EXAMINING THE EFFECT OF ACHIEVING WORK LIFE BALANCE AT WORK ON JOB SATISFACTION: AN INVESTIGATION IN THE EDUCATIONAL SECTOR

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The primary objective of this research is to evaluate how an employee's work life balance within an educational institution influences their job satisfaction and consequently affects their overall performance. A survey was conducted in the Delhi National Capital Region (NCR) educational institutions, involving a sample size of 500 employees. The data was gathered through a random sampling method, and a meticulously crafted questionnaire was employed to collect the necessary information from the respondents. The performance of employees plays a pivotal role in determining the success of any institution, and this performance is subject to numerous influencing factors. Educational institutions, in particular, bear a responsibility for the welfare of their staff, recognizing that content and comfortable employees in their work environment are better equipped to deliver high-quality education to their students. Consequently, in relation to the primary objective of this research, it has demonstrated that educational sectors characterized by lower levels of employee satisfaction often confront a multitude of challenges. Ensuring a tangible work-life balance for all teachers in their daily responsibilities is a shared expectation. This research is characterized by its originality and uniqueness. As a result of socioeconomic changes, severe global competition, and work culture, employees are having difficulties reconciling the two most important aspects of their lives: work and family life. They are continuously under pressure, which leads to job discontent and discontent in their professional and personal lives. Work-life balance tends to be more favourable for individuals who control when, where, and how they carry out their work. This improves their efficiency and contributes to heightened satisfaction in their professional and personal lives.
Keywords: Job satisfaction, educational sector, work-life balance, work environment

Key Points
1. There is a significant effect of work-life balance on job satisfaction among employees of the educational sector.

2. A significant impact of work-life balance on job satisfaction was specifically observed in the context of educational institutions.

3. The dependent and child care variable for job satisfaction is not significant and shows a negative impact on job satisfaction.

Introduction

In order to achieve a healthy balance between the obligations of work and leisure, the idea of "work-life harmony" has gained a lot of popularity recently. Job applicants are evaluating whether their place of employment will allow them to maintain a healthy work-life balance Tanvi & Fatima (2012). With the concept of "balance between work and life," it is emphasised how important it is for people to be dedicated to both their professional and personal lives. In the real world, it might be challenging to achieve a work-life balance due to the inefficient utilisation of human resources. According to research done by the Communal Executive Council with 50,000 workers globally, employees who have a healthy balance between work and personal life work 21% harder than those who do not, making it the next most important feature of the workplace.

The management is also very concerned with how the staff views their work-life balance. It's all about assisting staff members in juggling obligations from both work and home. It improves productivity and contentment, which are beneficial in both personal and professional lives. The performance of any institution's staff, which in turn depends on a number of factors, determines their effectiveness. WLB is generally regarded in Chennai as a basis for job satisfaction in industries including banking, education, and more. Experts claim that employees who successfully juggle both aspects of their lives are more likely to be satisfied with their work and produce more (Varatharaj & Vasantha S. 2012). More than 60% of those who took part in several studies on work-life balance said they find it difficult to keep a balance between their personal and professional lives. Despite the discord between their professional and private lives, they still have to make difficult decisions (Subha, 2013). These issues highlight the need for a good balance between both of these, and it is crucial to accentuate this connection when talking about work-life balance.

Work Life Balance

The calibre and quantity of a company's workforce are just one of several factors that influence how well it performs. They might have anything to do with your family, your job, or something entirely different. To establish a healthy work-life balance, a person's numerous facets of life must be skilfully managed. An individual spends the majority of their waking hours at work. Both personal and professional issues may make it difficult for a person to maintain a healthy balance between life and work. The phrase "work-life balance" describes how much a person emphasises their personal and professional lives as well as if they have work-related activities going on at home.

Due to the reality that a person's location has minimal impact on how they integrate their professional and personal lives, finding equilibrium between the two has been a hot topic in recent years. Since it's either challenging or unattainable to carry work home, there tends to be a distinct

divide between personal and professional lives. Thanks to advancements in mobile technology, software that is cloud-based, and the widespread usage of the internet, employees are now more able to be "permanently" at work. According to some observers, cell phones and "always-on" workplace access have taken the place of the authoritarian leadership style that previously dominated the office. When work and life are not balanced, stress and anxiety are common. The perception that employees must complete more tasks in less time in the current economy is leading to mental stress, which is a serious health and economic issue.

One of the main issues in the disagreement is who is in charge of making sure that workers have a balanced life outside of work. Companies feel a moral and legal need to protect their staff's well-being and health since stressed employees are less efficient and more inclined to commit errors.

Work Environment

An employee's work environment refers to all the aspects that make up their workplace and affect them. There are obvious factors, such as how the walls are decorated or how many plants are present, as well as less obvious ones, like corporate politics and an employee whose personality does not align with the workplace culture. Because employees must fulfil their responsibilities there, the office setting can have a significant impact on them in either full- or part-time positions. Employees must typically adjust to this when it is a requirement of their position.

As an example, the walls in your office are a bland green shade that you don't like. This wall decoration is part of the office decor. You might decide not to look at them while you're taking a brief break from your computer. In an effort to reduce the cost of hiring, it's likely that the company for which you're submitting an application has a policy of doing group interviews. You hate this rule, but it's a part of the workplace culture. You must take part in the collective interview if you desire the position.

Elements of a Work Environment

A typical workplace will include a variety of company rules and regulations as well as needs that are unique to each profession.

Corporate conditions

Several aspects of business are at play that affect the environment, including:

Employer's programs for employees: This area of the work environment includes initiatives for employee involvement, training, and recreation. The morale, skills, motivation, and output of the workforce are all positively impacted by these activities.

Physical features: The layout of the office, the furniture and its arrangement, the office equipment and its location, the flooring, the amount of light in the space, the presence of indoor plants, cleanliness, and other amenities all have an effect on how well employees can accomplish their responsibilities.

Leadership style: The preferred leadership style of an organisation has a big impact on how workers perform and whether managers and employees collaborate.

Company policies and protocols: Employee behaviour, the way work gets done, and how people interact are all influenced by these elements of the workplace. Positive feedback for employees and employee involvement in the hiring process are two examples of this environment feature in action.

Company values: The company's values, employee initiatives, and senior leadership style are just a few of the variables that affect the workplace. As a result, corporate values play a significant role in the workplace.

Employee opinions: Another essential factor in creating a productive workplace is how employees react to corporate conditions like employee programmes and office architecture. These reactions show how motivated, satisfied, and engaged they are at work, all of which have an impact on their productivity over time.

Social behaviours: Most workplaces encourage employees to collaborate in order to achieve a common objective, which fosters team dynamics that affect the workplace culture. This can have a negative impact on the office environment since it makes it more difficult for employees to carry out their daily responsibilities, lowers morale, and decreases productivity. Redundant social elements can jeopardise a productive work atmosphere and make it more difficult to do your job.

Job Satisfaction

Whatever the type of employment they do or the level of supervision they receive, job happiness or staff happiness is a measure of how pleased individuals are with their careers. An individual's degree of job satisfaction is influenced by cognitive, emotional, and behavioural factors. Researchers have also shown that different questionnaires (affective job satisfaction) capture feelings about working contentment to varied degrees. the way you see the job (cognitive job satisfaction).

According to Edwin A. Locke (1976), job satisfaction is "a pleasurable or positive state of mind that results from an appraisal of a position and work experiences," which is a phrase that is widely used in administrative research. Some assert that the term merely relates to an individual's level of satisfaction with their job or whether they enjoy their work.

To determine an individual's general degree of job satisfaction, consider how satisfied they are with different aspects of their career. 14 common elements of employee satisfaction were identified by Spector (1997) in a 1997 study, including praise, communication, co-workers, perks, conditions of employment, and the scope of the work.

Influencing Factors

Communication overload and underload

Managing the communication requirements that employees must meet on the job is one of the most crucial facets of a person's work in a modern business. Demand can be described as the "rate and intricacy of the inputs that a person must process in a specific time frame."

Both communication overflow and underload can have a negative impact on employees' levels of job satisfaction. When a person experiences communications overload, they "receive too many signals in a short period of time, which may cause the information to go unprocessed, or when a person encounters more complex messages that are more challenging to process." During this process, "provided the person's style of work and incentive to complete an assignment, the person encounters a condition known as overload, which can be positively or adversely connected with the job." Communication under load, on the other hand, happens when a person is receiving information at a rate that exceeds their capacity to handle it.

Superior-subordinate communication
Communication between the boss and the subordinates has a significant impact on employee well-being. Workplace contentment can be influenced positively or negatively by subordinates' perceptions of supervisory behaviour. The relationship between a boss and a subordinate is dependent on nonverbal cues such as body language, eye contact, vocal expression, and facial expression. Impression, deception, attractiveness, social influence, and emotional impact are all influenced by nonverbal communication. Interpersonal participation between supervisors and subordinates is positively influenced by nonverbal immediacy. Supervisors' nonverbal communication style with their employees may be more significant than the words they use. Some employees are unwilling or unable to communicate openly about their feelings about their boss, while others who appreciate and think highly of their boss express these feelings openly and enthusiastically about their jobs and work environments. Positive feedback and elevated job satisfaction from a subordinate are more inclined to result from nonverbal intimacy, friendliness, and open lines of communication. As a result of the unfavourable feedback they receive, people who work under a manager who is rude, unfriendly, and reluctant to interact will have a difficult time feeling satisfied with their jobs.

Review of Literature

Boakye et al., (2023) examined work-life balance as a predictor of job satisfaction in the tertiary education sector. The structural equation model was used to quantitatively analyse cross-sectional data gathered from 476 employees of 8 tertiary institutions operating in the Greater Accra region of Ghana. The study concludes that workplace support has a positive effect on personal life interference with work and work interference with personal life. Work interference with personal life and personal life interference with work had a negative relationship with satisfaction with work life. The study recommends that personal life interference with work and work interference with the personal life of workers should be a priority of tertiary institutions, as it will help improve workplace support.

Sikandar & Sikandar (2023) examined the Quality of Work Life (QWL) as a tool to evaluate the current work conditions and reflect performance, productivity, and the quality of output by an employee at the workplace. It also reflects the effectiveness of the job roles of an employee in an organization. Traditionally the education sector is considered a better workplace for women, yet there exists a glass ceiling and barriers that hinder their career progression and occupy challenging tasks at the top level in some organizations. The present study explores the QWL of women officers working in selected publicly funded Higher Educational Institutions (HEIs) in India on nine dimensions identified based on the literature review. A structured questionnaire was developed, and the primary data with a sample size of 320 university officers with 75 women respondents from nine selected central universities of India were collected. The study results indicated that the respondents enjoyed fair treatment at the workplace, autonomy at work, and good reporting relationships besides the -work-life balance.

Jessica et al., (2023) studied the work environment and work-life balance factors that affect the employees' performance and job satisfaction. This research aims to identify the effect of the work environment and work-life balance on the job satisfaction of the employee's millennial generation which is mediated by stress. The result of this research indicates that the work environment and work-life balance have a negative and significant effect on work stress but a positive and significant effect on job satisfaction. Meanwhile, work stress has a negative and significant positive relation to job satisfaction when mediated by work stress. Conclusion: This research reveals that work stress has a direct or indirect relationship to one's job satisfaction. Based on the research that has been done, it is known that the work environment and work-life balance are several factors that make workers feel satisfied with their jobs. They will experience work stress, where job stress is a mediator that will indirectly affect one's job satisfaction.

Djoko Soelistya (2022) examined the value of the workplace as a mediator of employee performance: how work-life balance is impacted While Bank Indonesia (BI) anticipates growth of 4.8% to 5.8%, there is optimism that the Indonesian economy will rebound in the subsequent quarter of 2021, increasing at a rate of 5%. According to the government and BI, the outlook for the poultry industry in 2021 is inextricably linked to the state of the economy. Aside from other parts of Indonesia's economy that haven't fully recovered, there are still problems with the quantity of work that businesses expect from their staff and how they keep track of the time spent working in the field. Profit or sustainability over the long term are the main goals when it comes to businesses. Human resources cannot be disregarded when it comes to making sure that workers continue to work towards the organisation's objectives. All employees are the population in this study, which uses a "saturated" sampling strategy with a sample size of 75. Work-life balance was found to significantly affect the work environment (Z), which in turn significantly affected employee performance (Y). The results also indicate that the work setting (Z) has an effect and that, when work-life balance is exploited as a mediating variable, performance may be directly and preferentially improved.

Perera et al., (2022) examined how WLB affects staff productivity at the ABC Ad Agency in Sri Lanka. The study's findings were obtained from a survey of 184 people on the research team and

were quantitatively assessed. The analysis was done with SPSS 25.0. This framework incorporates theories on the work-family barrier, compensation, and spill over. There are two distinct dimensions of work-life balance (WLB), namely WIPL and PLIW, according to the theoretical framework the researchers (PLIW) employed. Regression analysis was used to show that WIPOL greatly improved employee performance. According to the data, raising the WIPL has a positive impact on employee productivity.

Meng-Hsiu Lee et al., (2022) examined the impact of perceived power and work-life efforts on life satisfaction and job insecurity in COVID-19 at multiple levels. A total of 528 confirmed questionnaires representing 43 Chinese industrial firms are included in the data set. The results demonstrate a positive association between job insecurity and life satisfaction, with perceived power (individual) and balance between work and personal initiatives (organisational) having a positive influence. Additionally, the study identifies two distinct levels of modifiers that counteract the adverse relationship between job uncertainty and happiness. The relationship between employee's psychological health, job instability, and general life happiness is also clarified.

Abimbola Olaniran et al., (2021) studied on factors influencing the motivation and job satisfaction of community health workers in Africa and Asia. The significance of healthcare workers in communities (CHWs) for delivering universal healthcare highlights the need to give equal attention to their motivation and job satisfaction, particularly in low- and middle-income countries (LMICs). Numerous studies on motivation and employment satisfaction are founded on studies conducted in industrialised nations. This study investigated what motivates and makes CHWs in middle- and low-income countries happy. In Bangladesh, India, Kenya, Malawi, and Nigeria, we conducted 32 focus sessions and 116 interviews with key informants, including CHWs, project personnel, health professionals, and local leaders. The data processing involved the use of theme analysis. (1) Programmes with equitable workloads and job schedules to address the worries of female CHWs regarding work-life balance, obvious career paths, and promptly regular and sustainable compensation were the top priorities for CHWs. No form of compensation could ensure happiness due to an unquenchable drive for additional financial gain. relationship-building with important players. This was especially important for CHWs who were not paid. (3) Possibilities for helping neighbours This struck a chord with the altruistic ideals shared by every one of the factions, making it popular. This study provides a "complete motivation package" for CHWs.

Guan, X., & Frenkel, S. (2021) The authors want to explore the influence of guanxi with supervisors on subordinates' thriving at work. Drawing on the socially embedded model of thriving, we propose supervisor-subordinate guanxi as an important interpersonal relationship that generates three resources – fit, leader-member exchange, and work meaningfulness – for subordinates in the workplace. The use of these resources, in turn, contributes to individuals' positive experience of thriving. They use multiple mediation model is tested on a sample of 221 employees in China. The results extend Spreitzer's model by supporting the theoretical framework and related hypotheses revealing the underlying mechanisms linking guanxi and thriving.

Important practical implications are drawn regarding the relationship between leadership, employees' work resources, and thriving at work.

Huang, H., Xia, X., Zhao, W., Pan, X., & Zhou, X. (2021). This paper explores how overworking correlates with turnover intention among knowledge workers in China, and how job embeddedness acts as an intermediary factor in the role of overwork in the demission of knowledge workers. Using the data of 967 knowledge workers across 17 provinces in China, the research conducted a stepwise testing of linear regression coefficients followed by a bootstrap validation, and discovered a positive correlation between overwork and the turnover intention of knowledge workers, with job embeddedness demonstrating a significant intermediary effect. Overwork will reduce the job embeddedness of knowledge workers, thus increasing their turnover intention. Little attention has been paid to the effect of overwork on the turnover intentions of knowledge workers in China. Our research will contribute to understanding of the overwork of knowledge workers in Chinese culture and suggest to human resource managers more rational and sustainable arrangements for the working hours of knowledge workers.

Hooda, S., & Singh, K. (2014) The author's study is based on the job satisfaction among the faculty members in various institutions. The findings of the researcher would provide valuable information to the administrators in understanding the factors that affect job satisfaction. This study would assist the administrators in creating a conducive working environment so as to increase job satisfaction and, hence work commitment. Knowing the factors that can contribute to job satisfaction among faculty members would facilitate the Ministry of Higher Education in making decisions pertaining to the profession so as to benefit the faculty members and hence society.

Methods

The researcher uses primary data for her work, and to do so, she employs a quantitative data analysis technique. The factor that is dependent is job satisfaction, whereas the factor that is independent is the balance between work and life in educational institutions in Delhi NCR. We are collecting data in a quantitative manner. 500 replies make up the sampling size. This approach consists of a closed-ended questionnaire.

Objective

The main objective of this study is "To study the impact of work life balance in the work environment on job satisfaction".

Hypothesis

H$_0$: There is no significant impact of work life balance on job satisfaction among the higher educational employees
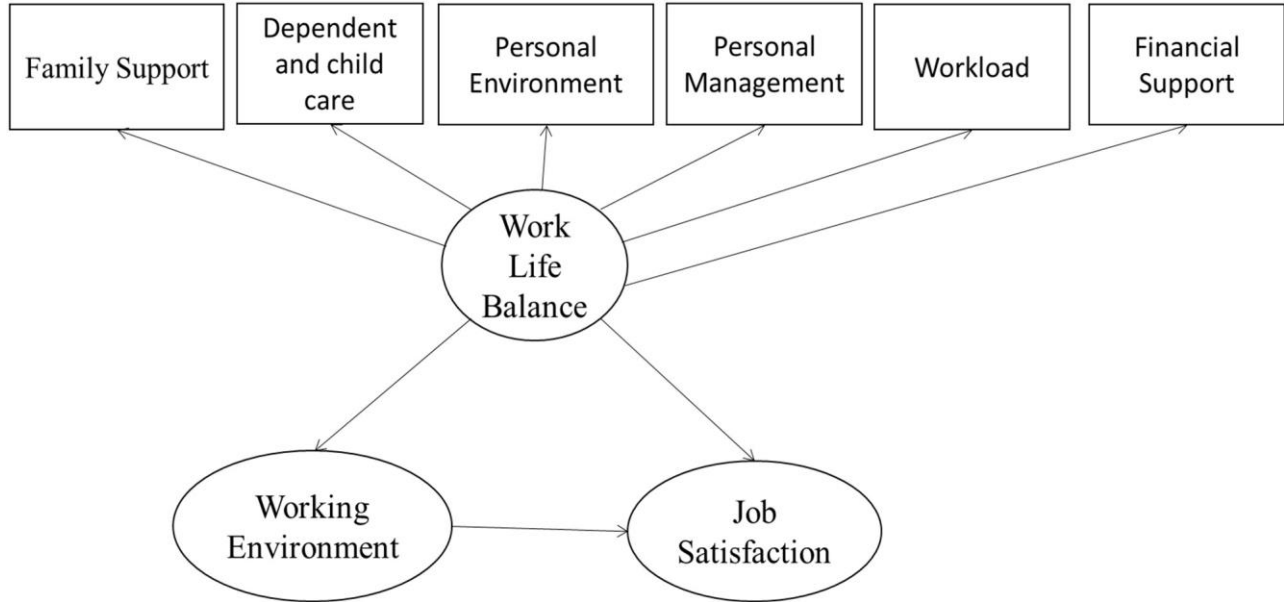
Figure 1 Theoretical model explaining the impact of work life balance on job satisfaction among the higher educational employees

Data Analysis

SPSS (Statistical Package for the Social Sciences) is used for the analysis of statistical data. To determine the questionnaire's reliability, Cronbach Alpha and values for all variables are calculated. Furthermore, multiple regression is employed to test the hypothesis. The questions were created using the 5-Likert scale 1 is denoted for "Strongly Disagree" and 5 for "Strongly Agree".

Results

Cronbach's alpha is a convenient instrument for estimating the internal consistency or reliability of a composite score. The general rule of thumb is that a Cronbach's alpha of 0.70 or higher is acceptable, 0.80 or higher is preferable, and 0.90 or higher is optimal (Bland & Altman, 1997; DeVellis & Thorpe, 2021).

Table: 1 Reliability Statistics

Variable	*Items*	*Cronbach's Alpha*
Job Satisfaction	19	.815
Work Life Balance	20	.704

The Cronbach alpha value of each research variable is >0.7, (Table 1). The result demonstrates that both variables have complied with the criteria of the Cronbach alpha value, which leads to the conclusion that the variables have a good level of reliability depending on the situation at hand.

Impact of work life Balance on Job Satisfaction

The dependent variable in this regression is job satisfaction, and the independent factors are as follows:

1. Family Support (X1)
2. Dependent and child care (X2)
3. Personal Environment (X3)
4. Personal Management (X4)
5. Workload (X5)
6. Financial Support (X6)

Table: 2 Results of Multiple Regression

Variables	Unstandardized Coefficients		Standardized Coefficient	t	Sig.
	β	Std. Error	β		
Constant	16.512	1.872		8.472	0.000*
Family Support (X1)	.781	.172	.201	4.262	0.000**
Dependent and child care (X2)	-.474	.101	-.116	-3.617	0.235
Personal Environment (X3)	.826	.308	.224	1.372	0.001**
Personal Management (X4)	.282	.136	.141	4.131	0.000**
Workload (X5)	-.606	.214	.137	3.603	0.000**
Financial Support (X6)	1.336	.375	.107	2.708	0.005**
Multiple R value	0.716				
R square	0.523				
F value	80.674				

** Significance at 1% level

*Significance at 5% level

Table 2 shows the model that attempts to explain the effect of work life balance variables on job satisfaction of educational sector employees is statistically significant (R^2=0.523; F=80.674; p0.000). The value of R^2 indicates that work life balance could explain 52.3% of the variance in job satisfaction. Even though the model fit was significant, only the dependent and child care variable for job satisfaction is not significant and shows a negative impact on job satisfaction (β= -.474, p<0.235). Family Support, Personal Environment, Personal Management, Workload, and Financial Support had significant impact on job satisfaction (Family Support β = .781, p= 0.000<α=0.05; Personal Environment β=.826, p=0.001<α=0.05; Personal Management β= .282, p= 0.000<α=0.05; Workload β= -.606, p= 0.000<α=0.05; Financial Support β=1.336, p= 0.005<α=0.05).

The results of the regression analysis indicate that work life balance affects job satisfaction. The regression model demonstrates that the variables of work life balance positively influence job satisfaction. One could argue that greater work life balance results in greater job satisfaction. The multiple regression equation

$$Y = 16.512 + .781X_1 + -0.474X_2 + .826X_3 + .282X_4 + -.606 X_5 + 1.336X_6 \qquad \textbf{A}$$

In equation A stated above, the coefficient of X_1 is 0.781, which shows the partial influence of Family Support on job satisfaction when all other variables are held constant. This impact is positive, according to the predicted positive sign, with the job satisfaction score increasing by 0.781 for every unit increase in family assistance, and this coefficient value is statistically significant at the 5% level. In the aforementioned equation, the coefficient of X_2 is -0.474, which shows the partial impact of dependent and child care on job satisfaction when all other variables are held constant. The projected negative sign shows that this impact is negative, with job satisfaction decreasing by -0.474 for each unit increase in Dependent & child care, and this coefficient value is not statistically significant. In the aforementioned equation, the coefficient of X_3 is 0.826, which shows the partial impact of Personal Environment on job satisfaction when all other variables are held constant. The predicted positive sign suggests a positive influence, with the work satisfaction score increasing by 0.826 for every unit rise in Personal Environment, and this coefficient value is statistically significant at the 1% level. In the aforementioned equation, the coefficient of X_4 is 0.282, which shows the partial impact of Personal Management on work satisfaction when all other variables are held constant. The predicted positive sign shows that this impact is positive, with work satisfaction falling by 0.282 for every unit rise in Personal Management, and this coefficient value is statistically significant at the 5% level. In the following equation, the coefficient of X_5 is -0.606, which shows the partial influence of Workload on work satisfaction when all other variables are held constant. The predicted negative sign suggests that this impact is not positive, with job satisfaction decreasing by -.606 for every unit increase in Membership, and this coefficient value is not statistically significant. In the above equation, the coefficient of X_6 is 1.336, which shows the partial influence of Financial Support on work satisfaction when all other variables are held constant. The projected positive sign suggests that this impact is positive, with work satisfaction rising by 1.336 points for every unit increase in organisational commitment, and this coefficient value is statistically significant at the 1% level. Based on the coefficient value, X_6 (Financial Support) is the most significant aspect to improve job satisfaction followed by X_3 (Personal Environment), X_1 (Family Support) X_4 (Personal Management).

Discussion

Based on the study's findings, educational institutions wishing to improve job satisfaction through improved work-life balance might implement several recommendations. To begin with, institutions should invest in policies and initiatives that encourage family support, recognizing its favourable impact on job satisfaction. In order to establish a healthy personal environment for employees, activities addressing workplace culture, flexibility, and employee well-being should

be highlighted. Providing possibilities for professional progress and developing one's personal management skills can also contribute to job happiness. Future studies could look into the interaction of workload and other variables over longer periods to better understand. Furthermore, studying the efficiency of specific treatments and policies to enhance work-life balance in educational institutions would give administrators and policymakers with significant practical information.

Conclusion

Our research has cast light on the crucial relationship between work-life balance and job satisfaction in the educational sector. The multiple correlation coefficient of 0.716 demonstrates a strong and positive relationship between work-life balance and job satisfaction, highlighting the significance of addressing work-life balance in the context of employee well-being. In addition, the R-square value of 0.523 demonstrates that more than half of the variance in job satisfaction can be explained by the included work-life balance parameters, highlighting their importance in determining job satisfaction levels in line with the previous research (Yadav & Dabhade, 2014; Agha, 2017; Arunashantha, 2019; Novianti & Fuadiputra, (2021). These findings highlight the need for educational institutions to prioritize initiatives that strengthen family support, personal environment, personal management, and financial support in order to increase employee job satisfaction. Overall, this study emphasizes the significance of work-life balance in the educational sector and offers institutions seeking to enhance job satisfaction and employee well-being with valuable guidance.

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