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A Study on The Effect of Work-Life Balance on Employee Job Satisfaction

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Abstract
Work-life balance has become an important employee-management issue because employees are required to manage professional responsibilities alongside personal and family needs. This study examines the relationship between work-life balance (WLB) and employee job satisfaction using primary survey data collected through a structured Google Form. The study analysed 98 usable responses from employees working in different organizational settings and work arrangements. A quantitative, descriptive and correlational research design was used. Work-life balance was measured through seven valid five-point Likert-scale statements and job satisfaction through eight five-point Likert-scale statements. The results show an average WLB score of 3.19 and an average job satisfaction score of 3.30. Pearson correlation indicates a strong positive relationship between WLB and job satisfaction ($r = 0.763$, $p < 0.001$). Simple linear regression produced $R^2 = 0.582$, indicating that WLB statistically explains approximately 58.2% of the variation in job-satisfaction score in this sample. Reliability was acceptable to strong, with Cronbach's alpha of 0.814 for the WLB scale and 0.873 for the job-satisfaction scale. The findings indicate that employees reporting better work-life balance also tend to report higher job satisfaction. The paper discusses practical implications for flexible work, workload management, leave policies, employee support and managerial practices.

Keywords: *Work-Life Balance, Job Satisfaction, Employees, Workplace Flexibility, Employee Well-being, Human Resource Management*

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1. Introduction
Work-life balance (WLB) refers broadly to an employee's ability to manage work responsibilities alongside personal, family and other life responsibilities. Job satisfaction refers to an employee's overall positive or negative evaluation of their job and employment experience. The relationship between work and personal life is relevant to employee attitudes because demands such as workload, time pressure, role conflict, commuting and family responsibilities can influence how employees experience their jobs.
Previous empirical research has reported a positive association between work-life balance and job satisfaction. Haar et al. (2014), using data across seven cultures, found that WLB was positively associated with job satisfaction and life satisfaction. The present study uses primary survey data to examine whether employees who report better work-life balance also report greater job satisfaction.

1.1 Research Gap
Existing research has established links between work-life balance and job satisfaction across different contexts. However, employee perceptions of WLB challenges and workplace improvement measures remain relevant for organization-specific evidence. This study addresses this need using primary survey data from 98 respondents.

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1.2 Objectives of the Study

• To examine the level of work-life balance reported by employees.
• To assess the level of employee job satisfaction.
• To determine the relationship between work-life balance and employee job satisfaction.
• To examine employees' perceptions of whether WLB affects job satisfaction.
• To identify major challenges affecting employees' work-life balance.
• To identify workplace measures that employees believe could improve their work-life balance.

2. Literature Review

Haar et al. (2014) reported that work-life balance was positively associated with job satisfaction and life satisfaction across seven cultures. Michel et al. (2011) identified job stressors, role conflict, role ambiguity, workload and time demands as important antecedents of work-family conflict, while organizational and supervisor support were relevant work-related factors. Talukder (2019) examined supervisor support, work-family conflict, WLB and job satisfaction and reported positive links between WLB and job satisfaction. Inegbedion (2024) examined WLB, job satisfaction and organizational commitment. Göktaş, Özün & Özkan (2026) further investigated the relationship between job satisfaction and work-life balance in Türkiye. Overall, the literature supports continued examination of the WLB–job satisfaction relationship.

3. Research Methodology

Research Design: Quantitative, descriptive and correlational. Sample Size: 98 responses. Data Source: Primary data collected through a structured Google Form. Measurement: Seven valid WLB statements and eight job-satisfaction statements were measured on five-point Likert scales. Analysis: Frequency and percentage analysis, mean scores, Cronbach's alpha, Pearson correlation and simple linear regression were used. The sample was a convenience/voluntary survey sample; therefore, findings should not automatically be generalized to all employees.
Data cleaning: One duplicate questionnaire item (Q9) contained values outside the intended 1–5 scale and was excluded from the WLB composite score; Q10 was retained. Two incorrectly labelled age entries were excluded only from the age-distribution table.

4. Results and Discussion

4.1 Demographic Profile

Category	Frequency	Percentage
Below 25	47	49.0%
25–35	34	35.4%
36–45	9	9.4%
46–55	6	6.2%
Male	51	52.0%
Female	47	48.0%
1–3 years	31	31.6%
4–6 years	26	26.5%
Less than 1 year	26	26.5%
7–10 years	10	10.2%
More than 10 years	5	5.1%
Private Sector	52	53.1%
Government Sector	24	24.5%
Public Sector	14	14.3%
Other	8	8.2%
Work from Office	53	54.1%
Work from Home	29	29.6%
Hybrid	16	16.3%

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4.2 Descriptive Statistics

Construct	Items	Mean	Interpretation
Work-Life Balance	7	3.19	Moderate level
Job Satisfaction	8	3.30	Moderate level

4.3 Work-Life Balance and Job Satisfaction Item Analysis

Measure	Mean
Healthy balance between work and personal life	3.08
Manage work without affecting personal life	3.16
Organizational flexibility	3.17
Time to relax/recover	3.16
Workload manageable within working hours	3.40
Can take leave for personal/family needs	3.32
Work rarely interferes with personal life	3.02
Satisfied with current job	3.18
Motivated to perform job responsibilities	3.44
Satisfied with working environment	3.19
Feel valued and respected	3.31
Satisfied with organizational support	3.26
Would continue with organization	3.32
Would recommend organization	3.41
Overall satisfied with employment	3.30

4.4 Perceived Effect of WLB on Job Satisfaction

Response	Frequency	Percentage
Yes, to some extent	39	39.8%
Yes, significantly	25	25.5%
No	22	22.4%
Not sure	12	12.2%

Overall, 64 of 98 respondents (65.3%) stated that work-life balance affects job satisfaction either significantly or to some extent.

4.5 Major Challenges Affecting Work-Life Balance

Challenge	Frequency	Percentage
Family responsibilities	24	24.5%
Commuting/Travel	21	21.4%
Long working hours	16	16.3%
Heavy workload	12	12.2%
Workplace stress	12	12.2%
Other	8	8.2%
Lack of flexible working hours	5	5.1%

4.6 Suggested Measures for Improvement

Suggested measure	Selections
Reduced workload	37
Employee wellness/support programs	33
Work-from-home option	32
Flexible working hours	27

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Better leave policies	26
Better management support	18
Other	15

4.7 Reliability, Correlation and Regression

Scale	Items	Cronbach's alpha
Work-Life Balance	7	0.814
Job Satisfaction	8	0.873

Variables	Pearson r	p-value	Result
WLB ↔ Job Satisfaction	0.763	<0.001	Positive, statistically significant

Statistic	Value
R	0.763
R^2	0.582
Adjusted R^2	0.578
Slope (B)	0.817
Intercept	0.695
p-value for slope	<0.001
95% CI for slope	0.677 to 0.957

The regression equation is: Job Satisfaction = 0.695 + 0.817 × Work-Life Balance. The result demonstrates association, not proof of causation. The findings support rejection of H0 and support H1 in this sample.

4.8 Discussion

The empirical results indicate a clear positive relationship between work-life balance and job satisfaction among the surveyed respondents. The mean WLB score (3.19/5) and mean job-satisfaction score (3.30/5) suggest moderate levels. The correlation of 0.763 is consistent with prior research reporting positive links between WLB and job satisfaction. Family responsibilities and commuting/travel were the most frequently selected challenges, followed by long working hours. Employees also selected flexible working hours, wellness/support programs, reduced workload, work-from-home options, better leave policies and management support as potential improvements.

4.9 Major Findings

- The study analysed 98 responses.
- Mean WLB score was 3.19/5 and mean Job Satisfaction score was 3.30/5.
- WLB and job satisfaction showed a strong positive correlation ($r = 0.763$, $p < 0.001$).
- The regression model produced $R^2 = 0.582$.
- Cronbach's alpha was 0.814 for WLB and 0.873 for job satisfaction.
- 65.3% said WLB affects job satisfaction significantly or to some extent.
- Family responsibilities and commuting/travel were the most frequently selected WLB challenges.

4.10 Suggestions and Recommendations

- Consider flexible working hours where job roles permit.
- Review workload distribution and working-hour expectations.
- Strengthen leave planning and accessibility for personal or family needs.
- Where operationally feasible, consider hybrid or work-from-home arrangements.
- Provide employee wellness and support initiatives.
- Train supervisors and managers to discuss workload, flexibility and support needs constructively.
- Use periodic employee surveys to monitor WLB and job satisfaction.

4.11 Limitations of the Study

- The sample size was 98 respondents and based on voluntary online participation.

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• The sampling approach limits generalizability beyond the surveyed respondents.
• The cross-sectional design cannot establish causality.
• Self-reported responses may be affected by perceptions or response bias.
• One duplicated WLB item (Q9) contained out-of-range responses and was excluded from the composite score.

5. Conclusion

This study examined the relationship between work-life balance and employee job satisfaction using primary survey data from 98 respondents. The results show a strong positive association between the two constructs, with WLB correlated with job satisfaction at $r = 0.763$ ($p < 0.001$). The findings support the study hypothesis that better work-life balance is associated with greater job satisfaction among the surveyed employees. Employees identified family responsibilities, commuting, long working hours and other work-related demands as important challenges, while flexibility, workload reduction, leave policies, work-from-home options and organizational support were frequently selected as potential improvements. The findings should be interpreted within the limits of the voluntary online sample and cross-sectional design.

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