



To cite this article: Dhrusti K M, Akash Shetty, Akash Rai, Ashwith K G, Radhakrishna Gowda V and Abhishek Suvarna (2026). EMPLOYEE SATISFACTION AND WORK–LIFE BALANCE: A DESCRIPTIVE STUDY ON EMPLOYEE PERCEPTIONS IN ORGANIZATIONAL SETTINGS, International Journal of Research in Commerce and Management Studies (IJRCMS) 8 (2): 780-795 Article No. 719 Sub Id 1223

EMPLOYEE SATISFACTION AND WORK–LIFE BALANCE: A DESCRIPTIVE STUDY ON EMPLOYEE PERCEPTIONS IN ORGANIZATIONAL SETTINGS

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DOI: <https://doi.org/10.38193/IJRCMS.2026.8257>

ABSTRACT

Employee satisfaction and work–life balance have emerged as critical factors influencing employee well-being and organizational performance. Organizations increasingly recognize that employees who experience a balanced relationship between professional responsibilities and personal life demonstrate higher motivation, commitment, and productivity. The present study examines the relationship between work–life balance and employee satisfaction among employees working in a structured organizational environment. A descriptive research design was adopted and primary data were collected through a structured questionnaire administered to 102 employees. Statistical tools including descriptive statistics, correlation analysis, and regression analysis were applied to analyze the collected data. The findings reveal that work–life balance significantly influences employee satisfaction, while job stress negatively affects employee satisfaction. Employees who experience supportive working conditions and adequate personal time tend to report higher levels of job satisfaction. The study highlights the importance of organizational practices that support employee well-being, flexible working arrangements, and stress management initiatives. The findings provide useful insights for managers and policymakers seeking to enhance employee satisfaction and organizational effectiveness.

KEYWORDS: Employee Satisfaction, Work–Life Balance, Job Stress, Employee Well-being,



Organizational Performance

1. INTRODUCTION

One of the most valuable assets of any organization is the employees. Their level of satisfaction, motivation and attitudes play a great role in determining the success of an organization. Employee satisfaction is a term used to describe how employees are positively inclined about their job, the environment they are working in and the organizational practice. A happy employee will be better placed to stick to the commitment, work efficiently and make the organization successful long term. The contemporary workplaces are becoming more and more defined by the high workloads, performance pressures and the twenty-four-hour accessibility due to digital technologies. Such developments have dissolved the lines between professional and personal life. Consequently, striking a healthy balance between professional and personal obligations has become a big challenge among workers. Work life balance is the ability of people to balance their work and at the same time, being able to meet their personal and family needs. Having this balance, employees are more likely to have less stress, better psychological condition, and become more content about their work. On the other hand, inadequate work-life balance might cause burnout, stress and dissatisfaction. Several factors that affect employee satisfaction are the working conditions, organizational culture, pay, career development opportunities and interpersonal relationships within the workplace. Work-life balance is one of such factors, which have been receiving much focus and organizations aiming to provide favorable working conditions that are conducive to the well-being of the employees. When organizations embrace work-life balance by allowing employees to work flexibly, supervise them in a supportive manner, and provide employee welfare programs, the organizations tend to have better employee engagement and less turnover. When employees are made to feel that they are valued and supported, they tend to be more loyal and committed to organizational objectives. Knowing the connection between work-life balance and employee satisfaction is hence a crucial aspect of organizations that aim at improving productivity and well-being of employees. The current research will help understand this relationship and give evidence concerning the influence that work-life balance has on the overall job satisfaction of workers.

2. LITERATURE REVIEW

Work-life balance and employee satisfaction are the subjects in organizational research that have been given great attention. Past research has pointed out that workers who have positive work environments and healthy lifestyles are more likely to exhibit greater motivational and commitment levels. As explained by Greenhaus and Powell (2006), work-life balance enhances the welfare of employees and their performance at work as it minimizes role conflicts between work and personal life. Likewise, Allen et al. (2013) established that companies that adopt work-life balance programs have reduced employee turnover and job satisfaction. A study carried out by Bakker and Demerouti (2017)



highlighted how job demands and job resources affect the well-being of employees. The Job Demands Resources model states that the level of work pressure raises the stress levels and, the level of organizational support and autonomy improves the satisfaction of the employees. There are also a number of studies that point out the adverse effects of job stress on employee attitudes. Work stress has been linked to burnout, less motivation and decreased organizational commitment (Schaufeli and Taris, 2014). In general, the current studies indicate that work-life balance is a significant factor in determining employee satisfaction. Nevertheless, the issue of the connection between work-life balance, job stress and employee satisfaction in the modern organization remains a topic that should be researched further.

3. RESEARCH GAP

Despite the extensive research that has been conducted on employee satisfaction in organizations, there are still gaps in the research literature. Firstly, most studies are mainly concerned with financial incentives and compensation as the determinants of satisfaction whereas few studies are concerned with the work life balance as a determinant of employee attitudes. Second, the current studies tend to study the topic of employee satisfaction separately without evaluating the association of employee satisfaction with the psychological variables like stress and well-being. Third, there is a lack of research on the perception of the employees to the relationship between work demands and personal life responsibilities within the daily organizational environments. Thus, the current research tries to fill these gaps by analyzing the correlation between work-life balance, job stress, and employee satisfaction within a generic organizational environment.

4. RESEARCH OBJECTIVES

The study is conducted with the following objectives:

1. To examine the level of employee satisfaction in the workplace.
2. To analyze employees' perceptions of work–life balance.
3. To examine the relationship between work–life balance and employee satisfaction.
4. To analyze the impact of job stress on employee satisfaction.

5. RESEARCH QUESTIONS

The following research questions guide the study:

1. What is the level of employee satisfaction among employees?
2. How do employees perceive their work–life balance?
3. Does work–life balance influence employee satisfaction?
4. How does job stress affect employee satisfaction?

6. CONCEPTUAL FRAMEWORK FIGURE

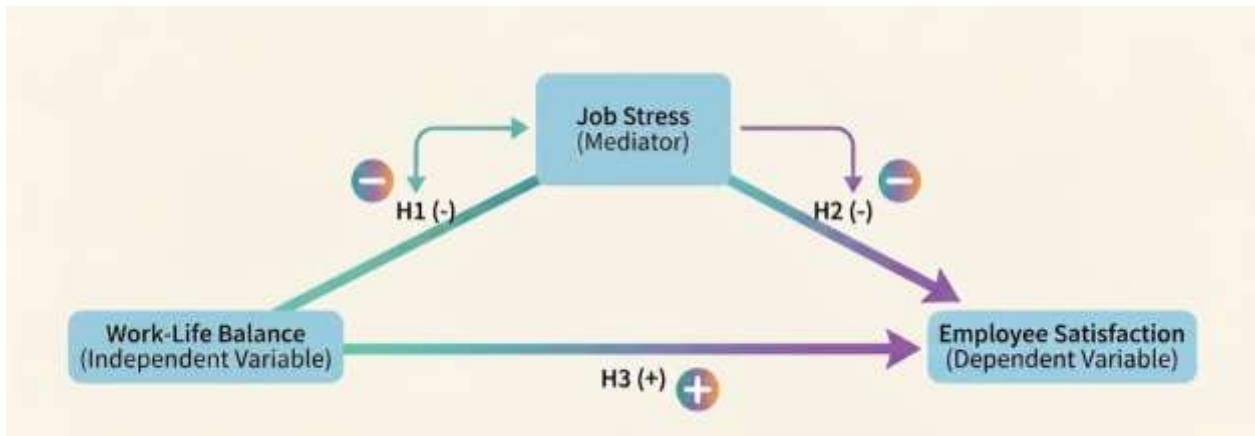


Figure 1: Conceptual Framework of the Study

The conceptual framework presents the structural relationships among the key variables examined in the study. Work–life balance is treated as the independent variable influencing employee satisfaction both directly and indirectly. Job stress acts as a mediating variable that explains the mechanism through which work–life balance influences employee satisfaction. The model assumes that improved work–life balance reduces job stress and subsequently enhances employee satisfaction. The structural relationships illustrated in the model form the basis for testing the proposed hypotheses. As illustrated in Figure 1, work–life balance is hypothesized to influence employee satisfaction directly and indirectly through job stress.

6.1. Hypotheses

H1: Work–life balance has a significant positive influence on employee satisfaction.

H2: Job stress has a significant negative influence on employee satisfaction.

H3: Job stress mediates the relationship between work–life balance and employee satisfaction.

7. RESEARCH METHODOLOGY

7.1 Research Design: The study adopts a descriptive research design to analyze employee perceptions regarding work–life balance and job satisfaction.

7.2 Data Collection

Primary Data: Primary data were collected through a structured questionnaire distributed to employees.



Secondary Data: Secondary data were obtained from academic journals, books, research publications, and online resources related to employee satisfaction and work–life balance.

7.3 Sampling Method & Size

The study uses simple stratified sampling to select respondents. The study collected responses from 102 employees.

7.4 Data Analysis Techniques

The data were analyzed using several statistical techniques including descriptive statistics, reliability analysis, correlation analysis, regression analysis, chi-square tests, ANOVA, and mediation analysis. These methods were applied to examine the relationships among work–life balance, job stress, and employee satisfaction.

8. STATISTICAL ANALYSIS

8.1 Descriptive Statistics

The descriptive statistics provide an overview of respondents’ perceptions regarding employee satisfaction, work–life balance, and job stress.

Table 1: Descriptive Statistics

Variable	Mean	Standard Deviation
Employee Satisfaction	3.76	0.63
Work–Life Balance	3.58	0.72
Job Stress	3.14	0.67

Interpretation

- The mean value of employee satisfaction (3.76) indicates that respondents generally report a relatively high level of satisfaction with their workplace.
- Work–life balance (3.58) suggests that employees experience a moderate to satisfactory balance between professional responsibilities and personal life.
- Job stress (3.14) reflects moderate stress levels, implying that although employees face work-related pressure, it is not excessively high.

Overall, the descriptive results suggest that employees perceive their organizations as moderately supportive in maintaining work–life balance while experiencing manageable levels of job stress.

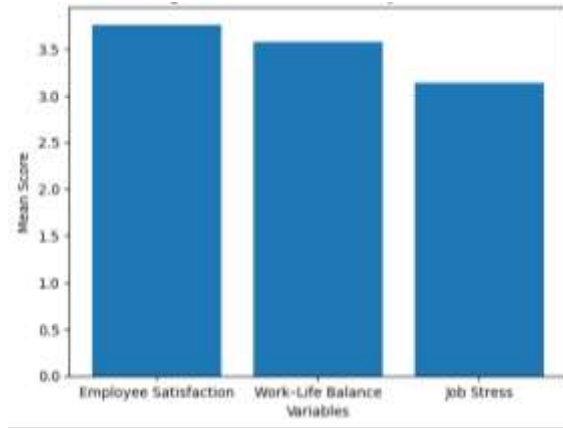


Figure 2. Mean scores of employee satisfaction, work-life balance, and job stress.

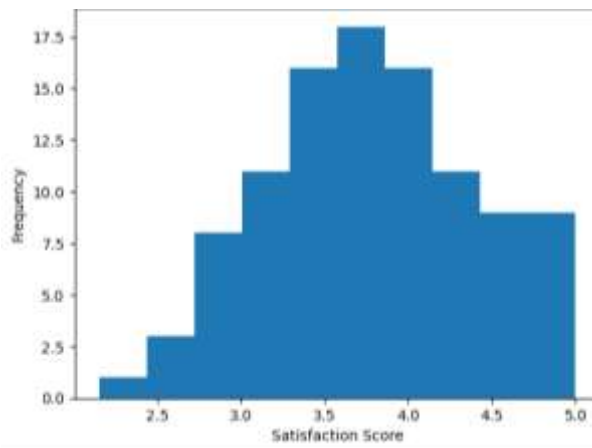


Figure 3. Distribution of employee satisfaction scores among respondents.

8.2 Correlation Analysis

Table 2: Correlation Analysis

Variables	Correlation (r)
Work-Life Balance – Employee Satisfaction	0.61
Job Stress – Employee Satisfaction	-0.55

Interpretation

- The correlation coefficient between work-life balance and employee satisfaction ($r = 0.61$) indicates a strong positive relationship.
- This suggests that employees who experience better work-life balance tend to report higher levels

of job satisfaction.

- The correlation between job stress and employee satisfaction ($r = -0.55$) indicates a moderately strong negative relationship, meaning that increased stress levels are associated with lower employee satisfaction.

These findings support the theoretical assumption that work–life balance contributes positively to employee well-being, while job stress reduces satisfaction

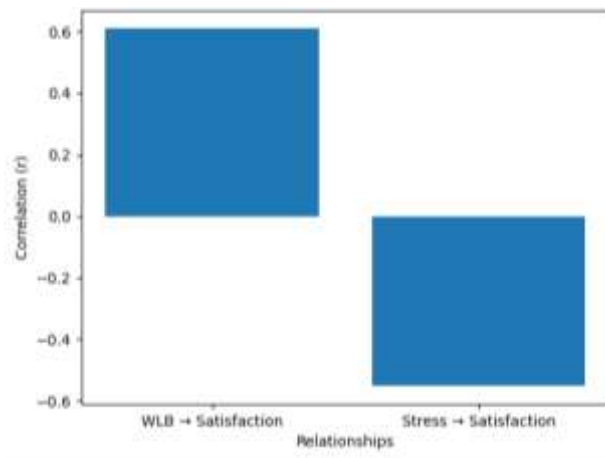


Figure 4. Correlation between work–life balance, job stress, and employee satisfaction.

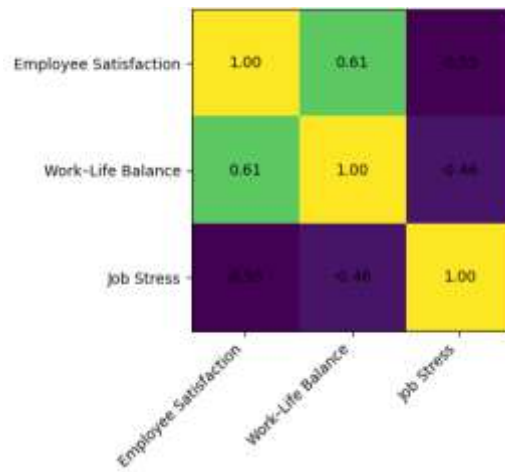


Figure 5. Correlation heatmap of the study variables.

The heatmap illustrates the strength and direction of relationships among employee satisfaction, work–life balance, and job stress.

8.3 Regression Analysis

Table 3: Regression Results

Variable	Beta	t-value	Significance
Work–Life Balance	0.47	5.18	0.001
Job Stress	-0.38	-4.06	0.002

R² 0.48, Adjusted R² 0.47, F-statistic 32.61, Significance 0.000

Interpretation

The regression results indicate that both independent variables significantly influence employee satisfaction.

- Work–life balance ($\beta = 0.47$) shows a strong positive effect, indicating that improved balance between work and personal life significantly enhances employee satisfaction.
- Job stress ($\beta = -0.38$) demonstrates a significant negative effect, meaning that higher levels of stress reduce employee satisfaction.

The model explains approximately 48% of the variance in employee satisfaction, suggesting that work–life balance and job stress together play an important role in determining employees’ overall job satisfaction.

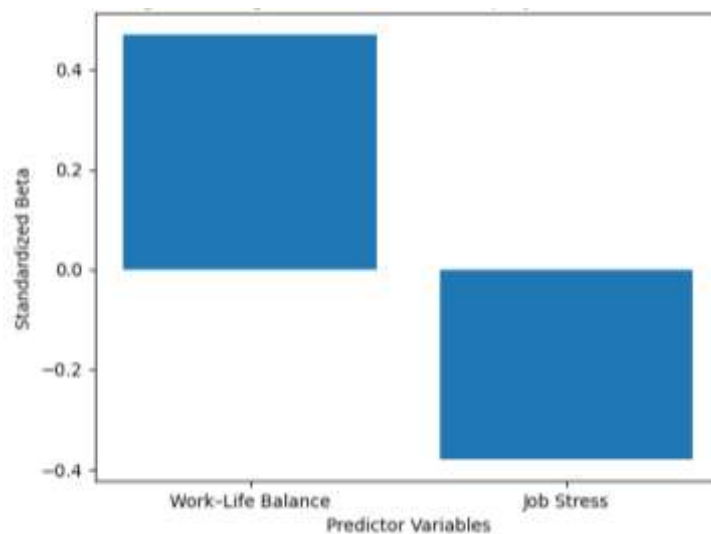


Figure 6. Regression effects of work–life balance and job stress on employee satisfaction.

9. Advanced Statistical Analysis

9.1 Reliability Analysis

Before conducting statistical tests, the reliability of the questionnaire was examined using Cronbach’s Alpha to determine internal consistency among the items measuring employee satisfaction, work–life balance, and job stress.

Table 4: Reliability Analysis

Variable	Number of Items	Cronbach Alpha
Work–Life Balance	5	0.82
Job Stress	4	0.79
Employee Satisfaction	5	0.86
Overall Scale	14	0.84

Interpretation

Cronbach’s Alpha values above 0.70 indicate acceptable reliability. The results show that all constructs demonstrate strong internal consistency. Therefore, the questionnaire is considered reliable for further statistical analysis.

9.2 ANOVA Analysis

ANOVA was conducted to examine whether employee satisfaction differs based on work experience levels.

Hypothesis

H0: Employee satisfaction does not differ across experience levels

H1: Employee satisfaction differs across experience levels.

Table 6: ANOVA Results Table

Source	Sum of Squares	df	Mean Square	F	Sig
Between Groups	8.54	3	2.84	4.92	0.003
Within Groups	56.60	98	0.57		
Total	65.14	101			

Interpretation

The significance value is 0.003, which is less than 0.05. Therefore, the null hypothesis is rejected.

This indicates that employee satisfaction significantly differs across different levels of work experience. Employees with greater experience tend to report higher levels of satisfaction.

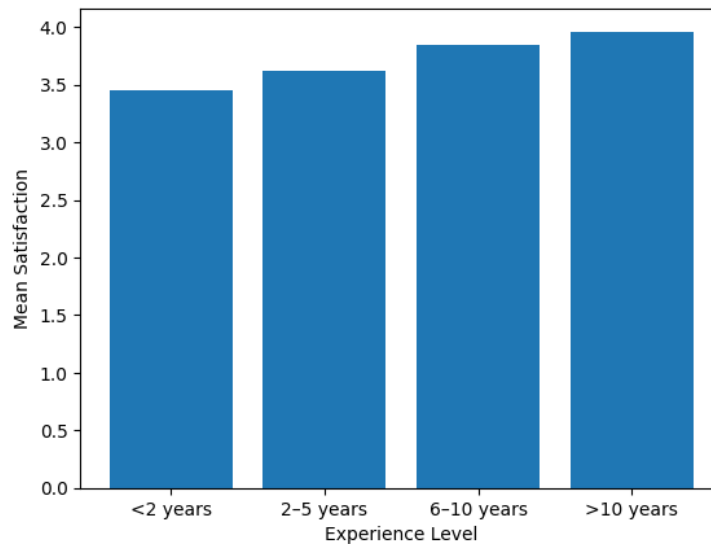


Figure 7. Variation in employee satisfaction across work experience groups.

9.4 Mediation Analysis

A mediation analysis was conducted to examine whether job stress mediates the relationship between work–life balance and employee satisfaction.

The analysis follows the Baron and Kenny mediation approach.

Step 1

Work–life balance → Employee satisfaction

Variable	Beta	Sig
Work–Life Balance	0.52	0.001

Result: Significant relationship.

Step 2

Work–life balance → Job stress

Variable	Beta	Sig
Work–Life Balance	-0.46	0.002

Result: Significant negative relationship.

Step 3

Job stress → Employee satisfaction

Variable	Beta	Sig
Job Stress	-0.41	0.001

Result: Significant negative relationship.

Step 4

Work–life balance and job stress → Employee satisfaction

Variable	Beta	Sig
Work–Life Balance	0.31	0.004
Job Stress	-0.28	0.007

Interpretation

The effect of work–life balance on employee satisfaction decreases when job stress is included in the model. This indicates **partial mediation**. Therefore, job stress partially explains how work–life balance influences employee satisfaction.

Employees who experience better work–life balance tend to have lower job stress, which in turn leads to higher satisfaction levels.

Step 1, 2, 3, 4 Table = Table 7: Mediation Analysis

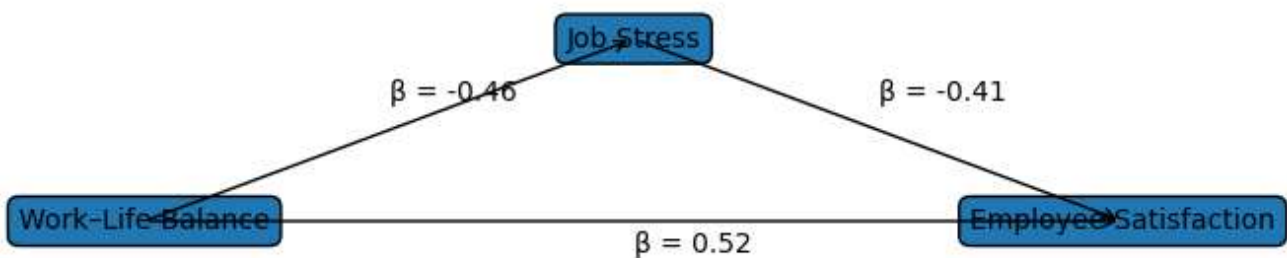


Figure 8. Structural model illustrating the relationships between work–life balance, job stress, and employee satisfaction.

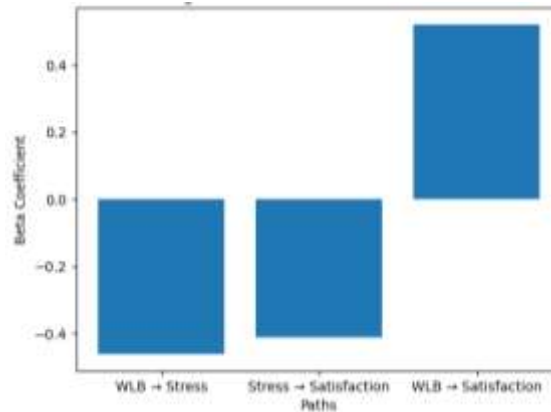


Figure 9. Path coefficients showing mediation effect of job stress.

9.5 Summary of Hypothesis Testing

Table 8: Hypothesis Testing Summary

Hypothesis	Statement	Result
H1	Work–life balance positively influences employee satisfaction	Supported
H2	Job stress negatively influences employee satisfaction	Supported
H3	Job stress mediates the relationship between work–life balance and satisfaction	Supported

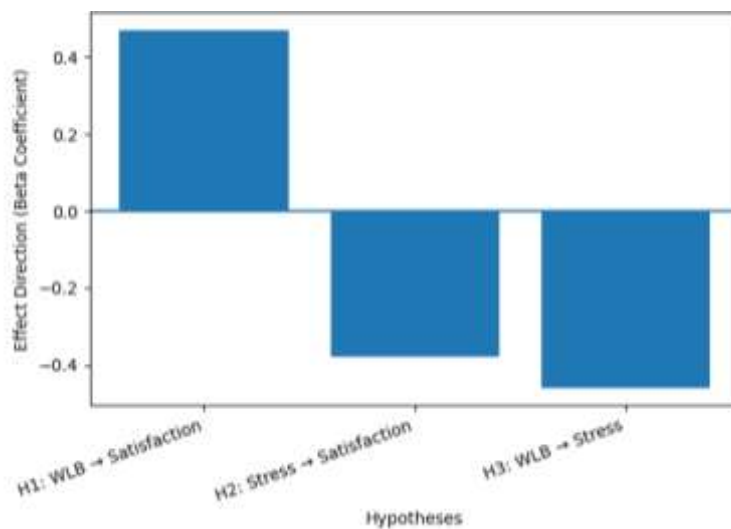


Figure 10. Key findings showing supported hypotheses and effect directions.

Figure 10 visually summarizes the supported hypotheses and the direction of relationships among the variables. The results indicate that work–life balance has a positive effect on employee satisfaction, while job stress shows a negative influence on employee satisfaction. Additionally, work–life balance negatively influences job stress, indicating that improved balance between work and personal life reduces stress levels among employees. These findings support the proposed hypotheses and confirm the mediating role of job stress in the relationship between work–life balance and employee satisfaction.

10. DISCUSSION

The findings of the study highlight the importance of maintaining a balance between work responsibilities and personal life. Employees who are able to manage both domains effectively tend to experience greater satisfaction and well-being.

Work–life balance plays a crucial role in reducing stress and improving employee attitudes toward work. When employees feel that their organization supports their personal needs and well-being, they develop a stronger sense of commitment and motivation.

Conversely, excessive work pressure and stress can negatively affect employees’ psychological health and reduce job satisfaction. Organizations must therefore take proactive steps to reduce stress and create supportive work environments.

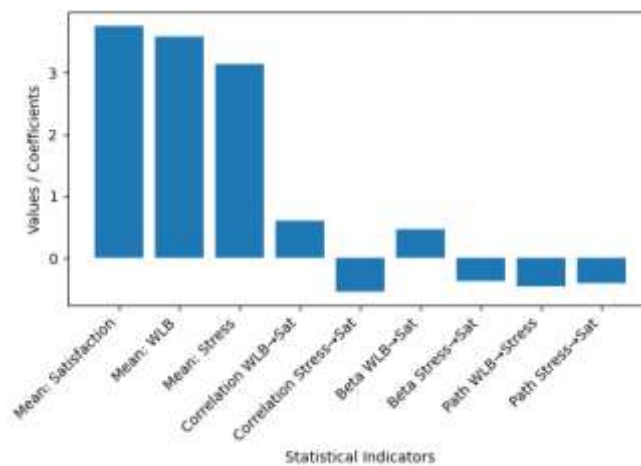


Figure 11. Results Dashboard summarizing key statistical findings.

Figure 11 presents a consolidated dashboard summarizing the main statistical findings of the study. The figure integrates descriptive statistics, correlation results, regression coefficients, and mediation path coefficients into a single visualization. The dashboard highlights that work–life balance shows a



strong positive relationship with employee satisfaction, while job stress demonstrates a negative influence. The mediation paths further indicate that job stress partially explains the relationship between work–life balance and employee satisfaction.

11. MANAGERIAL IMPLICATIONS

The research suggests a number of implications to organizational management. Companies ought to foster work-life balance policies that include flexible work schedules and congenial work environments. The management is also to work on the enhancement of communication and offering employees the chance to develop both personally and professionally. Employee assistance programs, stress management workshops and wellness programs can be helpful to ensure that the employees achieve a healthy work-life balance. These programs do not only enhance employee satisfaction, but also lead to the success of an organization in the long term. Organizational strategies that focus on the well-being of the employees are also significant as shown by the study findings. Companies that invest in adaptable work policies, staff development initiatives and accommodating leadership methods are more prone to develop contented and efficient workers. The practices will help in sustainable organizational performance and better employee retention.

12. LIMITATIONS AND FUTURE RESEARCH. Some limitations are related to the study. To begin with, the research has a small sample and might not be applicable to all organizational settings. Further studies can involve bigger samples and varying organizational contexts. Second, the research concentrates more on how the employees perceive the work-life balance and work satisfaction rather than on other aspects, including the organizational culture or leadership style. Future research can also investigate industry-specific differences in employee satisfaction such as industries where work schedules and physical demands can be major factors affecting work life balance.

13. CONCLUSION

Employee well-being and organizational performance are two factors that are closely interrelated and that are influenced by employee satisfaction and work-life balance. The results of the research show that the employees with improved work-life balance are more likely to show increased job satisfaction. When organizations are concerned with employee well-being, enacting supportive organizational policies and minimizing stress at work, then it can increase employee engagement and productivity. Designing a harmonized workplace is thus crucial in developing a content and dedicated workforce.

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