



THE IMPACT OF WORK-LIFE BALANCE ON JOB SATISFACTION AMONG WORKING WOMEN

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ABSTRACT

Women's growing participation in paid employment has made managing work and family responsibilities a central concern for both employees and organizations. This study examines how work-life balance influences job satisfaction among working women and identifies the factors that shape their ability to reconcile professional and personal commitments. The study adopted a descriptive and analytical research design. The study collected primary data from 100 working women from the government, private, public, and self-employed sectors through a structured questionnaire administered via convenience sampling. The instrument measured demographic characteristics, work-life balance, the effect of work on personal life, and job satisfaction on a five-point Likert scale. The data were analyzed using frequencies, percentages, means, standard deviations, and Pearson's product-moment correlation. The findings show that work-related communication through digital channels (mean = 3.72) and work-related stress (mean = 3.76) exert the strongest pressure on personal time. At the same time, organisational policies supporting work-life balance received the lowest rating (mean = 3.29). Overall, job satisfaction was moderate (mean = 3.59). Pearson's correlation revealed a significant positive association between work-life balance and job satisfaction ($r = 0.62$, $p < 0.001$), leading to rejection of the null hypothesis. The study concludes that flexible working arrangements, manageable workloads, and clearly defined boundaries around after-hours communication are likely to improve both the well-being and the job satisfaction of working women.

Keywords: Work-Life Balance; Job Satisfaction; Working Women; Work-Family Conflict; Organisational Support; and Employee Well-Being

1. Introduction

Work-life balance refers to the extent to which an individual can distribute time, attention, and energy between paid employment and personal or family life without one domain consistently displacing the other. Over the past two decades, the subject has moved from the margins of human resource practice to the center of organizational policy, largely because the composition of the workforce has changed. The steady entry of women into the labor market has meant that many employees now carry substantial domestic and caregiving responsibilities alongside their professional duties (Khurshid et al., 2023).

For working women in particular, the demands of the two domains frequently overlap. A working woman may be expected to meet deadlines and performance targets at work while simultaneously managing childcare, eldercare, and household obligations (Chaturvedi, 2018). Long working hours, heavy workloads and rising performance expectations make this dual responsibility difficult to sustain. Mobile communication has intensified the problem. Electronic mail, instant messaging and work-related calls have removed the physical and temporal boundary that once separated the office from the home, so that working time effectively extends into evenings and weekends.

Where such pressures remain unaddressed, the consequences are felt in the workplace as well. Occupational stress, the lack of flexible working arrangements, and unrealistic organizational expectations reduce an employee's capacity to manage family commitments and, in turn, weaken her attachment to the job (Belekhova & Ivanovskaya, 2022). Job satisfaction is therefore closely tied to work-life balance. Employees who feel able to meet obligations in both domains tend to report greater satisfaction, a stronger sense of being valued and higher commitment to the organisation.

Against this background, the present study examines the factors that influence working women's work-life balance, assesses how work responsibilities affect their personal lives, and tests the relationship between work-life balance and job satisfaction. By considering demographic characteristics alongside attitudinal measures, the study aims to provide evidence organizations can use to design supportive workplace policies.

2. Review of Literature

2.1 Work-Family Conflict and the Demands of Dual Roles

Research on work-life balance has consistently identified role overload as its principal source of strain. Shahani et al. (2021), in a review of working women in the United Arab Emirates, found that extended working hours, heavy workloads, and



childcare duties were the factors most often associated with an inability to maintain balance. Work-family conflict arises when the time and energy demanded by employment reduce the resources available for family activities, and it operates in both directions, since family obligations can equally intrude upon work performance. Kasbuntoro et al. (2020), studying employees of banking companies in Jakarta, found that conflict varies with the length of the working day, family structure, and the number of dependent children. Women with larger caregiving responsibilities consistently reported greater difficulty in reconciling the two domains.

2.2 Organisational Support and Flexible Working Arrangements

A second stream of research locates the determinants of balance within the organisation rather than the household. Walga (2018), in a cross-cultural analysis, reported that supportive supervision, reasonable workloads and family-friendly policies were significant predictors of satisfaction with work-life balance. Amin and Hastayu (2020) reached a similar conclusion, showing that flexible scheduling and remote working options gave women greater control over how they allocated their time and reduced the perceived burden of workload. Both studies imply that work-life balance is not solely a matter of individual time management. It is shaped substantially

by the arrangements an employer chooses to put in place.

2.3 Technology and the Erosion of Boundaries

The spread of digital communication has added another dimension to the debate. While connectivity offers flexibility in when and where work is performed, it also enables work to enter personal time through after-hours messages and calls. Solanki and Mandaviya (2021), in a study of university teachers in India, found that continuous availability contributed to job stress and to poorer self-reported health, with measurable consequences for satisfaction. The boundary between professional and personal life has therefore become more permeable, and the effect falls disproportionately on employees who also carry domestic responsibilities.

2.4 Work-Life Balance and Job Satisfaction

Researchers have examined the relationship between the two constructs across sectors and national contexts, and the direction of the association is broadly consistent. Sumathi and Velmurugan (2020), surveying female faculty in arts and science colleges in Coimbatore District, reported that stress and poor balance jointly depressed job satisfaction, while organisational support that made employees feel understood raised it. Aruldoss et al. (2021) found in an Indian sample that job stress, job satisfaction, and job commitment mediate the link between

quality of work life and work-life balance, suggesting that the relationship is not simple but operates through several intermediate mechanisms. Taken together, these studies establish work-life balance as an important determinant of satisfaction, well-being, and retention.

3. Research Gap

Although work-family conflict and job satisfaction have each received considerable attention, three limitations remain in the existing literature. First, most studies examine the two constructs separately, so the factors shaping work-life balance and its consequences for satisfaction are rarely traced within a single sample. Second, the available evidence is concentrated in single-occupation samples, such as banking employees or college faculty, which limits how far findings can be generalized across the varied employment settings in which women actually work. Third, comparatively little attention has been given to how demographic characteristics such as age, working hours and the number of dependent children interact with sector of employment to shape the experience of balance.

The present study addresses these gaps by examining the determinants of work-life balance, its effect on personal life and its association with job satisfaction within a single sample of 100 working women drawn from government, private, public and self-employed settings. In doing

so, it offers an integrated account of the problem rather than a partial one, and situates the findings in a multi-sector context.

4. Objectives of the Study

The following objectives guided the study:

- ✓ To identify and analyse the factors that influence the work-life balance of working women.
- ✓ To examine the effect of work responsibilities on the personal and family life of working women.
- ✓ To assess the relationship between work-life balance and job satisfaction among working women.
- ✓ To suggest measures through which organisations may support working women in managing their professional and personal responsibilities.

5. Research Methodology

Research Design

The study adopted a descriptive and analytical research design. The descriptive component profiled the respondents and summarised their perceptions of work-life balance, the intrusion of work into personal life, and job satisfaction. The analytical component tested the hypothesized relationship between work-life balance and job satisfaction. A cross-sectional survey was considered appropriate because the study sought to capture perceptions at a single point in time across a range of employment settings.



Population, Sample and Sampling Technique

The population consisted of women in paid employment across the government, private and public sectors as well as those who were self-employed. A sample of 100 working women was selected using convenience sampling, a non-probability technique chosen because a complete sampling frame of working women across these sectors was not available and because respondents had to be accessible and willing to participate. Participation was restricted to women who had been in continuous employment for at least one year, so their responses reflected settled rather than initial workplace experience.

Sources of Data

The study relies primarily on primary data gathered directly from respondents through a structured questionnaire. Secondary data, comprising peer-reviewed journal articles, review papers, and published reports on work-life balance and job satisfaction, were used to develop the conceptual framework, design the questionnaire items, and interpret the findings in the discussion.

Research Instrument

The questionnaire was organised in four sections. The first recorded demographic information, namely age, sector of occupation, working hours per day, and number of children. The second measured factors influencing work-life

balance through four statements covering the management of working hours, the balance between work and family responsibilities, the intrusion of work-related communication into personal time, and the availability of supportive workplace policies. The third measured the impact of work responsibilities on personal life with four statements on family time, work-related stress, the carryover of work-related thoughts, and the strain of managing both domains. The fourth measured job satisfaction through four statements covering satisfaction with the present job, the experience of being valued and respected, the balance afforded between professional and personal life, and overall satisfaction.

All attitudinal items were measured on a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Before administration, academic subject experts reviewed the draft instrument to establish content validity, and it was pre-tested with a small group of working women not included in the final sample. Minor wording changes were made based on their feedback to remove ambiguity.

Method of Analysis

The completed questionnaires were coded and analysed using statistical software. Frequency and percentage analysis was used to describe the demographic profile of the respondents. Mean and standard deviation were

computed for each attitudinal statement, with the mean indicating the average level of agreement and the standard deviation indicating the dispersion of responses around that average. For interpretation, mean values below 2.50 were treated as low, values between 2.50 and 3.49 as moderate, and values of 3.50 and above as high.

Pearson's product-moment correlation coefficient was used to test the relationship between work-life balance and job satisfaction. For this purpose, a composite work-life balance score was computed as the mean of the four items in Table 5, and a composite job satisfaction score was computed as the mean of the four items in Table 7. The correlation was tested at the 5% level of significance. Because the study did not compare demographic groups, it did not use techniques such as analysis of variance, which is noted as a limitation.

Demographic Profile of Respondents

Age Group (years)	Frequency (N)	Percentage (%)
Below 25	15	15
25 – 30	28	28
31 – 35	24	24
36 – 40	19	19
Above 40	14	14
Total	100	100

Table 1. Age Distribution of Respondents

The largest group of respondents (28 percent) was aged 25 to 30 years, followed by 24 percent aged 31 to 35 years. Respondents aged 36 to 40 years accounted for 19 percent, those below 25 years for 15 percent, and those above 40 years for 14 percent. More than

Ethical Considerations

Participation in the survey was voluntary. The purpose of the study was explained to each respondent before the questionnaire was administered, informed consent was obtained, and respondents were assured that their responses would remain anonymous and would be used only for academic purposes. No personally identifying information was recorded.

6. Results and Data Analysis

This section presents the analysis of responses obtained from 100 working women. The demographic profile is reported first, followed by descriptive analyses of work-life balance, the impact of work on personal life, and job satisfaction. The section concludes with the correlation analysis and the decision on the hypotheses.



half the sample (52 percent) was therefore aged between 25 and 35 years. This stage of the career cycle typically coincides with professional advancement and family formation, making the sample well suited to a study of work-life balance.

Occupation Sector	Frequency (N)	Percentage (%)
Government	20	20
Private	42	42
Self-employed	16	16
Public sector	15	15
Other	7	7
Total	100	100

Table 2. Occupation Sector of Respondents

Private sector employees made up the largest share of the sample at 42 percent. Government employees accounted for 20 percent, self-employed respondents for 16 percent, and public sector employees for 15 percent, while the remaining 7 percent were engaged in other forms of work. The predominance of private sector respondents is relevant to interpreting later results, since this sector is generally associated with longer working hours and less formalized leave and flexibility provisions than government employment.

Working Hours per Day	Frequency (N)	Percentage (%)
Less than 6 hours	12	12
6 – 8 hours	47	47
9 – 10 hours	29	29
More than 10 hours	12	12
Total	100	100

Table 3. Working Hours per Day

Almost half the respondents, 47 per cent, worked between six and eight hours a day, which corresponds to the conventional working day. However, 29 per cent worked between nine and ten hours, and a further 12 per cent worked more than ten hours. Taken together, 41 per cent of the sample worked beyond the standard eight-hour day. Only 12 per cent worked fewer than six hours. The distribution indicates that a substantial proportion of the respondents had limited discretionary time available for family and personal activities on working days.

Number of Children	Frequency (N)	Percentage (%)
None	30	30

Number of Children	Frequency (N)	Percentage (%)
One	27	27
Two	31	31
More than two	12	12
Total	100	100

Table 4. Number of Children

Thirty-one per cent of respondents had two children and 27 percent had one child, while 12 percent had more than two. Thirty per cent reported having no children. Seventy per cent of the sample therefore carried childcare responsibilities in addition to their employment, consistent with the age profile reported in Table 1 and providing context for the responses discussed in the following sections.

Factors Influencing Work-Life Balance

Statement	Mean	SD
I am able to manage my working hours effectively.	3.48	0.91
I am able to maintain a healthy balance between work and family responsibilities.	3.36	0.96
Technology or work-related communication affects my personal time.	3.72	0.88
My workplace provides policies that support work-life balance.	3.29	1.02
Overall Mean	3.46	0.94

Table 5. Factors Influencing Work-Life Balance

The overall mean of 3.46 places the respondents' work-life balance at a moderate level. However, the individual scores are more informative than the composite. The highest mean, 3.72, was recorded for the intrusion of technology and work-related communication into personal time, indicating that digital connectivity is the single strongest source of imbalance identified by the respondents. The ability to manage working hours effectively received a moderate score of 3.48, and maintaining a healthy balance between work and family responsibilities received a slightly lower score of 3.36.

The lowest mean, 3.29, was recorded for the availability of workplace policies supporting work-life balance, and this item also carried the highest standard deviation of 1.02. The dispersion indicates that provision is uneven across the sample, with some respondents reporting reasonable organisational support and others reporting very little. Read alongside Table 2, this variation is consistent with the differing policy environments of the government and private sectors. The pattern across the four items suggests that the



respondents attribute their difficulties less to personal time management, which they rate moderately well, than to external pressures over which they have limited control.

Impact of Work Responsibilities on Personal Life

Statement	Mean	SD
My work responsibilities reduce the time I can spend with my family.	3.58	0.93
Work-related stress affects my personal life.	3.76	0.87
I often carry work-related thoughts or problems into my personal time.	3.69	0.91
Balancing work and personal responsibilities makes me feel stressed.	3.61	0.95
Overall Mean	3.66	0.92

Table 6. Impact of Work Responsibilities on Personal Life

All four statements in this section recorded means above 3.50, and the overall mean of 3.66 is the highest of the three attitudinal sections. The respondents therefore perceive the intrusion of work into personal life more strongly than they perceive either their own balance or their job satisfaction. The highest mean, 3.76, was recorded for the effect of work-related stress on personal life, followed by the carryover of work-related thoughts into personal time (3.69). The strain of managing both domains scored 3.61 and the reduction of family time 3.58.

This ordering is consistent with the findings in Table 5. The two statements dealing with psychological carryover, namely stress and preoccupation, scored higher than the statement dealing with the physical reduction of family time. This suggests that respondents' difficulty is not confined to the number of hours spent at work. Even when they are physically present at home, a substantial proportion remain mentally engaged with work. The standard deviations across the four items are narrow, ranging from 0.87 to 0.95, which indicates a broadly shared experience across the sample rather than one confined to a particular subgroup.

Job Satisfaction

Statement	Mean	SD
I am satisfied with my current job.	3.71	0.86
I feel valued and respected in my workplace.	3.62	0.90
My job provides a good balance between professional and personal life.	3.35	0.97

Statement	Mean	SD
Overall, I am satisfied with my job.	3.68	0.84
Overall Mean	3.59	0.89

Table 7. Job Satisfaction among Respondents

The overall job satisfaction score of 3.59 falls at the lower end of the high category and may reasonably be described as moderate. Satisfaction with the present job recorded the highest mean (3.71), followed by overall satisfaction (3.68) and the experience of being valued and respected (3.62).

The lowest mean in this section, 3.35, was recorded for the statement that the job provides a good balance between professional and personal life, and it is the only item in the section to fall below 3.50. The 0.36 gap between this item and general satisfaction is noteworthy. It indicates that respondents are broadly content with the substantive content of their work and their standing in the organization, but regard the demands the job places on their time as its weakest aspect. This item aligns closely with the work-family balance item in Table 5, which scored 3.36, and the near-identical values lend internal consistency to the responses.

Perceived Overall Impact of Work-Life Balance

Statement	Mean	SD
Good work-life balance improves my job satisfaction.	3.94	0.79
A supportive work environment helps me maintain better work-life balance.	3.91	0.81
I prefer to stay in an organisation that supports work-life balance.	3.87	0.84
I believe my work-life balance influences my intention to remain in my current job.	3.82	0.86
Overall Mean	3.89	0.83

Table 8. Perceived Overall Impact of Work-Life Balance

The overall mean of 3.89 is the highest recorded in the study, and the standard deviations are the narrowest, ranging from 0.79 to 0.86. Respondents largely agree on this point. The statement that good work-life balance improves job satisfaction received the strongest agreement (3.94), followed by the contribution of a supportive work environment (3.91).

The two retention-related statements also scored highly, at 3.87 and 3.82, respectively, indicating that respondents connect work-life balance not only to how they feel



about their current job but also to whether they expect to remain in it. Taken together with Table 5, where the availability of supportive policies received the lowest score in the study, these results point to a clear gap between what the respondents value and what their workplaces currently provide.

Correlation Analysis

Variables	Pearson r	p-value	Interpretation
Work-life balance and job satisfaction	0.62	< 0.001	Positive and significant

Table 9. Pearson Correlation between Work-Life Balance and Job Satisfaction

The correlation between the composite work-life balance score and the composite job satisfaction score is positive and statistically significant ($r = 0.62$, $p < 0.001$).

This magnitude indicates a moderate to strong association. The coefficient of determination, $r^2 = 0.38$, indicates that approximately 38 percent of the variation in job satisfaction in this sample is accounted for by variation in work-life balance. The remaining 62 percent is attributable to factors not measured here, such as remuneration, career progression, job security, and the quality of supervisory relationships. Work-life balance is therefore an important determinant of job satisfaction among the respondents, though clearly not the only one. It should also be noted that correlation establishes association and not causation, and the cross-sectional design does not permit any claim about the direction of influence.

Hypothesis Testing

H₀: There is no significant relationship between work-life balance and job satisfaction among working women.

H₁: There is a significant positive relationship between work-life balance and job satisfaction among working women.

The hypotheses were tested using Pearson's product-moment correlation at the 5% level of significance. The null hypothesis was rejected where the obtained p-value was less than 0.05. Since the obtained p-value is below the 0.05 level of significance, the null hypothesis is rejected, and the alternative hypothesis is accepted. The study therefore concludes that there is a significant positive relationship between work-life balance and job satisfaction among working women. Respondents who reported better balance between their professional and personal responsibilities also reported higher levels of satisfaction with their work. In contrast, those who reported greater difficulty in managing the two domains reported lower satisfaction.

7. Discussion

The results of this study can be read alongside the existing literature in four respects. The first concerns the role of

technology. The highest-scoring item in Table 5 was the intrusion of work-related communication into personal time (3.72), and Table 6 reinforced this with a score of 3.69 for the carryover of work-related thoughts into personal life. This finding supports Solanki and Mandaviya (2021), who observed that continuous digital availability contributes to job stress among Indian professionals. It also qualifies the more optimistic reading offered by Amin and Hastayu (2020), who treated flexible and remote working arrangements primarily as a source of autonomy. The present results suggest that the same technology that enables flexibility also dissolves the boundary that protects personal time, and that the net effect depends on whether an organisation regulates after-hours contact. Flexibility without boundaries appears to shift work into the home rather than to reduce its demands.

The second concerns organisational support. Workplace policies supporting work-life balance received the lowest mean in the study (3.29), with the widest dispersion (1.02). This contrasts with Table 8, where respondents endorsed the value of a supportive work environment at 3.91. The gap between these two figures is the study's most striking result. Walga (2018) and Sumathi and Velmurugan (2020) both identified organisational support as a significant predictor of satisfaction with work-life balance, and the present findings

are consistent with their conclusions while adding that the provision itself remains inadequate and uneven in the sectors surveyed. Given that 42 percent of the sample came from the private sector, where formal flexibility provisions are typically less developed than in government employment, the dispersion in this item is unsurprising.

The third concerns the nature of the burden reported. Table 6 shows that the psychological items, work-related stress at 3.76 and preoccupation with work at 3.69, scored higher than the reduction of family time at 3.58. This distinction matters for policy. Interventions that address only the quantity of working hours, such as shorter shifts, may leave the main source of strain untouched if employees continue to carry work-related stress home. Shahani et al. (2021) identified long hours and workload as the dominant factors in their review, and this study refines that picture by suggesting that the mental residue of work may weigh more heavily than its duration. Since 70 percent of respondents had childcare responsibilities and 41 percent worked beyond eight hours a day, the combination of extended hours and psychological carryover places considerable demand on this group.

The fourth concern is the central relationship the study tested. The correlation of 0.62 between work-life balance and job satisfaction is consistent in direction and broadly comparable in



magnitude with the findings of Kasbuntoro et al. (2020) and Sumathi and Velmurugan (2020). The pattern in the present data also supports this relationship, as the work-personal balance item in Table 7 recorded the lowest satisfaction score (3.35). In contrast, general satisfaction remained at 3.68 and above. The respondents are satisfied with their work in most respects but dissatisfied with the demands it places on their time. Aruldoss et al. (2021) argued that job stress and job commitment mediate the relationship between quality of work life and work-life balance, and the high retention-related scores in Table 8 are consistent with that argument, since respondents link balance to their intention to remain in the organization. Nevertheless, with r^2 at 0.38, most of the variation in job satisfaction lies outside the scope of this study, and the finding should be understood as identifying one significant determinant among several.

8. Implications of the Study

The findings carry several practical implications for employers. Organisations may consider setting clear expectations for communication outside working hours, since after-hours contact emerged as the strongest single source of imbalance in this sample. Workload allocation deserves review in settings where employees routinely work beyond the standard day, as 41 percent of respondents did so. Formal and consistently applied flexibility provisions, rather than informal

arrangements that depend on individual supervisors, would address the wide variation observed in the policy item. Supervisory training in recognizing and responding to work-family strain may also help, since respondents reported that the psychological carryover of work, rather than its duration alone, was their principal difficulty. For employees who combine employment with childcare, provisions such as flexible start times, predictable schedules, and access to leave at short notice are likely to be particularly valuable.

9. Limitations and Scope for Future Research

The conclusions of this study should be read in light of four limitations. The sample of 100 respondents was selected using convenience sampling, which restricts the extent to which the findings can be generalised to the wider population of working women. The study relies on self-reported perceptions gathered at a single point in time, so current circumstances and social desirability may influence responses. The cross-sectional design establishes association but cannot determine the direction of causation between work-life balance and job satisfaction. Finally, the analysis was confined to descriptive statistics and correlation, and did not test for differences across demographic groups.

Future research may address these limitations by using probability sampling across a larger, geographically broader

sample; applying analysis of variance or regression to examine how age, sector, working hours, and number of children influence work-life balance; and adopting a longitudinal design to trace how the relationship develops over time. Comparative studies between the government and private sectors, and studies incorporating the perspectives of supervisors and family members, would further strengthen the evidence base.

10. Conclusion

This study examined the influence of work-life balance on job satisfaction among working women. The analysis shows that respondents maintain a moderate level of work-life balance, with an overall mean of 3.46, but experience a comparatively high level of work intrusion into their personal lives, with an overall mean of 3.66. Work-related communication through digital channels and the psychological carryover of work-related stress emerged as the most significant sources of strain, while the availability of supportive workplace policies received the lowest rating in the study.

Respondents' job satisfaction was moderate (3.59), and the weakest element was the balance the job afforded between professional and personal life. The correlation analysis established a significant positive relationship between work-life balance and job satisfaction ($r = 0.62$, $p < 0.001$), leading to rejection of the null hypothesis. Respondents also recognized

this relationship, recording the highest agreement in the study with the proposition that good work-life balance improves job satisfaction.

The central conclusion is that work-life balance is a significant determinant of job satisfaction among working women, and that the main obstacles lie in organizational practice rather than individual time management. Employers who set boundaries around after-hours communication, allocate workloads realistically, and provide flexibility through formal, consistently applied policies are likely to improve both employee well-being and job satisfaction. Given that most respondents linked work-life balance to their intention to remain with their employer, such measures may also serve the organization's interest in retaining experienced staff.

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