

**"ENHANCING EMPLOYEE PERFORMANCE: AN IN-DEPTH EXAMINATION OF WORK-LIFE BALANCE AND JOB SATISFACTION, FOCUSING PARTICULARLY ON MARRIED FEMALE FACULTY IN HIGHER EDUCATIONAL INSTITUTIONS IN A DISTRICT OF SOUTH INDIA."**

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## **ABSTRACT**

In the contemporary workplace, married female professionals are often faced with concerns regarding work-life balance, which can negatively impact their prospects for success. A study was conducted to investigate the perceptions and performance of married female faculty members in private higher education institutions in a district of South India. The data was collected through random sampling using a questionnaire and was subsequently processed through the use of multivariate and bivariate statistical approaches employing the SPSS software. The study revealed significant correlations between work-life balance, employee performance, and job satisfaction. The research findings suggest that a better work-life balance leads to higher employee performance and greater job satisfaction. Therefore, promoting a workplace culture that prioritizes work-life balance, encourages open communication, and offers tools for employee well-being can contribute to the development of a healthier and more effective workforce.

**Keywords:** Work-life balance, employee job satisfaction, employee performance, higher educational Institution, married women faculty.

## **1. INTRODUCTION**

The term "work-life balance" describes the idea of efficiently allocating tasks between work and personal time. Finding a balance between your personal and professional obligations is essential. In the UK during the 1960s and 1970s, working women first brought up the topic of work-life balance. Women still have responsibilities to their families even after making great professional strides. They have to take care of their family and their career obligations. One of the most important components of work-life balance is striking the correct balance between work and family obligations and feeling at ease with both.

"Job satisfaction" is a phrase that describes an individual's feelings about their job. When a person receives what they expect from their work, they experience a high level of job satisfaction. Employers provide various benefits to ensure their employees' contentment and happiness at work. They offer a range of work-life balance amenities to help individuals manage their work and personal lives. These facilities may vary depending on the organization and the nature of the job.

Teaching is considered a feminine job, as females by nature have more patience, tolerance, creativity and interest in learning new things (Padma &Reddy, 2014a).

In the past, organizations used to perceive "work" and "life" as separate domains, with employees expected to prioritize the interests of the company over their personal lives. There was a belief that what employees did outside of work was their affair. However, attitudes have changed over time. Present-day organizations and managers recognize the interplay between work and personal life. More businesses now acknowledge that personal and professional goals should not be in conflict but rather complement each other. This shift promotes work-life harmony, benefiting both employees and the organization.

The objective of this initiative is to explore the relationship between work-life balance, job satisfaction, and employee performance. It aims to identify suitable employment practices that can assist employees in achieving a better work-life balance, which yields measurable advantages for both the individual and the organization. By providing employees with a greater sense of control over their work lives, productivity can increase, absenteeism can decrease, and the overall workforce can become more content and less stressed. Additionally, this initiative focuses on identifying strategies to promote good work-life balance in higher education institutes.

## **1.1 OBJECTIVE OF THE STUDY**

- 1) To explore the Correlation between Work-Life Balance and Job Satisfaction.
- 2) To assess the Impact of Work-Life Balance on Employee Performance.
- 3) To investigate the relationship between employee performance and job satisfaction.
- 4) To Determine Techniques for Increasing Job Satisfaction and Work-Life Balance.

## **1.2 LIMITATIONS OF THE STUDY**

The focus of the study is to examine the experiences of married female employees within a select group of Higher Education Institutions (HEIs) in a district of South India. However, it is important to note that the study's findings may only apply to a specific group of female employees and cannot be generalized to different industries, locations, or employment contexts. The study's limited focus and smaller sample size may introduce bias, which could limit the external validity of the findings. Therefore, caution should be taken when attempting to generalize the results to other populations or settings. Further research using a more diverse and extensive sample may be necessary to enhance the external validity of the study.

## **2 LITERATURE REVIEW**

(Solanki & Mandaviya, 2021a) A recent study delved into gender disparities in job-related stress for university instructors in India. The results indicated that women instructors tend to face more stress than their male counterparts, particularly in balancing their work and personal lives. These

findings underscore the importance of implementing tailored interventions and support systems to assist female instructors in efficiently juggling their professional and personal responsibilities.

(Al-Alawi et al., 2021a) The study sheds light on the challenges that female faculty members face while working in the public education sector of Saudi Arabia. Rather than focusing on the negative impacts of work-family conflict and family-work conflict, the study emphasizes the importance of achieving work-life balance and job satisfaction for female faculty members. The findings of the study provide valuable insights that can help improve the work environment, boost employee morale, and enhance overall performance.

(Wijaya & Suwandana, 2022) This study aimed to investigate how job satisfaction and work-life balance impact the job performance of female nurses at Klungkung General Hospital, to identify ways to improve their overall performance. Through the study, several significant relationships were discovered, revealing that work-life balance and job satisfaction play a vital role in enhancing the effectiveness of female nurses. Notably, the study found that a better balance between work and personal life positively affects the effectiveness of female nurses, leading to improved job performance. Similarly, work-life balance also leads to higher levels of job satisfaction among female nurses, ultimately contributing to better performance. Additionally, job satisfaction was found to have a positive impact on nurse performance, highlighting the importance of job happiness in enhancing overall performance. Overall, these findings emphasize the significance of work-life balance and job satisfaction in improving the performance of female nurses at Klungkung General Hospital. By acknowledging the importance of these factors, the hospital can develop strategies to enhance the work-life balance and job satisfaction of female nurses, ultimately leading to better performance and improved healthcare outcomes for patients.

(Padma & Reddy, 2014a) This research endeavours to shed light on the relationship between Work-Life Balance (WLB) and job satisfaction among school teachers. It also aims to explore the impact of demographic factors such as age, experience, and qualifications on job satisfaction. The study employs statistical tools like percentage, one-way ANOVA, and linear regression to analyze the data. The significance of WLB in attracting and retaining talent in organizations has been growing due to socio-economic changes and global competition, and this study acknowledges the same. The research recognizes the importance of job satisfaction in driving employee performance and retention and aims to provide insights that can help enhance WLB and job satisfaction among school teachers.

((Agha, Azmi and Irfan, 2017) This study sheds light on the importance of work-life balance and its effect on faculty job satisfaction in Oman's higher education sector. The results indicate that organizations can positively influence job satisfaction by promoting work-life enhancement and reducing work and personal life interference. They also highlight the significance of prioritizing work-life initiatives to achieve a balance between work and personal life for faculty members. These findings provide valuable insights for organizations seeking to enhance the well-being of their employees and promote positive work environments.

(Hye Kyoung Kim, 2014) This study aimed to uncover how work-life balance affects employee commitment and job performance in the Korean work environment. Although the study found that work-life balance does not directly influence job performance, it revealed that employees who enjoy a better work-life balance tend to show higher levels of emotional attachment to their workplace. Moreover, the study showed that employees who feel more committed to their organization also tend to perform better in their roles. This study suggests that employers can create a more committed and productive workforce by promoting work-life balance within their organizations.

(Mendis & Weerakkody, 2018) This research seeks to provide insights into how work-life balance can enhance worker productivity in Sri Lanka's telecommunications industry. Moreover, we aim to investigate how job satisfaction, a crucial aspect of work-life balance, can impact employee performance. The results of this study suggest that work-life balance and job satisfaction are strongly linked, and employees who experience work-life balance tend to perform better. Additionally, we found a positive correlation between job happiness and employee performance, which highlights the importance of ensuring that employees are satisfied with their jobs.

(Pongpipat & Sid) The insights gained from the simple and multiple regression analyses are valuable and can help improve workplace dynamics. The results indicate that fostering communication satisfaction can positively impact both job satisfaction and employee engagement. Additionally, prioritizing job satisfaction can lead to a more engaged and productive workforce, while promoting employee engagement can further enhance job performance. These findings provide opportunities for organizations to cultivate a more positive and productive work environment.

(Krishnan & Loon, 2018) This study aimed to identify the factors that contribute to the task performance of academicians and how they can be improved. The findings revealed that job satisfaction and work-life balance both play a crucial role in the task performance of academicians. By focusing on improving job satisfaction and work-life balance, universities can help academicians perform better at their tasks. The study also found that job satisfaction has a greater impact on task performance compared to work-life balance. Therefore, universities should prioritize providing an environment that fosters job satisfaction for academicians, which in turn will lead to better task performance.

### **3 MICRO-THEORY OF VARIABLES**

The present theoretical model posits “Work-Life Balance” as an independent variable, “Employee Performance” as a dependent variable, and “Employee Job Satisfaction” as a mediating variable. The following sections elaborate on each component:

#### **3.1.1 Perception of the Independent Variable (Work-Life Balance)**

The attainment of a work-life balance is pivotal, demanding a commitment to both professional and personal obligations, which ensures the efficacy of both spheres. This comprehensive approach extends beyond conventional family-centric considerations, catering to individuals irrespective of their life circumstances.

Robust work-life balance policies are not only desirable but also imperative for both organizational and individual well-being. Such policies alleviate stress, enhance overall well-being, and positively impact personal and professional spheres. Flexible work arrangements broaden employment access and foster a more inclusive work environment.

Improved work-life balance correlates with a more motivated, productive, and less stressed workforce, culminating in reduced absenteeism and a supportive workplace culture. This not only retains existing talent but also reduces costs associated with hiring and preserves valuable organizational knowledge and experience.

Indicators such as workload, working hours, and interpersonal relationships should be carefully assessed. Family-related responsibilities, such as elder care, parenting, and partner commitments, are integral indicators of personal life balance. Optimizing these factors enables individuals and organizations to achieve a harmonious balance, enhancing productivity, motivation, and overall success.

### **3.1.2 Perception of the Dependent Variable (Employee Performance)**

Employee performance is foundational to organizational success, involving the alignment of individual metrics, competencies, and development plans. Evaluation encompasses quantitative and qualitative dimensions, including work objectives, project deadlines, resource utilization, and innovation.

Effective employee performance management establishes a shared understanding of organizational goals, necessitating precise objective setting and metric identification. Prioritizing overall company success and continuous development ensures that employees contribute meaningfully to shared objectives. These indicators facilitate data-driven decision-making, offering insights into both the quantity and quality of employee performance.

### **3.1.3 Perception of the Dependent Variable (Job Satisfaction)**

Job satisfaction is pivotal in gauging an individual's contentment and fulfilment at work, encompassing emotional and behaviour aspects. It reflects positive attitudes toward the job and is influenced by factors such as role success, supervision quality, social connections, and intrinsic/extrinsic motivators.

Employee opinions on work, career, and organization significantly impact job satisfaction. Corporate culture and rewards, including recognition, work style, communication, wages, incentives, and welfare facilities, play crucial roles in influencing job satisfaction.

#### **4 RESEARCH HYPOTHESIS**

Married female faculty members must prioritize work-life balance as it is essential to manage their personal and professional lives effectively. It is a proven fact that achieving a balance between these areas can significantly enhance their performance at work. According to Puspitasari and Darwin (2021), a healthy work-life balance improves employee performance, and both employers and employees need to work together to achieve it. Failure to maintain a work-life balance can lead to problems in personal and professional life and negatively impact employee performance. It can affect one's mood, concentration, and behaviour in the workplace, leading to dissatisfaction with work-life balance. Therefore, it is crucial to maintain a healthy work-life balance for overall well-being and job satisfaction.

##### **Objective 1: To explore the Correlation between Work-Life Balance and Job Satisfaction.**

Null Hypothesis (H0): There is no significant correlation between work-life balance and job satisfaction.

Alternative Hypothesis (H1): There is a significant positive correlation between work-life balance and job satisfaction

##### **Objective 2: To assess the Impact of Work-Life Balance on Employee Performance.**

Null Hypothesis (H0): Work-life balance has no significant impact on employee performance.

Alternative Hypothesis (H1): Work-life balance has a significant positive impact on employee performance.

##### **Objective 3: To examine the Interconnection between Job Satisfaction and Employee Performance.**

Null Hypothesis (H0): There is no significant relationship between job satisfaction and employee performance.

Alternative Hypothesis (H1): There is a significant positive relationship between job satisfaction and employee performance.

#### **5 METHODOLOGY**

This study focuses on married female educators employed in higher education institutions in Tamil Nadu. Data collection was carried out through a questionnaire survey. The sample size was determined using simple random sampling, with a total of 150 questionnaires being analyzed.

Participants were assured that the information provided in the survey would be treated with the utmost confidentiality.

### Data Analysis

The data in this qualitative study were examined using the statistical analysis programme SPSS. The analysis covered a total of 150 completed surveys. The statistical methodologies used were Pearson Correlation Analysis and Regression Analysis. The link between the independent and dependent variables was evaluated using Pearson Correlation Analysis. The degree and direction of the association between these variables are examined.

Simple and multiple regressions were utilized when the independent variables demonstrated varying degrees of correlation with each other and with the dependent variable. Understanding the significance and degree of the relationship between the independent and dependent variables is made possible by these regression analyses.

To analyze the correlations and potency of links between variables in this study, both Pearson Correlation Analysis and Regression Analysis were used. The summarized data from the respondents is reported in

**Table 1**

Statistics					
	Are you married	What is the job Title?	How old are you?	Do you have dependents living with you?	How many hours do you work per week?
<b>N</b>	150	150	150	150	150
<b>Missing</b>	0	0	0	0	0
<b>Mean</b>	1.00	1.39	1.95	1.62	2.41
<b>Std Dev</b>	.00	.58	.75	.49	.66
<b>Minimum</b>	Yes	Assistant Professor	25-30	Yes	20-30 Hours
<b>Maximum</b>	Yes	Professor	50-59	No	More than 40 Hours
Are you married					
	Frequency	Percent	Valid Percent	Cumulative Percent	
<b>Yes</b>	150	100.0%	100.0%	100.0%	
<b>Total</b>	150	100.0%			
What is the job Title?					
	Frequency	Percent	Valid Percent	Cumulative Percent	
<b>Assistant Professor</b>	99	66.0%	66.0%	66.0%	
<b>Associate Professor</b>	44	29.3%	29.3%	95.3%	
<b>Professor</b>	7	4.7%	4.7%	100.0%	
<b>Total</b>	150	100.0%			
How old are you?					

	Frequency	Percent	Valid Percent	Cumulative Percent
<b>25-30</b>	37	24.7%	24.7%	24.7%
<b>31-39</b>	92	61.3%	61.3%	86.0%
<b>40-49</b>	12	8.0%	8.0%	94.0%
<b>50-59</b>	9	6.0%	6.0%	100.0%
<b>Total</b>	150	100.0%		
<b>Do you have dependents living with you?</b>				
	Frequency	Percent	Valid Percent	Cumulative Percent
<b>Yes</b>	57	38.0%	38.0%	38.0%
<b>No</b>	93	62.0%	62.0%	100.0%
<b>Total</b>	150	100.0%		
<b>How many hours do you work per week?</b>				
	Frequency	Percent	Valid Percent	Cumulative Percent
<b>20-30 hours</b>	14	9.3%	9.3%	9.3%
<b>31-40 hours</b>	60	40.0%	40.0%	49.3%
<b>More than 40 hours</b>	76	50.7%	50.7%	100.0%
<b>Total</b>	150	100.0%		

Table 1 Demographic Statistics of the Respondents

The sample for analysis was 100% (n=150). The majority of the respondents are married female faculty; Most of the samples are Assistant Professors (66 %, n=99), Associate Professors (29.3%, n=44), and Professors (4.7 %, n=7). The respondents are aged between the group of 25-30 (24.7%, n=37), 31-39 (61.3%, n=92), 40-49 (8%, n=12), and 50-59 (6%, n=9). Here (38%, n=57) of the respondents are living with dependents and (62%, n=93) of the respondents are not living with the dependents. The respondents of (9.3%, n=14) work for only 20-30 hours per week, (40%, n=60) work for 31-40 hours per week and (50.7%, n=76) work for more than 40 hours per week.

### Reliability Statistics

Case Processing Summary				Reliability Statistics	
		N	%	Cronbach's Alpha	N of Items
<b>Cases</b>	<b>Valid</b>	150	100.0	.888	30
	<b>Excluded<sup>a</sup></b>	0	.0		
	<b>Total</b>	150	100.0		

a. Listwise deletion based on all variables in the procedure.

Table 2 Reliability Statistics

The Cronbach's Alpha for reliability test was carried out by analyzing the questions i.e., N=30 (N of Items) for 150 respondents (N=150 cases). It is found that 0.88 i.e., the analyzed data that were collected through the questionnaire is found to be 88.8% reliable. This indicates that the collected data can be used for further analysis of the study.



To examine the potential association between work-life balance and job satisfaction amongst married female employees in higher education institutions (HEIs), a correlation analysis tool has been utilized. This investigation sought to establish whether a relationship exists between these two variables, and if so, to what extent. As such, the data was analyzed using a correlation analysis method, which allowed for the identification of potential correlations between the variables under consideration. The results of this analysis provide valuable insights into the relationship between work-life balance and job satisfaction and may be of use in formulating policies and strategies aimed at improving the well-being of employees in the higher education sector.

**Null Hypothesis (H0):** There is no significant correlation between work-life balance and job satisfaction.

**Alternative Hypothesis (H1):** There is a significant positive correlation between work-life balance and job satisfaction

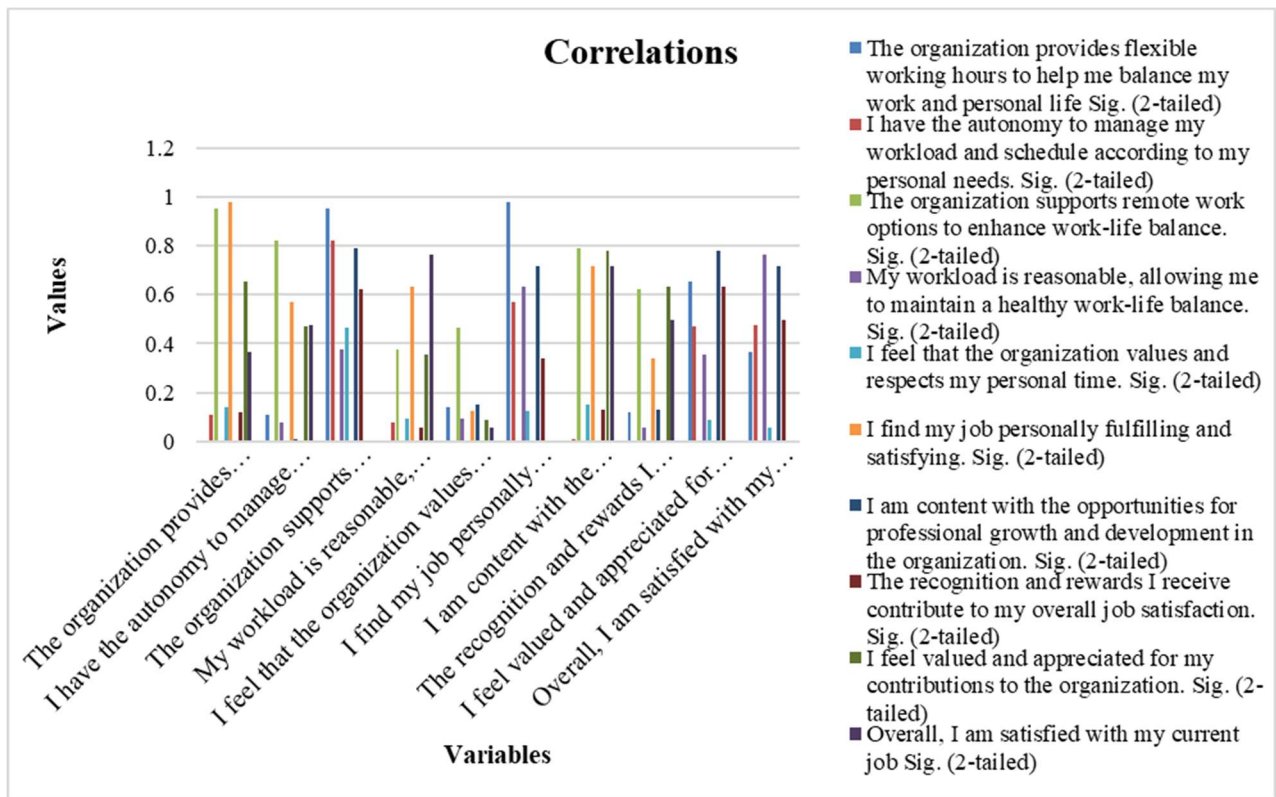


Fig 1 Pearson Correlation (Correlation between WLB and JS)

**Correlations**

		<b>I find my job personally fulfilling and satisfying.</b>	<b>I am content with the opportunities for professional growth and development in the organization.</b>	<b>The recognition and rewards I receive contribute to my overall job satisfaction.</b>	<b>I feel valued and appreciated for my contributions to the organization.</b>	<b>Overall, I am satisfied with my current job</b>
<b>The organization provides flexible working hours to help me balance my work and personal life.</b>	Pearson Correlation	0.002	.760**	0.128	-0.037	-0.075
	Sig. (2-tailed)	0.979	.000	0.118	0.653	0.364
	N	150	150	150	150	150
<b>I have the autonomy to manage my workload and schedule according to my personal needs.</b>	Pearson Correlation	-0.047	.217**	.724**	-0.06	-0.059
	Sig. (2-tailed)	0.571	0.008	.000	0.468	0.476
	N	150	150	150	150	150
<b>The organization supports remote work options to enhance work-life balance.</b>	Pearson Correlation	.764**	0.022	-0.041	.768**	.760**
	Sig. (2-tailed)	.000	0.791	0.622	.000	.000
	N	150	150	150	150	150
<b>My workload is reasonable, allowing me to maintain a healthy work-life balance.</b>	Pearson Correlation	-0.039	.704**	0.156	-0.076	-0.025
	Sig. (2-tailed)	0.634	.000	0.057	0.357	0.763
	N	150	150	150	150	150
<b>I feel that the organization values and respects my time.</b>	Pearson Correlation	-0.126	0.118	.735**	-0.141	-0.157
	Sig. (2-tailed)	0.123	0.15	.000	0.086	0.055
	N	150	150	150	150	150

\*\* Correlation is significant at the 0.01 level (2-tailed).

Table 3 Pearson Correlation (Correlation between WLB and JS)

Coefficient of Correlation			
		Factor of WLB	Factors of JS
Factor of WLB	Pearson Correlation	1	.587**
	Sig. (2-tailed)		.000
	N	150	150
Factors of JS	Pearson Correlation	.587**	1
	Sig. (2-tailed)	.000	
	N	150	150

**\*\*.** Correlation is significant at the 0.01 level (2-tailed).

Table 4 Pearson Coefficient of Correlation (WLB and JS)

The correlation coefficient between the factor of work-life balance and factors of job satisfaction is 0.587 this positive value indicates a moderate to strong positive linear relationship between these two factors. As in Table 4, the p-value associated with the correlation coefficient is less than 0.01 this suggests that the correlation is statistically significant at the 0.01 level.

The correlation coefficient of 0.587 suggests a positive and relatively strong linear association between the factor of WLB and the factor of JS as shown in Table 4. As the factor of WLB increases there is a tendency for the factors of JS to also increase. Hence it proves a significant and positive correlation between the factors related to WLB and JS thus accepting the alternative hypothesis.

The study utilized appropriate regression analysis tools to assess the impact of Work-Life Balance (WLB) on Employee Performance (EP). The purpose of the analysis was to determine the extent to which WLB contributes to EP. The study aimed to investigate the relationship between WLB and EP, and how it can be utilized to enhance organizational productivity and employee well-being. The utilization of regression analysis aided the study in drawing conclusive inferences about the impact of WLB on EP.

**Null Hypothesis (H0):** Work-life balance has no significant impact on employee performance.

**Alternative Hypothesis (H1):** Work-life balance has a significant positive impact on employee performance.

Table 5 Regression Analysis

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.323 <sup>a</sup>	.104	.098	3.621	.104	17.194	1	148	.000

**a. Predictors: (Constant), IMPACT OF WLB**

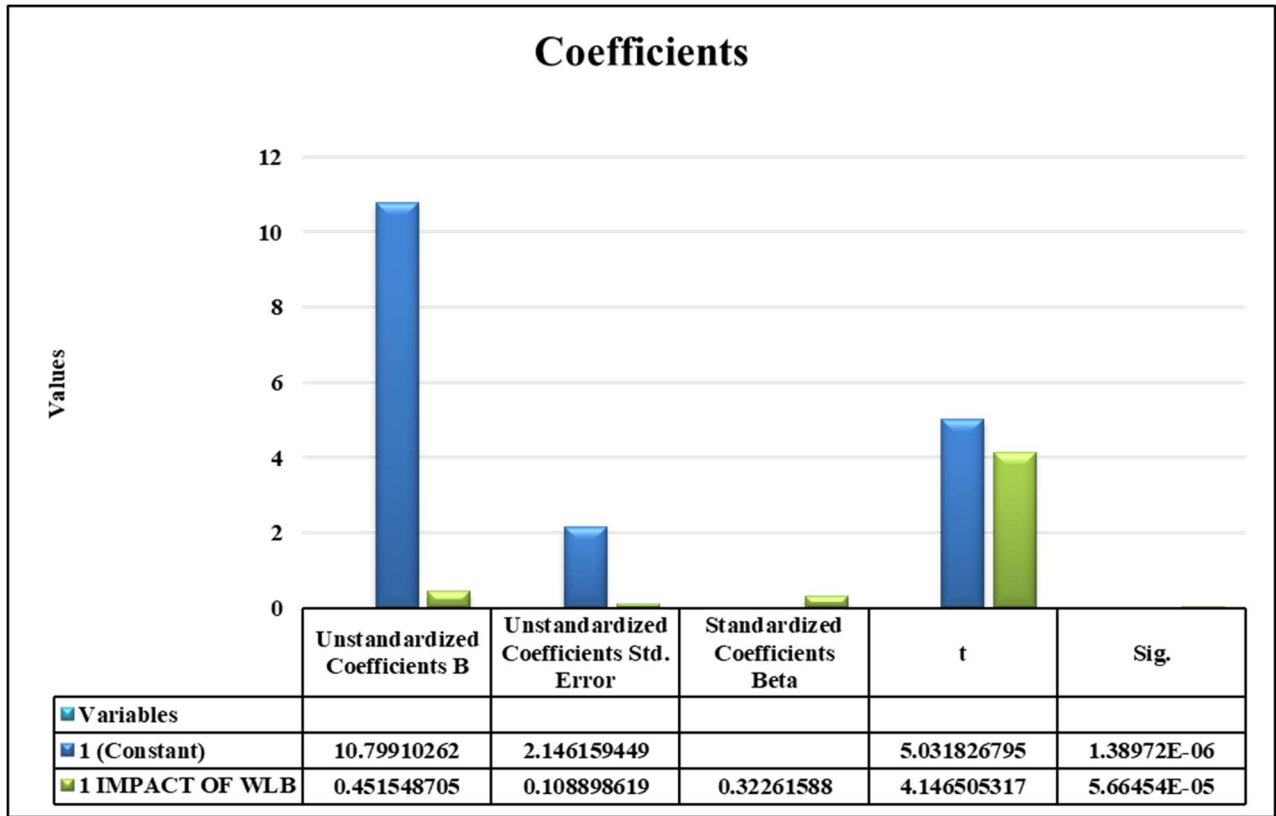


Fig 2 Regression Coefficient Analysis

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	225.395	1	225.395	17.194	.000 <sup>b</sup>
	Residual	1940.178	148	13.109		
	Total	2165.573	149			

a. Dependent Variable: EMPLOYEE PERFORMANCE  
 b. Predictors: (Constant), IMPACT OF WLB

Table 6 ANOVA - Regression Analysis

Coefficients								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	10.799	2.146		5.032	.000	6.558	15.040
	IMPACT OF WLB	.452	.109	.323	4.147	.000	.236	.667

a. Dependent Variable: EMPLOYEE PERFORMANCE

Table 7 Regression Coefficient

The regression equation for predicting the dependent variable "Employee Performance" based on the predictor variable "Impact of WLB given by:  $\text{Employee performance} = 10.799 + 0.452 * \text{Impact of WLB}$

In Table 7 the constant (intercept) is 10.799 this means that the "Impact of WLB" is zero so the estimated Employee Performance is 10.799. The coefficient for "Impact of WLB" is 0.452. This suggests that for a one-unit increase in the "Impact of WLB" the estimated "Employee Performance" increases by 0.452 units. As in Table 5, The R square value is 0.104(10.4%) this indicates that approximately 10.4% of the variability in "Employee performance" can be explained by the "Impact of WLB". The adjusted R square is 0.098 this is a slightly adjusted version of the R square that considers the number of predictors. The F-statistic is 17.194 with a p-value of 0.000. The F-test assesses the overall significance of the regression model. In this case, the model is statistically significant.

The standardized coefficient (Beta) for "Impact of WLB" is 0.323. This indicates the strength and direction of the relationship between "Impact of WLB" and "Employee Performance". The t-statistic is 4.147 with a p-value of 0.000, suggesting that the effect of "Impact of WLB" on "Employee Performance" is statistically significant.

The regression analysis suggests that there is a statistically significant relationship between the "Impact of WLB" and "Employee Performance." The model, as a whole, is significant in predicting employee performance, and the impact of work-life balance is positive, with a one-unit increase in "Impact of WLB" associated with a 0.452 unit increase in employee performance as shown in Table 7, hence it proves that alternative hypothesis is accepted. However, it's important to note that the model explains only about 10.4% of the variability in employee performance, indicating that other factors not included in the model may also influence it.

One of the objectives of this study is to investigate the linkage between job satisfaction and employee performance utilizing regression analysis. The research question focuses on establishing the impact of job satisfaction on employee performance. By using the regression tool, we aim to determine if a significant positive or negative relationship exists between job satisfaction and employee performance.

**Null Hypothesis (H0): Job satisfaction is not a significant predictor of employee performance.**

**Alternative Hypothesis (H1): Job satisfaction is a significant positive predictor of employee performance.**

<b>Model Summary</b>
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Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.611 <sup>a</sup>	.373	.369	2.366
a. Predictors: (Constant), IMPACT OF JOB SATISFACTION				

Table 8 Regression analysis

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	493.530	1	493.530	88.126	.000 <sup>b</sup>
	Residual	828.843	148	5.600		
	Total	1322.373	149			
a. Dependent Variable: ON EMPLOYEE PERFORMANCE						
b. Predictors: (Constant), IMPACT OF JOB SATISFACTION						

Table 9 Regression – ANOVA

Coefficients								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	6.729	1.383		4.864	.000	3.995	9.462
	IMPACT OF JOB SATISFACTION	.659	.070	.611	9.388	.000	.520	.797
a. Dependent Variable: ON EMPLOYEE PERFORMANCE								

Table 10 Regression Coefficient



Fig 3 Regression Coefficient

The regression equation for predicting the dependent variable "Employee Performance" based on the predictor variable "Impact of Job Satisfaction" is given by:  $\text{Employee performance} = 6.729 + 0.659 * \text{Impact of Job satisfaction}$ . In the given table 10 the constant (intercept) is 6.729 this means that when the "Impact of job satisfaction" is zero, the estimated "Employee performance" is 6.729. The coefficient for "Impact of job satisfaction" is 0.659. This suggests that a one-unit increase in "Impact of Job satisfaction" is associated with a 0.659 unit increase in "Employee performance".

In Table 8 the R square value is 0.373 (37.3%). This indicates that approximately 37.3% of the variability "Employee performance" can be explained by the "Impact of Job satisfaction". The adjusted R square is 0.369 this is a slightly adjusted version of the R square that considers the number of predictors. The F-Statistic is 88.126 with a p-value of 0.000. As shown in Table 9 the F-test assesses the overall significance of the regression model. In this case, the model is highly statistically significant.

In Table 10 the standardized coefficient (Beta) for "Impact of Job Satisfaction" is 0.611. This indicates the strength and direction of the relationship between "Impact of Job Satisfaction" and "Employee performance". The t-statistic is 9.388 with a p-value of 0.000, suggesting that the effect of "Impact of job satisfaction" on "Employee performance" is highly statistically significant.

According to the regression analysis, there is a significant and positive correlation between the "Impact of Job Satisfaction" and "Employee Performance." The model is highly significant in predicting employee performance, with job satisfaction accounting for approximately 37.3% of the variability in performance. Hence Job satisfaction is a significant positive predictor of employee performance accepting the alternative hypothesis. An increase of one unit in "Impact of Job Satisfaction" leads to a 0.659 unit increase in employee performance. These findings emphasize the importance of job satisfaction in predicting and understanding employee performance.

## 6 FINDINGS AND SUGGESTIONS

Research has revealed a noteworthy association between Work-Life Balance (WLB) and Job Satisfaction (JS), with a correlation coefficient of 0.587 indicating a moderate to strong positive linear relationship between the two. Essentially, as WLB improves, JS tends to follow suit. The p-value that accompanies this correlation coefficient is less than 0.01, highlighting that the correlation is statistically significant at a 0.01 level, meaning that the observed correlation is not due to chance. The study confirms a positive correlation between factors related to WLB and JS, accepting the alternative hypothesis. This suggests that companies might want to implement policies and practices that support WLB as a means of enhancing JS among employees. Managers and leaders can benefit from understanding the impact of WLB on JS, as it has the potential to influence factors such as employee morale, engagement, and overall performance. Proactive measures aimed at addressing and improving WLB could contribute to a positive organizational culture. Policymakers within organizations could consider incorporating WLB initiatives into broader organizational strategies, recognizing the potential positive impact on job satisfaction. It is essential to recognize the positive correlation between WLB and JS, and the potential benefits of addressing WLB concerns. By doing so, companies may foster employee well-being, contribute to a more fulfilling work environment, and improve overall performance.

According to the regression analysis, there is a coefficient of 0.452 for the "Impact of WLB". This indicates that if the "Impact of WLB" increases by one unit, the estimated "Employee Performance" also increases by 0.452 units. The R-squared value of 0.104 (10.4%) implies that approximately 10.4% of the variation in "Employee Performance" can be explained by the "Impact of WLB". The adjusted R-squared value of 0.098 considers the number of predictors in the model. The F-statistic is 17.194 with a p-value of 0.000, indicating that the overall regression model is statistically significant, and at least one predictor variable is related to the dependent variable. The standardized coefficient (Beta) for "Impact of WLB" is 0.323, which shows the strength and direction of the relationship between "Impact of WLB" and "Employee Performance". The t-statistic for "Impact of WLB" is 4.147 with a p-value of 0.000, indicating that the effect of "Impact of WLB" on "Employee Performance" is statistically significant. The positive coefficient (0.452) suggests that an increase in the impact of work-life balance is associated with an increase in



employee performance. Considering these results, organizations may want to focus on improving work-life balance initiatives as they can have a positive impact on employee performance. Although this model only explains a small percentage of variability, addressing work-life balance could lead to improved employee performance. Future studies could explore additional factors that contribute to employee performance and refine the model for better predictive accuracy. Longitudinal studies could also provide insights into the dynamic nature of the relationship between work-life balance and employee performance over time.

Based on the results of the regression analysis, The "Impact of Job Satisfaction" coefficient is 0.659, meaning that for every unit increase in "Impact of Job Satisfaction," the "Employee Performance" is estimated to increase by 0.659 units. The R-squared value is 0.373 (37.3%), which suggests that approximately 37.3% of the variation in "Employee Performance" can be explained by the "Impact of Job Satisfaction." The adjusted R-squared value is 0.369, which takes into account the number of predictors in the model. The F-statistic is 88.126 with a p-value of 0.000, indicating that the overall regression model is highly statistically significant. This implies that at least one predictor variable ("Impact of Job Satisfaction") is related to the dependent variable. Looking at Table 10, we can see that the standardized coefficient (Beta) for "Impact of Job Satisfaction" is 0.611. This demonstrates the strength and direction of the relationship between "Impact of Job Satisfaction" and "Employee Performance." The t-statistic for "Impact of Job Satisfaction" is 9.388 with a p-value of 0.000, which suggests that the effect of "Impact of Job Satisfaction" on "Employee Performance" is highly statistically significant. Therefore, the regression analysis suggests that there is a highly statistically significant and positive relationship between "Impact of Job Satisfaction" and "Employee Performance." The positive coefficient (0.659) indicates that an increase in job satisfaction's impact is associated with an increase in employee performance. Therefore, organizations may find it beneficial to focus on strategies and initiatives that enhance job satisfaction, as it appears to have a positive impact on employee performance. These findings underscore the importance of recognizing and addressing factors related to job satisfaction for optimizing employee performance.

## 7 RECOMMENDATIONS

Here are some recommended Cross-cutting strategies or policies that could be explored in the study to further enhance understanding of relationships and potentially improve employee performance:

### 1) Employee Assistance Programs (EAPs):

Consider introducing Employee Assistance Programs to provide support and resources for employees dealing with personal and work-related challenges, contributing to a better work-life balance.

### 2) Time Management Training:

Provide training programs on time management to help employees balance their work and personal responsibilities more effectively.

### **3) Clear Communication on Policies:**

Ensure clear communication of work-life balance policies to all employees, emphasizing the organization's commitment to their well-being.

### **4) Wellness Initiatives:**

Incorporate wellness initiatives that focus on physical and mental well-being, as these can positively impact both work-life balance and job satisfaction.

### **5) Recognition and Rewards Programs:**

Consider implementing recognition and rewards programs to acknowledge employees' contributions and enhance job satisfaction.

### **6) Feedback Mechanisms:**

Establish regular feedback mechanisms to understand employees' concerns and areas of satisfaction, allowing for targeted improvements.

### **7) Professional Development Opportunities:**

Provide opportunities for professional development and career advancement, contributing to job satisfaction and employee engagement.

### **8) Leadership Training:**

Offer leadership training to supervisors and managers to enhance their skills in creating a positive work environment that fosters job satisfaction.

### **9) Regular Employee Surveys:**

Conduct regular employee surveys to gather feedback on job satisfaction and identify areas for improvement.

### **10) Mentor-ship Programs:**

Consider introducing mentor-ship programs to support employees in their professional growth, potentially increasing job satisfaction.

The efficacy of said strategies is contingent upon the organizational context in which they are implemented. Therefore, it is imperative to undertake continuous evaluations and solicit feedback from employees to refine and adapt these strategies over time. Such an approach ensures that the strategies remain relevant and effective in realizing their objectives.

## 8 CONCLUSIONS

This study has been extremely helpful in identifying the interconnected and complex relationships between work-life balance, job satisfaction, and employee performance. Through careful analysis, valuable insights have been gained about the critical patterns and associations that contribute to a better understanding of the factors that influence workplace dynamics. The findings highlight the importance of creating a positive work environment that supports both professional responsibilities and personal life. The study recommends implementing various strategies such as flexible work arrangements, employee assistance programs, and wellness initiatives to promote work-life balance and job satisfaction. The study also revealed that job satisfaction has a significant impact on employee performance. The results highlight the need for recognition and rewards programs, professional development opportunities, and regular feedback mechanisms to enhance job satisfaction and ultimately, elevate employee performance. The study suggests cross-cutting strategies that recognize the importance of employee well-being initiatives, transparent communication, diversity and inclusion efforts, and continuous monitoring and adaptation. By adopting these comprehensive strategies, organizations can foster a holistic and supportive organizational culture that recognizes the interconnected nature of work-life balance, job satisfaction, and employee performance. In conclusion, this study provides actionable recommendations for organizations that are committed to creating positive work environments that promote employee well-being, satisfaction, and performance. It is crucial to recognize that the workplace is continuously evolving, and strategies should be adapted to meet the dynamic needs of the workforce. This study serves as a foundation for future research and practical applications, offering a roadmap for organizations seeking to cultivate environments where employees can thrive both personally and professionally.

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