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Impact of attributes of job satisfaction on work life Balance: An analysis

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Abstract

Efforts have been made to examine the impact of important factors determining level of job satisfaction and employees work life balance. For this purpose, various attributes like organizational factors, personal factors, work environment factors and job factors have been discussed in detail. The opinions of the respondents have been ranked into five-point scale. The statistical tests such as standard deviation, chi-square, skewness, and kurtosis were used to study the nature of distribution. A large number of employees accepted that SJVN Ltd. takes care of overall well-being of their employees by providing a safe and healthy work environment. The management tries to protect the interest of its employees in hazardous situations. It is further noticed that SJVN Ltd. ensures economic security by providing them permanent jobs. The respondents have perceived favourable work environment in SJVN Ltd. (Satluj Jal Vidyut Nigam Ltd).

Keywords: Job satisfaction, organizational climate, work life balance

Introduction

Job satisfaction is an individual construct because of personal feelings supported by personal experience. An individual will be happy with the job to the extent to which job offers those results that individual considers important. Job satisfaction is described as a collection of negative and positive feelings about the job. It is generally perceived as directly related to productivity and personal well-being. There are a number of factors that make employees feel positive or negative about their job.

Review of Literature

Shobha *et al.* (2011) ^[4] revealed that Job satisfaction level is directly related to the workload, salary, social prestige, work environment and fulfillment of dreams and goals of the employee and their families. Further, concluded that change in managerial and organizational culture is also much needed.

Ms. Vij Priya *et al.* (2012) ^[6] concluded that adaptive and effective organizational culture, cooperation among peers, higher receptiveness to change, team orientation, Organizational good identity, interpersonal trust and union management cooperation has significant impact on Job satisfaction.

Benrazavi Rahim & Silong, A.D. (2013) ^[7] observed that job satisfaction had a significant impact on willingness to work in teams on the basis of indicators such as achievement, nature of work and recognition and suggested to inspire employees to participate in team working.

Kaur Rajwant (2014) ^[8] summarized that various job factors greatly influence work life balance and overall satisfaction with job, help employees to maintain Work Life Balance.

Raziq, Abdul & Mulabaksh, Raheela (2015) ^[9] revealed that there is a positive relationship between job satisfaction and working environment among employees and suggested organisations to provide a better working environment to achieve the organizational goals.

Vijayalakshami Ch. and Tulsi Das (2016) ^[10] observed that poor working conditions have caused greater fatigue negligence, absentees, indiscipline, and insubordination among the employees.

Agha K., Azmi F. T., and Irfan A. (2017) ^[11] suggested that work and personal life should be combined in a proper way and not be allowed to negatively impact each other.

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This equilibrium or imbalance has an impact on the individual’s overall performance as well as Organization’s overall performance.

Isse, Hussein *et al.* (2018) [12] revealed that employee performance significantly associated with work life balance, organizational commitment and job satisfaction. Concluded that in order to enhance the employee performance, the degree of motivation must be increased.

Objectives

- To investigate the Impact of job satisfaction on work life balance.
- To examine the perceptions of employees with regard to the role of organizational factors in job satisfaction.
- To analyse the working environment in SJVN Ltd.
- To examine the level of satisfaction of employees with job factors.
- To analyse the personal factors of employees as component of job satisfaction.

Research Methodology

The primary data for the research was collected through self-administered questionnaire. Personal observations and interviews were also carried out to draw more meaningful conclusions. This research work is limited to analyzing the impact of determinant factors of job satisfaction and work life balance. A sample of 399 employees working in SJVN Ltd at different levels were taken for this purpose. The main objective of this research was to study the impact of important factors determining level of job satisfaction and work life balance. The statistical tools such as standard deviation, chi-square, skewness, and kurtosis were used for this purpose.

Results and Discussions

Organizational Factors as component of Job Satisfaction: An Analysis

The organizational factors are the elements that outline the working environment and assist or prevent employees in getting what is essential to them from their jobs. Since organizational factors are more controlled and influenced by management than individual factors, job satisfaction can be increased by modifying these factors. Whether employees in SJVN Ltd. also think so, for this, their views are presented in table 1. A close look at the table reveals that majority of

respondents have shown satisfaction with regard to their perception towards organizational policy and administration. To ensure that organizational goals are met, the company fosters a culture of engagement, cooperation and commitment for its employees through policies that encourage employee satisfaction. The mean value and negative value of skewness suggests that the majority of the opinion is on the higher side. This is also backed by the fact that the kurtosis is platykurtic. It is also noticed that majority of the respondents are highly satisfied with wage and salary administration, job security & safety, and performance appraisal in SJVN Ltd. The results convey that SJVN Ltd. provides salary and perquisites, which are best in the industry, recognize and reward good work and provide safe, secure and healthy work environment. Job satisfaction is affected by the feeling that there is job security. When employees are conscious that their job is temporary, they become demotivated, less dedicated and attached to the job.

Further, the respondents perceived career advancement opportunities as satisfactory. The kurtosis and chi square value confirms the unequal distribution of opinion. It is also revealed that majority of respondents are highly satisfied with fringe benefits and welfare facilities provided to them. The employees have recorded their responses towards the higher side as the mean score of the responses arrived is greater than the standard mean score. It is further supported by the negative value of skewness and platykurtic behavior of kurtosis. It is indicative of the fact that the employees in SJVN Ltd. are satisfied with organizational factors. It gives the inference that organizational factors play crucial part to maintain the level of job satisfaction. The level of job satisfaction can be increased by improving organizational factors that affects the job satisfaction. The satisfaction of human resource is linked with motivation. Motivated employees develop loyalty and commitment which results in increased and improved productivity, and lower turnover rates. It is further suggested that SJVN Ltd. should provide adequate salary and fringe benefits to its employees so that they could maintain required standard of living. The path of promotion and career advancement should be clearly notified. On the basis of the metrics on objective performance measures, good work should be recognized and awarded. All of these measures will encourage a positive working atmosphere that leads to productivity.

Table 1: Employee’s perception and Organizational Factors: An Analysis

Statement	HS	MS	NS or D	D	HD	Total	Mean	SD	Skewness	Kurtosis	Chi- square	P value
Organizational policies and Administration	80	176	122	20	1	399	3.7870	.82805	-.226	-.393	260.912	.000
Wage and Salary Administration	166	165	53	9	6	399	4.1930	.85968	-1.169	1.693	324.145	.000
Opportunities for Promotion and Career Advancement	63	145	116	60	15	399	3.4536	1.04532	-.354	-.481	130.762	.000
Job Security and Safety	161	183	49	5	1	399	4.2481	.73402	-.771	.581	375.900	.000
Recognition of good Work	59	190	129	10	11	399	3.6917	.85225	-.685	1.152	308.306	.000
Fringe Benefits and Welfare facilities	126	202	64	7	0	399	4.1203	.73023	-.462	-.172	210.774	.000

Source: Data collected through questionnaire

Note: HS – Highly Satisfied, MS – Moderately satisfied, NS or D – Neither Satisfied or Dissatisfied, D- Dissatisfied, HD – Highly Dissatisfied

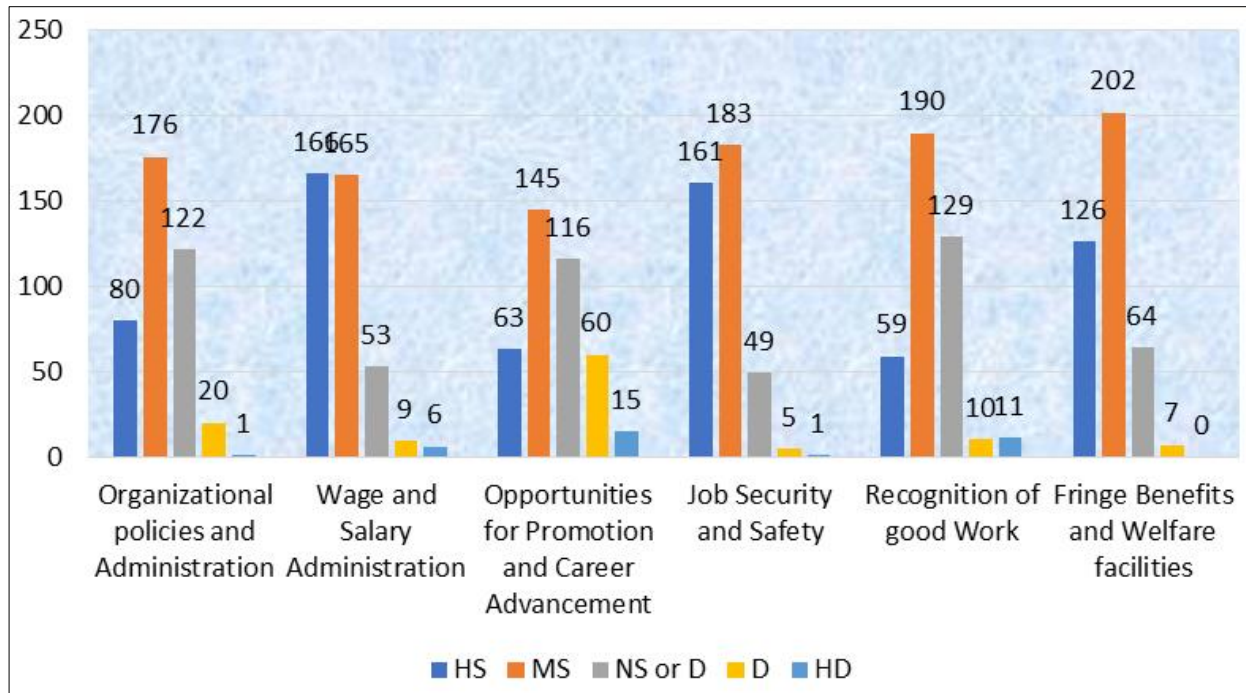


Fig 1: Employee's perception and Organizational Factors

Work Environment Factors as component of Job Satisfaction: An Analysis

Organizational productivity and effective results depend on the level of satisfaction of employees, while work environment is one key factor, which influences the level of satisfaction and motivation of employees. Work performance can be maximized if the working environment is pleasant, as exhaustion, boredom and dullness are minimized. So, an attempt has been made to analyse the work environment in table 2 It is encouraging to note that respondents by majority have admitted that management behavior is satisfactory in SJVN Ltd. The mean value which is greater than the standard mean score also supports this viewpoint. The distribution here is platykurtik while the negative value of skewness depicts that the opinion is tilted more to the higher side, it also supports the results. It gives an inference that management takes care of workers' personal well-being and reward them for job done, which motivates them to work hard. It is pertinent to mention that the mean score (3.95) shows favourable working conditions, which increase the efficiency of employees. Further, when enquired about the supervisor's behavior and prevailing communication channels, it was revealed that a large number of respondents express the view point that supervisors' behavior is supportive and helpful and they are

also satisfied with communication channels prevailing in SJVN Ltd. The communication develops understanding between the superiors and subordinates. It leads to friendly human relations in the organization. It is confirmed by the fact that mean value arrived is more than the standard mean score i.e. 2 and the value of skewness is negative. The kurtosis value further revealed that distribution of opinion is leptokurtic in nature. In overall, the interpersonal relationships are perceived highly satisfactory by the majority of respondents. The mean score shows a value greater than the standard mean score. This shows that the employees hold their opinion in favour of this statement. Moreover, the skewness is negative and kurtosis is leptokurtic which further supports the opinion of respondents is not equally distributed and inclined towards the higher side.

The above analysis depicts that working environment is favorable in SJVN Ltd. Moreover, the greater satisfaction with management behavior, supervisors' attitude and working conditions signifies fulfillment of psychological needs and employees get satisfied at work and at home. It is further suggested that the SJVN Ltd. should meet the needs of its employees by ensuring decent working conditions in order to enhance performance, productivity, and commitment of its employees.

Table 2: Work – Environment Factors as component of Job Satisfaction: An Analysis

Statement	HS	MS	NS or D	D	HD	Total	Mean	SD	Skewness	Kurtosis	Chi- square	P value
Management Behavior	55	187	120	35	2	399	3.6466	.84350	-.226	-.393	272.967	.000
Supervisors Behavior	52	205	132	8	2	399	3.7444	.72279	-1.169	1.693	380.712	.000
Working Conditions	95	209	75	20	0	399	3.9499	.79096	-.354	-.481	189.782	.000
Inter Personal Relationship	86	208	84	21	0	399	3.8997	.79254	-.771	.581	184.028	.000
Prevailing Communication Channel	62	192	124	21	0	399	3.7393	.78121	-.685	1.152	167.667	.000

Source: Data collected through questionnaire

Note: HS – Highly Satisfied, MS – Moderately satisfied, NS or D – Neither Satisfied or Dissatisfied, D- Dissatisfied, HD – Highly Dissatisfied

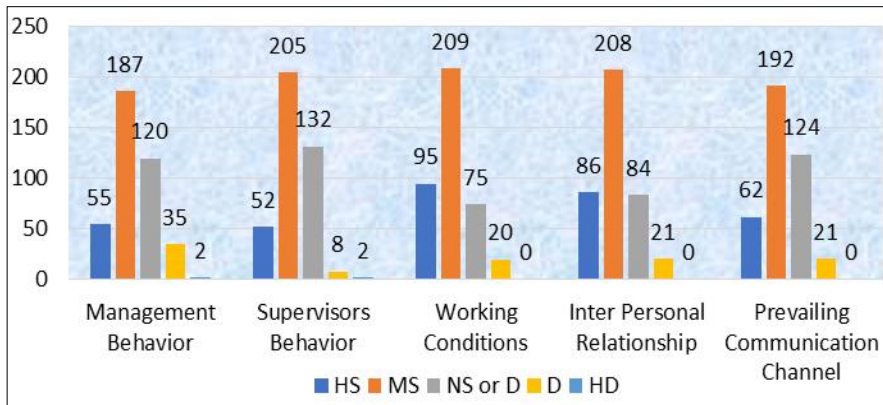


Fig 2: Work – Environment Factors as component of Job Satisfaction

Job factors as component of job satisfaction: An analysis

Every individual has different motivational factors for working. A person works because he gets something from work. The something he gets from work impacts his motivation and quality of life. The essence of the job itself gives a lot of inspiration to the employees. Employees want flexibility and independence in decision making. The present study has been carried out with a view to access the level of satisfaction of the employees. It appears from the table 3 that employees have recorded their response towards the higher side as the mean score of the responses arrived is greater than the standard mean score. It is further supported by the calculated value of skewness and kurtosis. This confirms that most of respondents are highly satisfied with their present job and working hours. It has also been revealed that respondents in SJVN Ltd. have adequate liberty and authority to perform their jobs. It conveys that the intrinsic rewards of a job are valuable factors of job satisfaction. The employees feel happier when they have ample autonomy and mandate to do their jobs. While

examining the feeling of responsibility, it is ascertained from the mean value that their opinion is inclined more on the higher side. Moreover, the negative value of skewness and platykurtik behavior of kurtosis have also conveyed that their respective job offers responsibility, work pace and feedback. The results, as exhibited, have further disclosed that most of the employees working in SJVN Ltd. seem to be quite satisfied with their occupational status and they are quite happy to share with others about their job in the society. The mean value which is greater than the mean standard score also supports this viewpoint. The distribution here is leptokurtic with negative skewness value. The significant chi square value has shown that the opinions are not equally distributed.

Thus, it can be suggested that SJVN Ltd. should offer employees more power to make self-reliant decisions. The employees are not pleased when their supervisor decides their every step and action. Lack of autonomy for working methods can lead to hardship and unhappiness.

Table 3: Job Factors as component of Job Satisfaction: An Analysis

Statement	HS	MS	NS or D	D	HD	Total	Mean	SD	Skewness	Kurtosis	Chi-square	P value
Present Working Hours	159	188	50	2	0	399	4.2632	.68978	-.491	-.459	233.872	.000
Present Job	123	173	99	4	0	399	4.0401	.77226	-.201	-.946	151.125	.000
Freedom at Job to take decisions	51	175	153	20	0	399	3.6441	.76589	.029	-.446	172.779	.000
Social Status of Job	121	184	70	17	7	399	3.9900	.89941	-.917	.950	274.371	.000
Feeling of Responsibility	82	197	112	8	0	399	3.8847	.74466	-.104	-.563	183.867	.000

Source: Data collected through questionnaire

Note: HS – Highly Satisfied, MS – Moderately satisfied, NS or D – Neither Satisfied or Dissatisfied, D- Dissatisfied, HD – Highly Dissatisfied

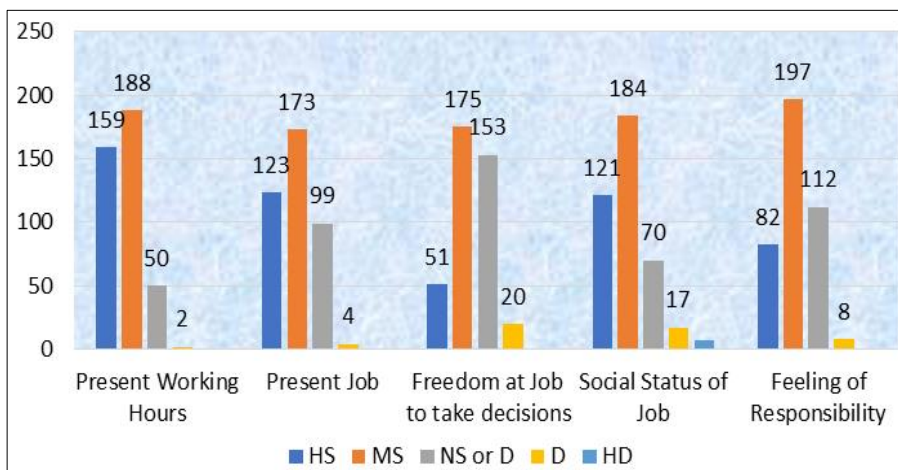


Fig 3: Job Factors as component of Job Satisfaction

Personal Factors as component of Job Satisfaction: An Analysis

There is a positive relationship between employee motivation and organizational effectiveness. The extent to which their needs are met and the extent to their personality affects the general sense of well-being are all likely to be important influencer. In this context, personal factors of employees as component of job satisfaction in SJVN Ltd. have been analyzed and results are shown in table 4. The results reflect that majority of respondents feel highly satisfied with self-esteem at job. This viewpoint is supported with high mean score 4.0. The value of chi square and skewness further confirms that distribution of opinion is bending more towards the higher side. High self-esteem inspires optimism and enthusiasm. It encourages people to carry out their objectives and face the hurdles. It is evident that respondents have shown satisfaction with sense of challenge at job at its a worthwhile accomplishment and feeling of achievement. They have admitted that their job is designed in a manner such that it strikes a balance between routine and new tasks. Routine allows individuals to develop that sense of competence, performing what they already do best, while new assignments are designed to fulfill their requirement to grow and enhance new skills. The platikurtic value of kurtosis and negative value of skewness reveals that responses are inclined more towards the higher side. This shows that SJVN Ltd. has assigned jobs to its

employees that suit to their interest and ability. Therefore, they are able to sense fulfillment and satisfaction in their job. A proper job assignment is important to uphold morale as well as to increase efficiency. Further, it is also observed from the table that a major chunk of respondents have expressed satisfaction with their work and personal life. A balance between work and family is one of the most important factors for human motivation at work and improving job satisfaction. The results are supported by the calculated value of mean, which is higher than the standard mean score. Further, the negative value of skewness revealed that opinion is tilting more towards higher side. Moreover, the positive value of kurtosis and significant value of chi-square test of goodness of fit at five percent level of significance show that opinions are not equally distributed. Thus, the results ascertain that all these individual factors play an important part in motivating employees. The negligence of these factors may result in disappointment among employees, that may reduce productivity and increase employee turnover. Thus, it can be suggested that managers should take constructive measures to incorporate encouragement and employee morale strategies. They should talk openly with employees to try to figure out what they can do to meet their needs for accomplishment. Moreover, individuals should be assigned jobs that suit their interest and are best suited for.

Table 4: Personal Factors as component of Job Satisfaction: An Analysis

Statement	HS	MS	NS or D	D	HD	Total	Mean	SD	Skewness	Kurtosis	Chi- square	P value
Sense of challenge at job and its worthwhile accomplishment	60	200	113	26	0	399	3.7368	.79155	-.290	-.270	172.880	.000
Feeling of achievement	82	197	104	16	0	399	3.8647	.78088	-.268	-.362	168.469	.000
Self Esteem of Job	120	194	56	23	6	399	4.0000	.89947	-.979	.991	299.459	.000
Ability and Skill utilization	54	213	114	18	0	399	3.7594	.73823	-.263	-.111	218.594	.000
Work and personal life	82	214	96	6	1	399	3.9273	.72447	-.288	.086	375.098	.000

Source: Data collected through questionnaire

Note: HS – Highly Satisfied, MS – Moderately satisfied, NS or D – Neither Satisfied or Dissatisfied, D-Dissatisfied, HD–Highly Dissatisfied

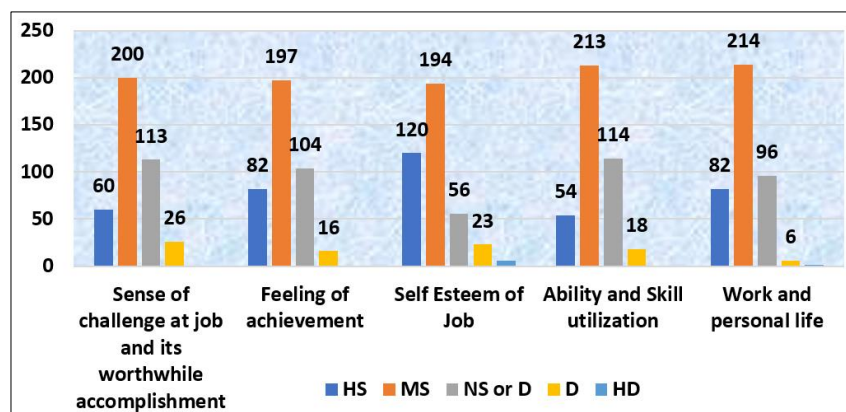


Fig 4: Personal Factors as component of Job Satisfaction

Attributes of Job Satisfaction as component of WLB: An Analysis

Nowadays working schedule is affecting the personal life of employees and their personal life is getting disturbed. Culture of nuclear and dual career families has also added to woes and work life imbalance has become a major source of stress. Work life balance can be accomplished by increasing the level of job satisfaction consequently it reduces the level of stress. Job satisfaction has an effect on the life of the employees, because a happy employee is a satisfied and

happy human being. A highly satisfied employee is in good physical and mental health. In this context, a study has been carried out to know, whether job satisfaction attributes are significant contributors for maintaining work life balance or not. Table 5 depicts that organizational factors of job satisfaction such as organizational policies and administration, wage and salary administration, opportunities for promotion and career advancement, job security and safety, recognition of good work and fringe benefits & welfare facilities play a significant role in

keeping work life balance. The negative value of skewness suggests that the utmost opinion of the respondents is varying towards the higher side. A hefty percentage of respondents think greater satisfaction with management behavior, supervisors' attitude and working conditions fulfills psychological needs of employees. The greater mean value and negative value of skewness support the same results. The chi-square test of goodness of fit indicates significant results. The content of the work itself i.e., working hours, present job, work autonomy, occupational status and feeling of responsibility can motivate the employees. Similar views are shared by majority of respondents, which is evident from the mean value, which is greater than two showing that the opinion is scattered more

towards the higher side. It is further backed by kurtosis value, which shows that distribution is platykurtic. The chi square test of goodness of fit also confirms the same results. It is also observed from the table that personal factors such as feeling of achievement, Self-esteem of Job, ability and skill utilization and sense of challenge at job affects the psychological well-being of individual.

Overall analysis implies that different dimensions of Job satisfaction play a significant role in maintaining work life balance. All of these factors have a tremendous impact on the psychology of employees such as positive attitudes, commitment, and satisfaction that ultimately influence the productivity of organization.

Table 5: Attributes of Job Satisfaction as component of WLB: An Analysis

Statement	LE	SE	NA	Total	Mean	SD	Skewness	Kurtosis	Chi square	P value
Organizational factors	205	190	4	399	2.5038	.52030	-.230	-1.452	188.526	.000
Work environment	196	200	3	399	2.4837	.51521	-.101	-1.596	190.662	.000
Job factors	201	189	9	399	2.4812	.54360	-.350	-1.036	173.955	.000
Personal factors	214	171	14	399	2.5013	.56655	-.588	-.667	166.662	.000

Source: Data collected through questionnaire

Note: LE- Large Extent, SE- Small Extent, NA- Not at all

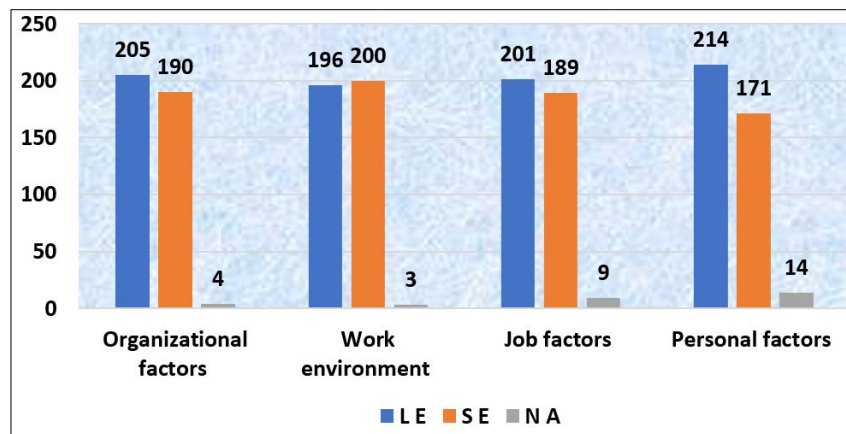


Fig 5: Attributes of Job Satisfaction as component of WLB

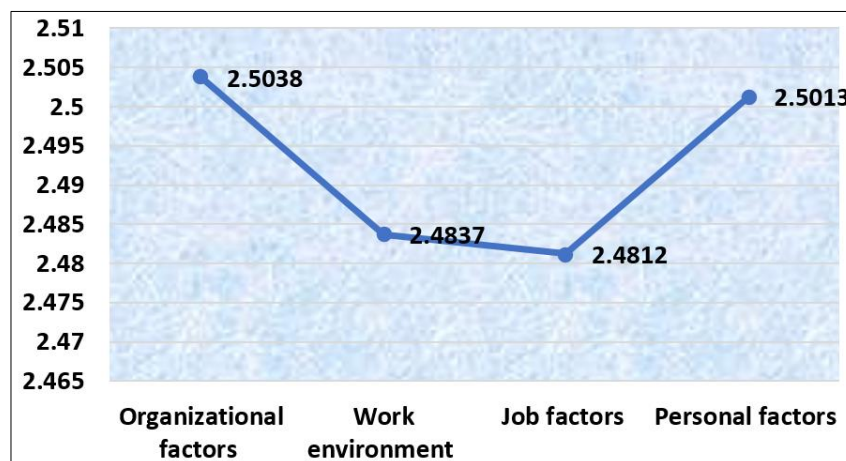


Fig 6: Attributes of Job Satisfaction as component of WLB

Conclusions

The study gives the inference that organizational factors play a vital role in maintaining job satisfaction. The level of job satisfaction can be increased by offering positive working environment in the organization. The satisfaction of human resource is linked with motivation. The path of

promotion and career advancement should be clearly notified. On the basis of the metrics on objective performance measures, good work should be recognized and awarded. All these measures will encourage a positive working atmosphere that leads to productivity. The intrinsic rewards of a job are important determinants of job

satisfaction. Employees feel more satisfied when they have adequate freedom and authority to do their jobs and to choose their own method of working in sync with the organizational goals. Negligence of personal factors results in dissatisfied workers, which hurts productivity and causes employee turnover. Attractive salary and fringe benefits, pleasant feeling at job, promotional opportunities, co-operative attitude of supervisors and coworkers create positive attitude towards job and boost the morale of employees. The overall analysis implies that dimensions of Job satisfaction play a significant role in maintaining work life balance.

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