dan Margaretha (2021), WLB is a situation that gives employees opportunities to balance their career work life and their personal life, and this situation will not lead to job stress and fatigue in doing their works. WLB is one factor that influences on employee commitment, job satisfaction and organization productivity.

Siagian and Sondang (2002) argued that job satisfaction is a way for the employee to see the work they have done, whether it is good or bad. Meanwhile, according to **Kuswadi (2005)**, job satisfaction is the fulfilment of employee needs by their expectations. It can be concluded that job satisfaction (JS) is a personal thing; everyone has a different level, and leaders need paying attention to see the extent to which the company meets the expectations of its employees.

(Pasumarti, September, 2019.), demonstrated in her paper a significant influence on WLB by two independent variables namely type of company and work hours on work life balance revealing the variation in the opinion of respondents. Among these variables, type of company was tested and found to be significant. The other significant independent variable work hours were also tested not found to be significant. Training programs on emotional intelligence will not only help the employee to improve their work life balance, but also enable them to contribute more productively.

(Rajesh K. Yadav, 2014), revealed in their paper on a comparative study was conducted among the working women of some Govt. colleges and national institutes of Bhopal in education sector and nationalized banks, running they're in Bhopal (M.P.) for banking sector. The objective of this research was to study the working environment and women's perception about the work life balance and job satisfaction, who are working in banking and education sector. Findings suggested that WLB 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.

2.1 Work-life Balance and Job Satisfaction

Fisher et al. (2003) mentioned that WLB is something that is done to make a balance division of time between work and outside of work. Outside of work, there are usually individual behaviours that can make personal conflict and energy for ourselves. When a worker carries out both responsibilities between work and his role in the family, there will create job satisfaction because by working at the company, an employee will not feel burdened by problems outside of work. According to Robbins and Coulter (2012) WLB program includes resources for caring for parents and children, healthy, and welfare of employees. Therefore, many companies have offered programs to meet the needs of employees in creating a balance between life and work; these programs include family-friendly benefits, flex time, job sharing, telecommunicating and others. This statement is supported by research conducted by Qodrizana (2018) that showed work-life balance affected job satisfaction. The important point is to balance the level of someone's satisfaction at work and outside work. If someone can give time to the needs of work and outside work well, it will create job satisfaction. Based on this explanation, the researcher proposes the first hypothesis in this study:

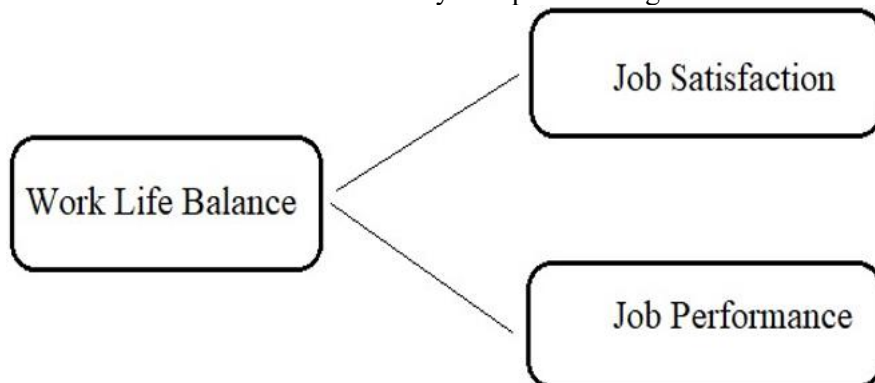
H1: There is an influence between work-life balance on job satisfaction.

Work-life balance is one of the most important issues that human resource management should address in organizations (Abdirahman et al., 2020). Regardless of their size, organizations should ensure that employees have adequate time to fulfil their family and work commitments (Abdirahman et al., 2020). A flexible working environment allows employees to balance personal and professional responsibilities (Redmond et al., 2006). Organizations that ignore the issue of work-life balance suffer from reduced productivity and employee performance (Naithani, 2010). Indeed, employees with a healthy work-life balance are generally grateful to

their employers (Roberts, 2008). As a result, they put forth their best effort for the company as a gesture of gratitude, resulting in improved job performance (Ryan and Kossek, 2008). Thus, a high work-life balance employee could be highly productive and an excellent performer (French et al., 2020). Thus, based on these discussions and research findings, we developed the following hypothesis:

H2: There is an influence between work-life balance on job performance

The research model used in this study is depicted in Figure 1.



3. RESEARCH METHODOLOGY:

Quantitative research using the survey method was adopted, and online questionnaires were distributed to a total of 170 female employees working in IT companies located in the Bengaluru City as the respondent in this study. The research questionnaire consisted of 32 questions divided by three instruments, namely work-life balance, job satisfaction and job performance.

Work-life balance is measured using an instrument developed by Hayman (2005) and consists of 10 questions; for example Enjoy working environment, Always think about work after working day. Job satisfaction consists of 18 questions, example of the statement is I am satisfied with the growth and developmental opportunities provided. Job performance consists of 5 questions, for example Opportunities for career growth.

Furthermore, data collection was analysed using validity and reliability tests and regression analysis used to test the two hypotheses to show the relationship and influence between work-life balance, job satisfaction and employee retention.

4. DATA ANALYSIS AND INTERPRETATION:

Based on the demographic factors, most of respondents are categorised in the age range of 21-25 years is as many as 125 respondents (73.5%). Marital status concluded that respondents who have unmarried status are 139 respondents (81.76%) and respondents with married status are 31 (18.23%) respondents. Based on educational background, most respondents are graduates as many as 127 (74.5%) respondents. Confirmatory factor analysis was also used in this research by the underlying theories. According to Hair et al. (2010), a construct is valid if the factor loading is above 0.40. Confirmatory factor analysis of the three constructs in this study showed the loading factor of question items between 0.444 and 0.703. This reliability value for work-life balance was 0.810, 0.905 for job satisfaction, and job performance was 0.851.

Table 1 provides the factor loading and Cronbach alpha (CA) for each variable used in this study, and variables said reliable if it gives the CA value > 0.7 in the test results (Hair et al., 2010).

Table 1: Validity and Reliability Tests Result

	Components		
	1	2	3
WLB 1		0.553	
WLB 2		0.622	
WLB 3		0.573	
WLB 4		0.613	
WLB 5		0.587	
WLB 6		0.632	
WLB 7		0.653	

WLB 8		0.612	
WLB 9		0.689	
WLB 10		0.581	
JS 1	0.496		
JS 2	0.582		
JS 3	0.528		
JS 4	0.553		
JS 5	0.51		
JS 6	0.592		
JS 7	0.6		
JS 8	0.568		
JS 9	0.606		
JS 10	0.659		
JS 11	0.684		
JS 12	0.444		
JS 13	0.658		
JS 14	0.464		
JS 15	0.653		
JS 16	0.662		
JS 17	0.64		
JS 18	0.649		
JP 1			0.581
JP 2			0.703
JP 3			0.735
JP 4			0.729
JP 5			0.627
Cronbach Alpha N	0.903 170	0.841	0.808

Table 2: Summary of Hypotheses.

Variables	R Square	Adjusted R Square	β	t	Significance
WLB => JS	0.084	0.077	-0.541	-4.28	0.004
WLB => JP	0.045	0.037	-0.147	-2.98	0.002

The outcomes of this study have indicated the relationship between WLB toward JS with women employees in IT companies at Bengaluru as the respondents, the value of R-Square of 0.077 and the significance value = 0.004 have shown that work-life balance influences job satisfaction. This result is having the same result as the research of Haar et al. (2014) which stated that there is a positive relationship between work-life balance and job satisfaction. This study also proves the opinion of Greenhaus et al. (2003) in Haar et al. (2014), who believe that someone with a work-life balance is more satisfied with work because they have participated in an important role.

The second hypothesis was supported by the results, which indicated that work-life balance had an impact on women employees' job performance in Bengaluru's IT companies. This effect was statistically significant at significance level of 0.002 and had a R square value of 0.037. Hashim (2016) conducted research which suggests a positive correlation between job performance and work-life balance, which is consistent with the findings of this study. If work-life balance is compromised, people will suffer and the organization will be adversely impacted. Because employees are the foundation of the company, it is crucial to maintain the work-life balance within the organization and to retain staff members.

5. Conclusion and Recommendations

The concept of work-life balance is not new in the field of human resource research, thus there will always be a lot of studies on this subject. Work-life balance has been found to have an impact on job satisfaction by 7.7% and employee retention by 3.7%, according to this study. Additionally, there are significant ramifications for leadership within the organization from this research, including the provision of a positive work environment, facilities to boost employee morale, equitable compensation and salary practices without placing undue burden

on, and fostering effective lines of communication between leaders and subordinates. Employers can use employees' skills to match them to interests inside the organization and provide opportunities for growth through training and development programs designed by the company. Therefore, it can also build good relationships with co-workers. Companies provide employees with the facility to work from home to improve the balance of personal life with the work life of employees.

Since every research project has the potential to encounter challenges and constraints, the researcher makes a number of crucial recommendations. Firstly, additional research should look into variables not covered in this study, such as leadership, work motivation, and other work-related behaviors. Secondly, a specific industry should be chosen in order to focus on the influence between variables in greater detail. Finally, more time should be allocated to distributing questionnaires.

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