

INFLUENCE OF WORK–LIFE BALANCE AND JOB SATISFACTION ON EMPLOYEE OUTCOMES IN THOOTHUKUDI DISTRICT

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ABSTRACT

In contemporary organizations, employee outcomes such as commitment, performance, and retention are increasingly influenced by psychosocial workplace factors. Among these, work–life balance and job satisfaction have gained significant attention due to changing work structures and rising employee expectations. The present study aims to examine the influence of work–life balance and job satisfaction on employee outcomes across diverse industry sectors in thoothukudi district. The objectives of the study are to analyze the relationship between work–life balance and job satisfaction, to examine their combined effect on employee outcomes, and to identify whether demographic variables create differences in these constructs. The study adopts a descriptive and analytical research design and is based on primary data collected from employees working in various sectors. Data were analyzed using descriptive statistics, t-tests, ANOVA, and multiple regression analysis. The paper discusses the theoretical foundations of work–life balance and job satisfaction, reviews relevant empirical literature, and empirically evaluates their influence on employee outcomes. The findings are expected to contribute to organizational policy formulation by emphasizing the role of job satisfaction and supportive work–life practices in enhancing positive employee outcomes.

Key words: Work–Life Balance, Job Satisfaction, Employee Outcomes, Organizational Commitment, Employee Performance.

INTRODUCTION

In today’s dynamic and competitive work environment, organizations increasingly recognize that employee well-being is central to achieving sustainable performance. Among the various factors influencing employee behaviour, work–life balance and job satisfaction have emerged as critical determinants of positive employee outcomes. Changes in work structures, technological intensity, and evolving employee expectations have made it essential for organizations to create supportive environments that allow employees to balance professional and personal responsibilities effectively. Factors such as age, income, and occupation also play a role in how work-life balance affects job satisfaction, suggesting that tailored approaches may be necessary for different employee groups (Pathak & Bhayani, 2025).

Work–life balance refers to an individual’s ability to manage work demands alongside personal life without experiencing excessive stress or role conflict, while job satisfaction reflects an employee’s overall evaluation of their job and work environment. Empirical studies consistently demonstrate a strong association between these constructs. For instance, work–life balance has been found to significantly enhance job satisfaction across different employee groups (Gustiyanı et al., 2025; Andarista et al., 2024). Supportive organizational practices such as flexible working hours and positive work environments further strengthen employee satisfaction (Malek et al., 2025). Moreover, job satisfaction plays a vital role in translating work–life balance into favorable employee outcomes such as performance, commitment, and retention (Thalia et al., 2025; Sheshadri et al., 2024).

Despite the growing body of literature, most prior studies have examined work–life balance and job satisfaction either independently or within specific sectors or employee groups, limiting the generalizability of findings. Limited empirical evidence exists on their combined influence on broader employee outcomes across diverse organizational contexts. Addressing this gap, the present study examines the influence of work–life balance and job satisfaction on employee outcomes across multiple industry sectors. Specifically, the study aims to analyze the relationship between work–life balance and job satisfaction, assess their combined effect on employee outcomes, and examine whether demographic variables create significant differences in these constructs.

REVIEW OF LITERATURE

Sheshadri et al. (2024) examined employee retention in the IT sector by emphasizing the role of work–life balance and job satisfaction in digitally driven work environments. The study found a strong positive influence of job satisfaction on employee retention, supported by correlation and regression results, particularly in remote and hybrid work settings. The findings suggest that IT organizations must focus on employee well-being and growth opportunities to retain talent in the digital age.

Satria et al. (2025) examined how rewards and work-life balance influence university employee retention, with job satisfaction as a mediating factor, using data from 252 staff across three Purwokerto universities. The study found that rewards boost job satisfaction but do not directly affect retention, while work-life balance impacts retention both directly and through job satisfaction. The findings highlight the importance of fair rewards and healthy work-life policies in keeping employees satisfied and committed. The authors recommend that higher education institutions develop retention strategies focused on job satisfaction, rewards, and work-life balance.

Gustiyani et al. (2025) examined the impact of work-life balance on job satisfaction among Generation Z employees in Indonesian e-commerce startups. Using survey data from 100 employees and simple linear regression analysis, the study found a significant positive relationship, with work-life balance explaining 22.1% of the variation in job satisfaction. The findings emphasize that startups should implement flexible and supportive work practices to enhance employee satisfaction, well-being, and long-term commitment.

Malek et al. (2025) examined the relationship between work-life balance and job satisfaction among staff at University Technology MARA (UiTM) Seremban. Survey data from 164 respondents revealed that flexible hours, supportive work environment, rewards, and stress management positively influence job satisfaction. The study highlights the importance of tailored work-life balance strategies in enhancing employee satisfaction and organizational commitment.

RESEARCH METHODOLOGY

The study adopted a **descriptive and analytical research design** to examine the influence of **work-life balance and job satisfaction on employee outcomes**, along with differences across selected demographic variables. Primary data were collected using a **structured questionnaire** administered to employees from various industry sectors, including IT, manufacturing, banking, education, and service sectors in thoothukudi district.

A total of **322 valid responses** were obtained using a **convenience sampling method**. The questionnaire consisted of four sections: demographic profile, job satisfaction scale, work-life balance scale, and employee outcomes scale. The responses to the scale items were measured using a **Likert-type scale**.

The collected data were analyzed using **SPSS**. Descriptive statistics (frequency and percentage analysis) were used to summarize the demographic profile of respondents. Inferential statistical tools such as **One-Way ANOVA**, **Independent Samples t-test**, and **Multiple Regression Analysis** were employed to test the formulated hypotheses at a **5% level of significance**.

ANALYSIS

DEMOGRAPHIC PROFILE OF THE RESPONDENTS

Variable	Category	Frequency	Percent (%)
Gender	Male	158	49.1
	Female	164	50.9
Age Group	Below 25 years	108	33.5
	25–40 years	88	27.3
	41–55 years	126	39.1
Educational Qualification	Graduate	78	24.2
	Postgraduate	90	28.0
	Doctorate	80	24.8
	Professional/Diploma	74	23.0
Nature of Employment	Permanent	118	36.6
	Contract	100	31.1
	Temporary	104	32.3
Total Work Experience	Less than 1 year	66	20.5
	1–3 years	94	29.2
	3–5 years	78	24.2
	Above 5 years	84	26.1
Organizational Tenure	Less than 1 year	86	26.7
	1–3 years	62	19.3
	3–5 years	104	32.3
	Above 5 years	70	21.7
Industry Sector	IT	52	16.1
	Manufacturing	78	24.2
	Banking	52	16.1
	Education	58	18.0
	Service	82	25.5

Source: Primary Data

The study comprised 322 respondents with a nearly equal gender distribution, including 50.9% females and 49.1% males, ensuring balanced representation. The majority of respondents belonged to the 41–55 years age group (39.1%), followed by those below 25 years (33.5%) and 25–40 years (27.3%), reflecting a mix of early-career and experienced employees.

Most respondents were well qualified, with postgraduates forming the largest group (28.0%), followed by doctorates (24.8%), graduates (24.2%), and professional/diploma holders (23.0%). In terms of employment type, 36.6% were permanent employees, while contract (31.1%) and temporary (32.3%) employees were almost equally represented.

Regarding experience, a majority had 1–3 years (29.2%) or above 5 years (26.1%) of work experience. Organizational tenure was highest in the 3–5 years category (32.3%), indicating moderate job stability. Respondents were drawn from diverse industries, with the service sector (25.5%) and manufacturing (24.2%) accounting for the largest shares, enhancing the representativeness of the sample.

HYPOTHESIS 1

Null Hypothesis : There is no significant difference in job satisfaction across demographic groups (Age).

One-Way ANOVA for Job Satisfaction across Age Groups

Source of Variation	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	0.048	2	0.024	0.141	0.868
Within Groups	54.685	319	0.171		
Total	54.734	321			

Source: Primary Data

The one-way ANOVA results indicate that the difference in mean job satisfaction across the groups is not statistically significant. The between-groups sum of squares (0.048) is very small compared to the within-groups sum of squares (54.685), suggesting that most of the variation in job satisfaction exists within the groups rather than between them. The calculated F-value (0.141) with degrees of freedom (2, 319) is associated with a significance value of 0.868, which is much higher than the conventional 0.05 level. This indicates that the observed differences in mean job satisfaction across the groups could have occurred by chance. Therefore, the null hypothesis stating that there is no significant difference in job satisfaction across the groups is accepted.

HYPOTHESIS 2

Null Hypothesis: There is no significant difference in job satisfaction between male and female employees.

Independent Samples t-Test for Gender Differences in Job Satisfaction

Test	Levene's F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error	95% CI (Lower, Upper)
Equal variances assumed	0.194	0.660	-1.752	320	0.081	-0.080	0.046	-0.171, 0.010

Source: Primary Data

An independent samples t-test was conducted to examine whether **job satisfaction differs significantly between male and female employees**. Levene's test for equality of variances was **not statistically significant** (F = 0.194, p = 0.660), indicating that the assumption of equal variances was met. Therefore, the results for **equal variances assumed** were considered.

The t-test results revealed **no statistically significant difference** in job satisfaction between male and female employees (t = -1.752, df = 320, p = 0.081).

The findings suggest that **gender does not significantly influence job satisfaction** among the respondents. Both male and female employees exhibit **comparable levels of job satisfaction**, indicating that perceptions related to job satisfaction are largely **gender-neutral** in the study context.

HYPOTHESIS 3

Null Hypothesis : There is no significant difference in work-life balance across demographic groups (Gender)

ANOVA

WLB_Mean	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.236	1	.236	.628	.429
Within Groups	120.168	320	.376		
Total	120.403	321			

Source: Primary Data

A one-way ANOVA was conducted to examine whether work-life balance differs significantly between gender groups. The analysis shows that the between-groups sum of squares (0.236) is very small compared to the within-groups sum of squares (120.168), indicating that most of the variation in work-life balance exists within gender groups rather than between them.

The ANOVA results reveal that the F-value (0.628) with degrees of freedom (1, 320) is associated with a significance value of 0.429, which is greater than the 0.05 threshold. This indicates that the observed difference in work-life balance between male and female employees is not statistically significant.

HYPOTHESIS 4

Null Hypothesis: Work-life balance and job satisfaction together do not significantly influence employee outcomes.

Multiple Regression Analysis Showing the Combined Effect of Work-Life Balance and Job Satisfaction on Employee Outcomes (N = 322)

Predictor	B	Std. Error	Beta	t	Sig.
Constant	2.300	0.314	—	7.323	0.000
Job Satisfaction	0.216	0.087	0.138	2.484	0.014
Work-Life Balance	0.023	0.059	0.022	0.392	0.695

Source: Primary Data

Model Fit: R² = 0.019, Adjusted R² = 0.013, F = 3.162, p = 0.044

Multiple regression analysis was conducted to examine the **combined effect of work–life balance and job satisfaction on employee outcomes**. The regression model was found to be **statistically significant** ($F = 3.162$, $p = 0.044$), indicating that the independent variables collectively influence employee outcomes.

The model explains **1.9% of the variance** in employee outcomes. Job satisfaction emerged as a **significant positive predictor** of employee outcomes ($\beta = 0.138$, $p = 0.014$), suggesting that higher job satisfaction leads to improved employee outcomes. However, work–life balance did not show a statistically significant direct effect ($\beta = 0.022$, $p = 0.695$) when job satisfaction was included in the model.

Since the multiple regression model is **statistically significant** ($F = 3.162$, $p = 0.044 < 0.05$): **Null Hypothesis rejected**. Therefore Work–life balance and job satisfaction together have a significant influence on employee outcomes.

RESULT

The demographic analysis revealed a **balanced representation of male (49.1%) and female (50.9%) respondents**, indicating gender neutrality in the sample. A majority of respondents belonged to the **41–55 years age group**, and most participants were well qualified, with postgraduates and doctorate holders forming a substantial portion. Respondents represented diverse employment types, experience levels, organizational tenures, and industry sectors, enhancing the representativeness of the study.

The inferential analysis produced the following key findings:

1. Job Satisfaction and Age

The one-way ANOVA results indicated that **job satisfaction does not significantly differ across age groups** ($p = 0.868$). Thus, age was not found to be a determining factor influencing job satisfaction among employees.

2. Job Satisfaction and Gender

The independent samples t-test showed **no significant difference in job satisfaction between male and female employees** ($p = 0.081$), suggesting that job satisfaction levels are comparable across genders.

3. Work–Life Balance and Gender

The ANOVA results revealed that **work–life balance does not significantly vary between male and female employees** ($p = 0.429$), indicating that both genders perceive work–life balance in a similar manner.

4. Combined Effect of Work–Life Balance and Job Satisfaction on Employee Outcomes

Multiple regression analysis demonstrated that **work–life balance and job satisfaction together significantly influence employee outcomes** ($p = 0.044$). While the overall model was significant, **job satisfaction emerged as the only significant individual predictor** of employee outcomes. Work–life balance did not have a significant direct effect when job satisfaction was included in the model.

CONCLUSION

The study concludes that demographic variables such as age and gender do not significantly influence job satisfaction and work–life balance among employees. This suggests that employees, regardless of demographic differences, tend to perceive similar levels of satisfaction and balance in their work environment.

Importantly, the findings confirm that job satisfaction plays a crucial role in enhancing employee outcomes, such as commitment and performance. Although work–life balance did not show a significant direct impact, its combined influence with job satisfaction was statistically significant, indicating its supporting or indirect role in shaping employee outcomes.

Overall, the study highlights the importance of organizational practices that enhance job satisfaction, as satisfied employees are more likely to demonstrate positive outcomes. Organizations in thoothukudi district should focus on improving job-related factors such as recognition, fair rewards, and supportive supervision to strengthen employee outcomes, while also maintaining work–life balance initiatives as a complementary strategy.

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