RESEARCH ARTICLE

WORK LIFE BALANCE AND EMPLOYEE SATISFACTION AMONG MALE EMPLOYEES

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ABSTRACT

This study examined work life balance and employee satisfaction among male employees. In order to achieve this objective, the study anchored on Hertzberg's Two Factor theory which recognizes that employees have two categories of needs that operate in them which affects employee satisfaction. Relevant literatures were explored. The findings of the study revealed that work overload, role conflict and family-related stress has significant relationship with job satisfaction. Work life balance has a considerable importance for the organizational concern, because it has a direct effect on employee health, their performance and job satisfaction. It affects both employees and employers alike, and declines their productivity, job performance and job satisfaction. Work life balance influences the people both in positive and negative way. Based on this, it was recommended that organizations should put in effective work life balance management strategy that will reduce workload pressure, role conflict and family related stress so as to improve the job satisfaction of their employees. Also, employees should take measures which are under their control that allow them to correctly perform their responsibilities and duties assertively. Relaxation in various forms which does not hamper their work can be an appropriate factor to recover from identified work-life balance issues.

Key words:

INTRODUCTION

Work environment has become more stressful because of diverse roles expectations, cut throat competition, globalization and technological innovations. Such changes have created several complications on both the domestic and professional fronts of the employees (Castro and Martins, 2010). The pressure of work has been intensifying and there is growing feeling among employees that the demands of work begin to dominate life, and a sense of lack of work-life balance is felt. The challenge of integrating work and family life is a part of everyday reality for the majority of employees now-a-days (Chimote and Srivastava, 2013). Work-life balance varies from country to country. In all countries, some people have their own businesses and have no requirement to go to a work organization and obey company policies. This does not mean that they have a balanced life between their work and family. 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 families and on other social life activities (Martins and Coetzee, 2011). Work-life balance is the degree to which an individual is equally engaged in and satisfied with his or her role at work and family role as well. Work-life balance comprises the following three components: Time balance (equal time devoted to work and family); involvement balance (equal involvement in work and family); and satisfaction balance (equal satisfaction with work and family). Work-family conflict may occur when the demands of work and family are incompatible (Burman and Goswami, 2018). Work-life balance has relevance for all individuals. Burman and Goswami (2018) suggest that work-life balance denotes not only a balance between work and family, but a balance between work and the rest of life's activities.

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Researchers found work-life balance to be positively related to both individual and organizational outcomes, for instance, improved financial performance, employee satisfaction and productivity, organizational commitment and attachment, and organizational behaviour (Shankar and Bhatnagar, 2010). There are two perspectives on work-life balance, one at the individual (employee) level and the other at the organizational level (Chimote and Srivastava, 2013). Is work-life balance for the individual to achieve and maintain or for the organization? Is it the organization's responsibility? Despite the introduction of flexible working regimes, hours of work are increasing, unpaid overtime and working at home are common. Many employees use their evening and weekend working for their employers. Demographic changes in the labour profile and increased workforce diversity facilitated by legislated employment equity and affirmative action drives have resulted in a renewed interest in work-life balance experiences over the past decade (Mostert *et al.,* 2011). Work and home (or families) are the two most significant domains in the life of an employed individual (De Klerk and Mostert, 2010), and as such work-life balance has relevance for all individuals. Guest (2012) delineates the domains of "work" and "the rest of life", resulting in the concept having a new relevance to all working individuals. Research on work-life balance has increased as workers now give greater priority to seeking balance between work and the rest of life. However, despite the different and evolving definitions of work-life balance and the presumed virtue thereof, the concept has not undergone extensive scrutiny, the definitions of balance are not entirely consistent with one another, the measurement of balance is problematic, and the impact of work-family balance on individual well-being has not been firmly established. Much debate and uncertainty have been noted with regard to conceptualizing and measuring the concept (Potgieter and Barnard, 2010). This study will therefore examine how work-life balance affect employee satisfaction among male employees.

Statement of the problem

It is believed that balancing a successful career with a personal or family life can be challenging and can impact on a person's satisfaction at work and personal life's roles. Work life balance arises from stressors at the workplace. These are the demanding and unreasonable situations associated with the organization itself. They include high levels of organizational politics, demanding organizational cultures and poor leadership styles which can create friction; heighten dysfunctional competition between individuals and increased dissatisfaction. Lack of performance feedback, inadequate career development, work place violence, sexual harassment and inequality in remuneration and incentives have also been cited as some of the causes in the increase of work-life balance among employees. Work-life balance exists in every organization either big or small. The work places and organizations have become so complex and that has a strong effect on work-life balance which has significant effects over the employees' job satisfaction. Lakshmi and Das (2019) claimed that work life balance shows impact on the attitudes and behaviors of the employees towards productivity. Eleven forces are used as an antecedent of work-life balance by researches (overload, role vagueness, role conflict, responsibility for family, participation, Lack of feedback, keeping up with quick technological change, being in an innovative role, career growth, organizational structure and environment, and recent episodic events). Also, work overload (excessive work or work that is outside one's capability), role ambiguity (role insufficient information concerning powers, authority and duties to perform one's role), role conflict (supervisors or subordinates place contradictory demands on the individual), responsibility for people (responsibility for people, well-being works, job security) and professional development participation (Extent to which one has influence over decisions relevant to one's job), have effects on work-life balance (Okeke, 2017). Adikaram (2016) identifies the problem of work life balance on job satisfaction as factors of working hours, working conditions, work-load pressure and job security. When people are dissatisfied with their workplace and job, it leads to a negative impact on their work outcomes and personal life. Global competition and multi-cultural environment which is characterized by a changing world of work, technological advancement, international competition, an increasingly diverse workforce and the emergence of a global knowledge economy are also precursors of work-life balance issues. These factors affect both the employees and the organizations, regardless of their industry, structure or size (Castro and Martins, 2010). This study examined work life balance and employee satisfaction among male employees.

Theoretical review

This study will anchor on Hertzberg's Two Factor Theory. Robbins (2011) cited Hertzberg's Two Factor Theory as a determinant of what people actually want from their jobs. It was developed by a psychologist Frederick Hertzberg in 1959, who theorized that job satisfaction and job dissatisfaction act independently of each other. The characteristics related to job satisfaction include advancement, recognition, the work itself, achievement, growth and responsibilities. Hertzberg referred to these characteristics as "motivators". The characteristics related to dissatisfaction, which include working conditions, supervision, interpersonal relationships, company policy and administration were referred to as "hygiene" factors.

It states that there are certain factors in the workplace that cause job satisfaction, while a separate set of factors cause dissatisfaction. The theory perceives workplace as an independent variable and job satisfaction as a dependent variable. These variables concur with the study variables which are technical environment, physical environment and organizational environment and job satisfaction. According to Schermerhorn (1993), Herzberg's two-factor theory is an important frame of reference for managers who want to gain an understanding of job satisfaction and related job performance issues. Schermerhorn asserted that Herzberg's two-factor theory is a useful reminder that there are two important aspects of all jobs: what people do in terms of job tasks (job content), and the work setting in which they do it (job context). Schermerhorn suggested that managers should attempt to always eliminate poor hygiene sources of job dissatisfaction in the workplace and ensure building satisfier factors into job content to maximize opportunities for job satisfaction. Therefore, this theory is relevant and significant to this study in that it recognizes that employees have two categories of needs that operate in them and that both should be addressed. This theory therefore can guide a researcher in establishing determinants of work environment that affects employee satisfaction.

Concept of work life balance: Iverson and Buttigieg (2002) posits that defining the concept of work-life balance is a complex task, as it can be viewed from the meaning of work life and balance. Work and life have unclear definitions in the literature where work involves paid employment and life involves everything outside of the environment of formal employment, but usually connotes the realm of family or home life (Shankar and Bhatnagar, 2010). Work life balance is not merely related to work and life; it is the positive state of mind. Work life balance in its broadest sense, is defined as a satisfactory level of involvement or 'fit' between the multiple roles in a person's life. Work-life balance is about the interaction between paid work and other activities, including unpaid work in families and communities, leisure and personal development. Work-family balance is the extent to which an individual is equally self-engaged and equally satisfied with his or her work role and family role. Work-life balance does not mean an equal balance in units of time between work and life. It is not a tight rope walk between two poles acting as an organizational commitments and home demands at the same time, but it is about proper understanding of the priorities of the professional and personal level. Burman and Goswami (2018) describe work life balance as satisfaction and good functioning at work and at home with a minimum of inter-role conflict, and posit that, at times, it is characterized by the absence of unacceptable levels of conflict between work and non-work demands. It follows that when the demands of the work and non-work domains are mutually incompatible, conflict may occur, and it is for this reason, that a lack of balance between work and non-work is commonly conceptualized as work/family conflict or work/non-work conflict (Burman and Goswami, 2018). Work-life balance can be defined as the extent to which an individual is engaged in and equally satisfied with his or her work role and family role. The study of work-life balance stems from perspectives emphasizing conflict between work and family roles (Potgieter and Barnard, 2010). These perspectives include work-family conflict, work-family integration, work life interaction and work life balance (Oosthuizen and Mostert, 2010). Overwork was initially identified as the primary reason for work life

balance problems, which probably contributed to earlier opinion that work life conflict results when mutually incompatible pressures are experienced in work and family roles. Studies on work-family conflict started off with a fairly one-dimensional conceptualization of the construct and focused in particular on married women entering the job market, on dual-career couples and single-parent households (Potgieter and Barnard, 2010).

Work life balance is a state of equilibrium in which the demands of both a person's job and personal life are equal (Lockwood, 2013). It is the ability to effectively manage the juggling act between paid work and the other activities, that are important to people. Muchiti (2015) explained, the principle of work-life balance is that "there should be balance between an individual's work and his life outside work and this balance should be healthy. Work Foundation defined the concept of work-life balance and highlighted that it is all about employees achieving a satisfactory equilibrium among work, and non-work activities (That is parental responsibilities and wider caring duties, as well as other activities and interests). Changes in the social, political and economic fabric of societies have influenced and continued to influence both the nature of employment and its relationship to life outside work. The concept of work life balance is becoming more and more relevant in an ever dynamic working environment. Work life balance, from employee perspective, is the maintenance of responsibilities at work and at home. Employees view the benefits or working conditions as work life benefits which help employees to balance the families and work domains (Russell and Bowman, 2010). In contrast, work-life conflict is a demand in the form of inner role conflict where in role pressures from the work and other life domains, such as family, are mutually incompatible in some respect, whereby participation in one role is made more difficult by the virtue of participation in the other. Initially, the concept of work life conflict was focused on impact of family demands on work. It now extends to the impact that work has on individual stress, relationship and family well-being (Russell and Bowman, 2010).

Concept of employee satisfaction

The extent to which the people like (satisfaction) or dislike (dissatisfaction) their jobs can be defined as job satisfaction. Employee satisfaction is the level of satisfaction that a person feels regarding his or her job. However, employee dissatisfaction can occur due to employee sabotage by fellow workers (Umana and Okafor, 2019). The feeling of satisfaction is mainly based on an individual's positive perception of the job. Job satisfaction can be influenced by a person's ability to complete required tasks, the level of communication in an organization and the way that the management treats the employee (Shagvaliyeva and Yazdanifard, 2014). Employee satisfaction has been frequently studied and is deemed to be the most important attitude in the organizational behavior field. It is often a central variable in the study and research of organizational phenomena (Martin and Roodt, 2018). Employee satisfaction is a generalized affective work attitude towards one's present job and employer (Martin and Roodt, 2018) resulting from cognitive processes and is an embodiment of employees' perception of how well their job provides for their hierarchy of needs, values and expectations (Luthans, 2016). Job satisfaction focuses on employees' attitudes towards their jobs. It is the degree to which individuals feel

positively or negatively about their jobs. Employees with high levels of job satisfaction have positive attitudes towards their jobs, while those with job dissatisfaction have negative attitudes towards their job (Moore, 2000). Dissatisfaction can occur as a result of groupthink where minority opinion is stifled (Umana and Okafor, 2019). According to Luthans (2016), there are three general dimensions to job satisfaction: First, it is an emotional response to a job situation; second, it is determined by the extent to which expectations are met; and third, job satisfaction represents several related attitudes. There are many facets of a job to which employees have affective responses, including the work itself; pay and promotion opportunities; leadership and co-workers (Luthans, 2016). The fulfilment of various needs of employees is vital because it will determine their behaviour in organizations. Both extrinsic and intrinsic needs need to be fulfilled (Luthans, 2016). Intrinsic satisfaction is derived from performing work and consequently experiencing the feelings of accomplishment, self-actualization and identity with the work. Extrinsic satisfaction is derived from the rewards the individual receives from his or her peers, managers or the organization. This can take the form of advancement, compensation or recognition (Martin and Roodt, 2018).

FINDINGS

This work examined the work-life balance and job satisfaction. Based on the literature explored, it was shown that:

- Workload pressure has a significant effect on job satisfaction negatively.
- Role vagueness has a significant relationship with job satisfaction.
- Organizational politics has significant relationship with job satisfaction
- Inadequate career development was found to have no significant relationship with job satisfaction.

Conclusion

This study examined the effect of work life balance on employee satisfaction among male employees. The study found that work overload, role conflict and family-related stress has significant relationship with job satisfaction. Due to these sources of work life balance, employee engagement to work decreases and ultimately it negatively affects job satisfaction of employees. Work life balance of employees is becoming a serious issue in the banking industry. Work life balance has a considerable importance for the organizational concern, because it has a direct effect on employee health, their performance and job satisfaction. It affects both employees and employers alike, and declines their productivity, job performance and job satisfaction. Work-life balance influences the people both in positive and negative way. At the initial stage, it influences positively by motivating employees, but if it becomes persistent, it influences the people in a negative way through increasing frustration, anxiety and tardiness. It is understandable that in every organization, certain percentage of the working population suffers from job related work life balance but work life balance should not be taken as individual problem.

Recommendations

Based on the findings of this study, it is recommended that:

- Organizations should put in effective work life balance management strategy that will reduce workload pressure, role conflict and family related stress so as to improve the job satisfaction of their employees.

- Employees should take measures which are under their control that allow them to correctly perform their responsibilities and duties assertively. Relaxation in various forms which does not hamper their work can be an appropriate factor to recover from identified work-life balance issues.

- In order to cope with work-life balance issues within the workplace, it is necessary for management to look out for signs indicating that the employees are being pressurized into too much work. This can also increase in the employee satisfaction and motivation.

- Employees should not be encouraged to spend excessive time working instead they should be allowed to go home at the appropriate time.

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