

THE IMPACT OF WORK LIFE BALANCE OF FEMALE EMPLOYEES ON JOB SATISFACTION:  
SPECIAL REFERENCE TO LEASING SECTOR IN COLOMBO DISTRICT



Apsara, MAA<sup>a</sup>, Sulaiha Beevi, MAC<sup>b</sup>

<sup>a, b</sup> Department of Management,

Faculty of Management and Commerce,

South Eastern University of Sri Lanka, Sri Lanka

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**Abstract**

*Work Life Balance (WLB) is an important topic of human resource management and has become a top priority for workers everywhere. Some organizations trying to attract and retain their valued employees by implementing and managing WLB programs and policies. The purpose of this study is to examine the factors related to work life balance and job satisfaction. It explores the impact of work life balance on job satisfaction in the Leasing sector in Colombo district. It's designed to investigate the influence of work life balance on female employees' satisfaction to identify good work flexibility arrangements that can lead to job satisfaction, that could help the organizations and employees to achieve a better work life balance and job satisfaction. A self-administered questionnaire was distributed randomly to a sample of 120 full-time employees in this sector. The findings show that Work Life Balance (WLB) is significantly and positively correlated with job satisfaction. And regression analysis was confirmed the findings of correlation analysis. As the outcome of these tests, child & elderly care, marital status and salary & other benefits are found to be significant predictors of the job satisfaction. The results further indicated that other variables that were considered in the study have not significant influence on job satisfaction. The importance of providing good WLB arrangements within an organization is highlighted in the recommendations to improve employees' satisfaction, enhance their performance, and collaboration and hence increase organizational as well as employees' productivity.*

**Keywords:** *Work Life Balance, Job Satisfaction, Leasing Sector*

### 1. Background of the Study

The work life balance varies from country to country. In all countries, some people have their own business and have no requirement to go to a work organization and obey company policy. This does not mean that they have a balanced life between their work and family. For example, a business owner may have a company and spend a lot of time managing and working within it. The majority of the day may be spent on the business, impacting negatively on relationships with family. For every human being, work as well as family are of utmost importance. It was found that work with family and family with work are often in conflict. This conflict arises due to long working hours, reduced presence at home, missing social activities, child sicknesses (Guttek et al 1991)

People like to have their own life balanced with their work. They want to find time for life outside of work to have more time to spend with their family and on other social life activities. managers have valuable role in encouraging employees to manage their work and life activities. Strong relationship exists between work life balance and employee satisfaction. hence companies should make policies and programs for employees on work life balance. Managers can apply different roles of leadership to manage employees work life balance and provide success to the company (Ridgway, Michelle & Hebl, 2015). Work-life balance (WLB) means effectively combining working life with private obligations or aspirations (Kumari & Devi, 2013).

✉ [macsulai@seu.ac.lk](mailto:macsulai@seu.ac.lk)

Dual career couples have increased rapidly in recent years because of the growth of market demand and the increased participation of women in the workforce. This can be seen in the Sri Lanka as the government supports women by providing them with high-level education and encouragement to become involved in the work place. This effort from the government aims to provide women with the choice to work and potentially help their family with financial support. As a result, dual career couples not only work to help each other financially, but are also interested in their careers and what they are doing. This situation may lead men to share more of the home related tasks, such as care of the elderly and childcare, which can lead to work life conflict. In many cases, they find it a very difficult challenge to balance their work and life, and especially so for couples who have young children. Problems within families are reflected in the behavior of its members.

For instance, a family who suffers from a parent's inability to achieve a balance between work and family life could lose the ability to manage and deal with family matters. (Azeem & Akthar, 2014). As an example, if a father spends most of the day away from home, his children would not be able to sit with him as they need. Children in certain age group need a stable home environment, whether from the father or mother, and often they need strong participation in their raising by both parents. A lack of contact affects the feelings of children towards their parents when they feel that they are less important than their parents work.

As the number of organizations grow and the number of employees increases in the Sri Lanka, HR management should come up with an efficient and effective WLB policy to satisfy all employees who should lead to

a better performance and job satisfaction. Some organizations implement flexible work arrangements for the female employees. Additionally, these implementations would support the needs of employees to have more time with their families and their personal life. Yahyagil (2015) studied the effect of work-life balance, specifically working hours on employees' job satisfaction and finds a positive relationship between them. The same was analyzed by Gash et al. (2010) for women in UK and Germany and the findings supported Hanglberger studies, showing a positive effect of reduced working hours on employees' life satisfaction. Another study Tomlinson & Durbin (2010) was conducted in Pakistan to investigate the relationship between work-life balance, job satisfaction and turnover intentions among medical professionals in hospitals.

Job satisfaction is defined as all the feelings that an individual has about his/her job (Sowmya & Panchanatham, 2011). Job satisfaction is associated with increased output, efficiency of the organization, loyalty with the organization, and reduced absenteeism and earnings (Wright & Davis, 2003), however, if employees are not satisfied with the job then it may cause turnover intentions, increasing costs, decreasing profits and ultimately customer unhappiness with the organization (Zeffane et al., 2008). Over years, an attempt has been made to categorize and find out the factors that affect job satisfaction and found wages as the main factor for job satisfaction, but other factors such as the promotion, recognition of work, and employees loyalty are also considered important (as cited in Chotani., 2015). Many studies were conducted in the field of work life balance in many aspects. But there is lack of studies with regards to the above leasing sector. The main aim of this study is to examine

and identify the factors related to work life balance and job satisfaction in the Leasing sector employees in Colombo district.

## 2. Conceptual Framework

Compromising the one for the other or spending more time pursuing one as opposed to the other can have serious negative repercussions (Nair, 2010). Taking job satisfaction as the independent variable and work life balance as the dependent variable, the research model was developed as follows.

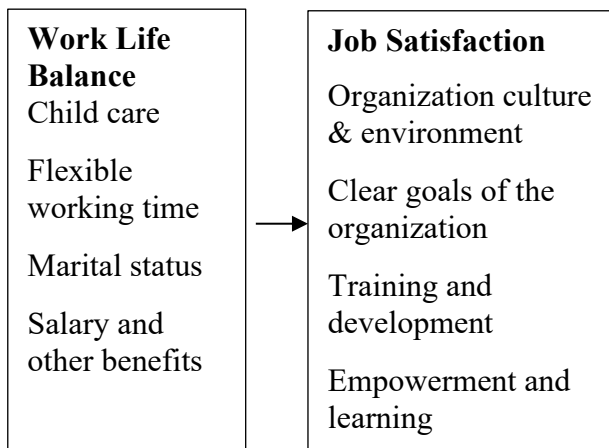


Figure 1: Conceptual Framework

### *Hypothesis*

According to the developed conceptual framework the hypotheses relevant to each construct given below.

H<sub>1</sub>. There is a significant relationship between job satisfaction & work life balance.

H<sub>0</sub>. There is no significant relationship between job satisfaction & work life balance.

## 3. Research methods

In this study, the population targets female staff of leasing companies which are based on Colombo district. A simple random sampling procedure used to select the

individual respondents from the population. 150 questioners distributed among 15 branches of several leasing companies in Colombo district (People's Leasing, Commercial Credit Leasing and Commercial Leasing & Finance PLC). Only 120 responses were received. The self-developed questionnaire was used to collect data which is divided into 3 main sections. In the first section, constructs related to work-life balance, in which participants were asked to indicate the degree of agreement with a given statement. second section were asked to participants about the levels of Job Satisfaction. Personal information was included at last. Personal interactions were done with some of the selected administrators in order to verify the responses where it was not responded through questionnaire.

The collected primary data were analyzed and evaluated on the Statistical techniques using the SPSS 20.0 version. In descriptive statistical technique such as mean, mode, standard deviation and skewness were used to measure the tendency of the variables. In addition, Correlation and Regression analysis were conducted to determine the relationship and impacts between independent and dependent variable.

## 4. Results & Discussion

Descriptive, Correlational and Regression analysis were conducted to explore the trend, relationship and impact of the variables of this study. The mean value of Work life balance is 3.7073 with 0.80814 of standard deviation while job satisfaction gets 3.6843 mean value with 0.13759 of standard deviation. These expressed those employees perceived work life balance and job satisfaction are in acceptable level. Further, to test the hypotheses of the study, data were analyzed with relevant statistics. Correlation results supported all hypotheses of the study. The regression analysis that

was performed in second stage confirmed the findings of correlation analysis. As the outcome of these tests, child & elderly care, marital status and salary & other benefits are found to be significant predictors of the job satisfaction. The results further indicated that other variables that were considered in the study have not significant influence on job satisfaction.

This study has also found out that there is positive relation of work life balance programs on employee job satisfaction in banking sector of Karachi. It is supported by other studies also. For example, Ueda, (2012) concluded that work life balance programs have positive and significant effect on employee job satisfaction of full time and part time employees working in business organizations of Japan. According to findings of this study these programs help employees to reduce their work burden and they will effectively perform their job and not job activities. Accordingly, banking sector can increase employee's job satisfaction by increasing work life balance programs for employees, which is likely to help them manage their job and family.

#### *4.1 Hypothesis Testing*

H<sub>1</sub>. There is a significant relationship between job satisfaction & work life balance. As shown in the results, correlation coefficient for the relationship between work life balance and job satisfaction is 0.701, and sig value is 0.00 that is significant at 0.05(p<0.05). Therefore, it can be concluded that there is a weak positive and significant relationship between work life balance and job satisfaction. This result supports the first hypothesis of the study (H<sub>1</sub>). So, the H<sub>1</sub> of the study can be accepted and H<sub>0</sub> is rejected. Due to that reason job satisfaction has no significant impact to the employee's work life balance.

## **5. Conclusions**

The purpose of this study was to examine the impact of work life balance on employee job satisfaction and to identify which factor of work life balance have more influence on employee job satisfaction in Leasing Sector in Colombo District.

From the research, it can be identified there is a positive relationship between work life balance and job satisfaction among female leasing employees. Using the results of data analysis can be defined the impact of work life balance on job satisfaction of female leasing employees in Colombo District.

The findings indicate that financial rewards are important factors for employees' job satisfaction among female leasing employees. According to analysis, child & elderly care, flexible working time, marital status, salary & other benefits indicate as significant and correlated with employees' job satisfaction (p<0.05, r>0). According to the regression analysis it is mentioned that there is significant influence between child & elderly care, flexible working time, marital status, salary & other benefits on employees' job satisfaction ( $\beta = 0.262$ ,  $\beta = 0.686$ ,  $\beta = 0.671$ ) and no significant influence between flexible working time and employees' job satisfaction ( $\beta = 1.672$ ).

However, the study found that there is a positive relationship between work life balance and employees' job satisfaction among female leasing employees. Furthermore, this research revealed that there is no significance effect of some of the demographic factors (Marital Status, Educational Level, and Position) on job satisfaction in the Leasing industry in Colombo District.

It is found out that the organizations can face multiple problems if their workforce

satisfaction level is lower. It is essential that HR departments are responsive to the needs and constantly changing requirements of workforce and the effect of environmental issues in order to improve programs and policies. It also saves cost of hiring by improving employee's retention.

Work-life balance initiatives designed to help employees balance their work and personal lives are not only an option, but also a necessity for many employers today. There is a need for organizations to adopt human resource strategies and policies that accommodate the work-life needs of adverse workforce in the current business environment (Manisha Purohit, 2013). Understanding of some of the choices and constraints of women might lead to improve organizational policies for women to better accommodate work life balance issues (Adelina Broad Bridge, 2010).

### *Recommendations*

Work life balance and job satisfaction is not a problem to be solved. These are ongoing issues to be managed. Both are not impossible, but it does take some consistent effort and revaluation on an ongoing basis. Work can dominate your life. Recognizing what is important and necessary and striving for what is valued will make a work-life balance feasible. Utilizing management skills will enable you to have a job satisfaction and balance between work and home life. (Yadav, Dabhade, 2014).

There are many causes for stress in the workplace and the possibility for eliminating all of them is impossible. It also may be harmful. Sometimes stress provides positive outcomes. Stress can sometimes motivate and refresh and enable people to achieve more; the key appears to be in how individuals are able to cope with it. Both the sector can help working

women by implementing organizational strategies to control or reduce some of the major causes of stress. It could be said that with the change of satisfaction determinants, level of job satisfaction also varies. For the employers, Work-life balance and Job satisfaction of employees will be an important input in designing appropriate policies for employees to address work life balance and job satisfaction issues.

This study has found out that there is positive relation of work life balance on employee job satisfaction in leasing sector of Colombo district. It is supported by other studies also. For example, Ueda, (2012) concluded that work life balance programs have positive and significant effect on employee job satisfaction of full time and part time employees working in business organizations of Japan. According to findings of this study these programs help employees to reduce their work burden and they will effectively perform their job and not job activities. Accordingly, leasing sector can increase female employee's job satisfaction by increasing work life balance programs for employees, which is likely to help them manage their job and family.

Job satisfaction and to identify which factor of work life balance have more influence on female employee job satisfaction in leasing sector of Colombo. The research findings show that work life balance have not much impact on employee job satisfaction and some factors of work life balance such as employee intention to leave job, work pressure and long working hours have negative relation with employee job satisfaction and work life balance programs and flexible working conditions have positive relation with employee job satisfaction.

In the modern era, women participation has increased in workplace, so that problems faced by them have gained special attention among researchers. Work family conflict is the main issue which limits their capability to participate fully in work or family roles. Here, HR managers and policy makers share greater responsibility to reduce such clashes between work and family lives.

Further, it is found out that the organizations can face multiple problems if their workforce satisfaction level is lower. It is essential that HR departments are responsive to the needs and constantly changing requirements of workforce and the effect of environmental issues in order to improve programs and policies. It also saves cost of hiring by improving female employees' retention. In case of research conducted in leasing sector of Colombo, the factors which were supposed to have greater impacts on employee job satisfaction and work life balance does not turn out to be effective. These factors could be the reason as why the results of this study are different than the rest of world.

This study is notable since little research exists concerning work life balance among leasing sector employees. This research may also yield some discoveries concerning individuals' abilities to achieve work life balance while managing a career as an institutional advancement professional. This study results may encourage changes in policy and practice within their workplaces or those of other organizations. Additionally, as turnover of staff in the advancement profession continues to be a problem (Collins, 2002), it was hopeful that this helpful to practitioners to identifies reasons why staff leave their positions and help them to develop strategies to reverse the trend.

#### *Directions for Future Research*

This research will serve as a base for future research and throws up different questions in need of more investigation. This study examined and investigated the effects of Work Life Balance (WLB) on job satisfaction. Some suggestions could be done to explore and investigate interesting related topics. For example, further research could extend the findings from this study by examining more variables that could have influence on the relationship between work life balance and job satisfaction, such as trust and honest. What is more, continued the study about the impact of housemaids or nannies on child rearing and how it influences on family's life would be valuable. In addition, an interesting topic could be about the boundaries of WLB and where they could impact negatively on job satisfaction and how it influences with job satisfaction.

Additional research should study the influence of office economics on the employee satisfaction and how the new technology of computers can influence reaching better WLB. For instance, a new technology is to have virtualized working environments which help to make work more effective, easier and accurate. In addition, a new perspective is to study the cultural and environmental variables that could have influence on WLB such as the life-style and behaviors in different cultures and nationals. What is more, married women who are not working and who are currently staying at home with their children could be considered in the future research as it might have influence on their spouses in reaching balance. A future study investigating the influence of WLB to recruitment and retention would be very interesting.

Key factors in improving the field of WLB thus include better communication, the joint

setting of goals and the long-term motivation of all stakeholders in realizing measures to improve the situation in this field. It is essential to define responsible bodies and set deadlines for the implementation of individual solutions, set up a system of communication to coordinate the introduction of solutions, and establish systems to disseminate good practices among employers, raise employees' awareness and train them for healthy physical and mental well-being. Attention to WLB must be an ongoing and evolving process. The ongoing verification and evaluation of existing measures is essential, since the needs of employees and the objectives of employers, as well as the external environment, are constantly changing.

In light of these considerations, new surveys should be designed in order to investigate the effects of young children's presence in the family, the effect that single parents might experience at work, determine whether constant changes in the field of teaching may have some consequences towards teachers' work-family conflict, and whether this increases over time.

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