International Journal of Scientific Research and Engineering Development-– Volume 9 Issue 5, Sep-Oct 2026
Available at www.jsred.com

RESEARCH ARTICLE OPEN ACCESS

A Study of Work-Life Balance and Employee Job Satisfaction

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Abstract
Work-life balance has become an important human resource management issue because employees are required to manage job responsibilities together with family, personal and social activities. This study examines work-life balance and employee job satisfaction using primary survey data collected through a Google Form. The dataset contains 53 responses collected on 28–29 September 2026. The study uses a descriptive, cross-sectional survey design and convenience sampling. Frequency and percentage analysis were used. The results show that 28 respondents (52.8%) rated their overall work-life balance as Average. For overall job satisfaction, 20 of 52 valid responses (38.5%) were Neutral and 18 (34.6%) Satisfied. Among 50 valid responses, 33 (66.0%) believed that better work-life balance improves employee job satisfaction. Reduced workload, flexible working hours and work-from-home options were the most frequently selected changes. The study is descriptive and does not establish causality or population-level generalization.

Keywords: Work-Life Balance, Employee Job Satisfaction, Human Resource Management, Flexible Working Hours, Workload, Employee Well-being

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1. Introduction
Work-life balance refers to the extent to which employees can participate effectively and satisfactorily in work and non-work roles. It includes time, psychological involvement, satisfaction and flexibility. Employee job satisfaction reflects an employee's evaluation of important job aspects such as work environment, pay and benefits, supervision, recognition, career opportunities, relationships with colleagues and perceived security. For HR managers, these areas are relevant to work design and employee support.

2. Review of Literature
Greenhaus, Collins and Shaw (2003) examined work-family balance and quality of life and emphasized engagement and satisfaction across work and family roles. Greenhaus and Powell (2006) developed the work-family enrichment perspective. Haar et al. (2014) examined work-life balance in relation to job satisfaction, life satisfaction and mental health across seven cultures. Research on job satisfaction also indicates that job demands and job resources can be associated with employee satisfaction.

3. Research Gap
Existing literature includes cross-cultural and sector-specific research. This study provides a contemporary descriptive assessment of work-life balance, job satisfaction and preferred workplace changes using direct Google Form responses from a small convenience sample.

4. Objectives
To assess respondents' perceived overall work-life balance.
To describe employee job satisfaction.
To examine views on whether better work-life balance improves job satisfaction.
To identify workplace changes most frequently selected as helpful for improving work-life balance.

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To provide practical HRM suggestions based on descriptive findings.

5. Research Methodology

Research design: Descriptive and cross-sectional survey.
Data source: Primary data collected through a structured Google Form.
Sample size: 53 responses.
Sampling: Convenience / non-probability sampling.
Period: 28–29 September 2026.
Analysis: Frequency and percentage analysis.
Scope: Results describe this dataset and should not be treated as representative of all employees.

6. Demographic Profile

Age

Category	Frequency	Percentage
18–25	32	60.4%
26–35	20	37.7%
Not reported	1	1.9%

Gender

Category	Frequency	Percentage
Female	28	52.8%
Male	25	47.2%

Educational Qualification

Category	Frequency	Percentage
Graduate	24	45.3%
Post Graduate	17	32.1%
Undergraduate	10	18.9%
Other	1	1.9%
Not reported	1	1.9%

Work Experience

Category	Frequency	Percentage
Less than 1 year	27	50.9%
1–3 years	24	45.3%
4–6 years	2	3.8%

Type of Organization

Category	Frequency	Percentage
Private	43	81.1%
Other	5	9.4%
Government	3	5.7%
Public Sector	2	3.8%

Employment Status

Category	Frequency	Percentage
Full-time	28	52.8%
Part-time	13	24.5%
Contract	4	7.5%
Other	8	15.1%

7. Data Analysis and Findings

Overall Work-Life Balance: Excellent 4 (7.5%), Good 9 (17.0%), Average 28 (52.8%), Poor 7 (13.2%), Very Poor 5 (9.4%).
Overall Job Satisfaction (52 valid): Very Satisfied 4 (7.7%), Satisfied 18 (34.6%), Neutral 20 (38.5%), Dissatisfied 7 (13.5%), Very Dissatisfied 3 (5.8%).
Better WLB improves job satisfaction? (50 valid): Yes 33 (66.0%), Maybe 12 (24.0%), No 5 (10.0%).

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Preferred improvement (52 valid): Reduced Workload 16 (30.8%), Flexible Working Hours 14 (26.9%), Work-from-Home Option 13 (25.0%), Better Management Support 8 (15.4%), More Paid Leave 1 (1.9%).

8. Major Findings

52.8% reported Average overall work-life balance.
38.5% of 52 valid responses were Neutral on overall job satisfaction and 34.6% were Satisfied.
66.0% of 50 valid respondents believed better work-life balance improves job satisfaction.
Reduced workload, flexible working hours and work-from-home options together represented 82.7% of 52 valid preferred-improvement selections.
The sample is concentrated among younger respondents and those with shorter work experience.

9. Suggestions for HR Managers

Review workload allocation and recurring workload pressure.
Consider flexible scheduling where operationally feasible.
Evaluate suitable work-from-home or hybrid options.
Strengthen supervisor communication, realistic expectations and recognition.
Encourage adequate breaks and reasonable boundaries around after-hours work communication.
Use periodic anonymous pulse surveys to monitor work-life balance and job satisfaction.

10. Conclusion

The study provides a descriptive picture of work-life balance and employee job satisfaction among 53 respondents. Average work-life balance was the most common overall rating, while Neutral and Satisfied were the two largest job-satisfaction categories. A majority of valid respondents perceived a positive connection between better work-life balance and job satisfaction. Reduced workload, flexible working hours and work-from-home options were the most frequently selected changes. Because the study uses convenience sampling and descriptive analysis, the results should not be generalized to the wider employee population or interpreted as causal evidence.

11. Limitations

Limited sample size of 53 responses.
Convenience sampling limits representativeness.
Some questions have fewer valid responses due to incomplete or malformed entries.
Self-reported perceptions may contain response bias.
No inferential or causal statistical model was conducted.

12. References

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Data source: Google Form response dataset supplied by the author; 53 submitted responses collected on 28–29 September 2026.

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