



# Impact of work life balance on job satisfaction in Flexible working arrangements

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## Abstract:

Work and life balance now a days is a topic on which most employers as well as employees are concerned with individuals facing increasing demands and responsibilities both in and outside of work. The term "Work and life balance" describes about one's potential to meet demand of his work and about his private life without conflict between the two. People's physical, mental and emotional well-being, productivity and satisfaction in job depend on a healthy Work and life balance. The benefits of Work and life balance, employee's engagement, and the overall quality of performance in the organization or workplace have been proven in the past in many of the studies.

The balance between the requirements of one's work and his individual personal life can be called as Work and life balance. It plays very significant role in the maintaining one's health as well as his wellbeing. Achieving the healthy Work and life balance requires good time and resource management to fulfill professional and personal responsibilities without sacrificing one's body and mind.

The topic or the concept of Work and life balance has received in the recent times a lot of attention because expectations from work have increased in recent years, resulting in longer working hours, more stress, and blurring the lines between one's private life and one's professional life. Work and life balance are important concept, also many of the organization have the policies and programs which helps the employees to balance their personal life and professional life.

**Keywords:** Work and life Balance, flexible work arrangement, flexible hours, Work and life Conflict; Job Stress, Wellbeing.

## Introduction:

Work and life balance is a topic that has been highlighted or has attracted a greater attention in recent years of the researchers a lot. One of the reasons may be due to the increasing demands along with the pressures of today's workplaces. Many studies and researchers have shown the impact of Work and life balance on multiple aspects of the people's lives which includes not only about the physical health but also the mental health as well as satisfaction in job and productivity.

Research have proved that a good Work and life balance is directly linked to the productivity, satisfaction of the job in which one is employed and one's well-being. It not only helps in reducing the stress, burnout, and absenteeism but also leads to a greater collaboration in the work environment and team spirit involvement in the organization.

However, finding Work and life balance can be difficult and requires commitment from individuals and organizations. This can be part of setting or indicating about the clear boundaries, responsibilities prioritization, delegating the role or tasks to others, and making the needed time for one's care and other such related activities.

An important factor that can affect employee behaviour, productivity and organizational performance is satisfaction in job. It describes how a person feels about their job, whether they like it or not, and how it meets their needs and expectations. Salary, job security, work balance, relationships with colleagues and managers, and freedom of movement are some of the variables that can affect satisfaction in job. High satisfaction in job makes employees feel motivated, connected and connected to the organization. On the other hand, job dissatisfaction can lead to employee turnover, decreased productivity and absenteeism.

Therefore, it is crucial for businesses to comprehend what influences employee satisfaction in job and to put methods in place to raise it.

## **Objective of the study:**

### **The objective of the study is:**

- To find out how job flexibility affects Work and life balance and the organization worker's ability to balance both their personal responsibilities and professional's responsibilities.
- To contributes to existing knowledge in the field or discipline and suggests areas for further research and directions for research.

## **Problem Definition:**

The purpose of this research is to investigate the null hypothesis that there is no relationship between flexible working arrangements, work-life balance and job satisfaction of service sector employees.

## **Literature review:**

Greenhaus, J. H., & Allen, T. (2011). Work and life balance: A review and extension of the literature. *Journal of Occupational Health Psychology*, 2, 165-183. This article provides an overview of the literature on Work and life balance. The authors of this study have tried to describe about the Work and life balance and examine its formation, consequences, and moderators. They also have discussed about the different concepts related to the Work and life balance and also highlights about the importance or significance of the self-reflection, also about the factors that would affect the Work and life balance in an organization.

Grzywacz, JG ve Carlson, D.S. (2007). Conceptualizing work-family balance: Implications for practice and research. *Advances in Human Resources Development*, 9(4), 455-471. This article presents the topic of understanding work-family balance. In this study author mentions here about that work and family balance to view as a dynamic process that affects individuals and organizations. They present a model that includes four

main factors: needs, resources, conflict between work and family members as well as the support between the support of work and family.

Hill, EJ, Hawkins, AJ, Ferris, M., & Weitzman, M. (2001). Finding an extra day a week: The positive effect of flexibility on work and family life balance. *Family Relations*, 50(1), 49–58. Here the study shows the connection between the flexibility of the job and balance between the work environment and the time for their family. According to the authors, employees who reported having more flexible schedules had better work-family balance. They discovered that work-family harmony was linked favourably to both family and workplace happiness.

Kossek, E. E. and Ozeki, C. (1998). Conflict between the work and the family members, politics, and the Work and life relationship: A review and guidelines for behavioural-anthropological research. *Journal of Applied Psychology*, 83(2), 139-149. This review article discusses the connection between the conflict about the family and work, the rights between family members and work colleagues, and the satisfaction Work and life. The authors also argue that policies of work and family can help reduce the conflict work and family and increases the Work and life satisfaction.

Noah, C., & Sonntag, K. (2014). Conflict between the work and the family members, social support and turnover intentions: A longitudinal study. *Journal of Professional Behavior*, 85(1), 1-12. This longitudinal study examines the connection between Conflict between the work and the family members, social support, and emotional change. The authors found that Conflict between the work and the family members was negatively related to satisfaction in job was adversely correlated with satisfaction in job in a positive manner. Additionally, they discovered that emotional turmoil and work-family conflict were reduced by peer and managerial support.

Work-life balance is "the place where an individual balance and fulfils work and family responsibilities," according to a research by Greenhaus and Beutell (1985). Since then, a lot of academics have looked at the idea of work-life balance and how it affects various individual and organisational outcomes.

Studies have shown that Work and life balance is associated with satisfaction in job (Kalliath & Brough, 2008), organizational commitment (Voydanoff, 2005), and general health (Clark, 2000). In addition, the Work and life harmony has also been associated with the lowered stress levels (Kossek, Noe, & DeMarr, 1999) and higher levels of productivity (Hill, Hawkins, Miller, & Spruill, 1996).

On the other side, poor performance (Maslach, Schaufeli, & Leiter, 2001), emotional change (Allen, 2001), and family conflict (Frone, Russell, & Barnes, 1996) are all related to a lack of the one's work and life balance.

### **Satisfaction in job**

Satisfaction in job is one of the most important parameters that not only affects the attitudes and the behaviours but also about the general health of employees. Over the years, researchers have examined many aspects of satisfaction in job, including its origins, outcomes, and moderators.

Definitions of satisfaction in job: A systematic review (Thoresen, Bono, & Patton, 2001). This study shows about the meta analysis that examined about the antecedents of satisfaction of the job which includes about the personality and job characteristics. The study found that personality and job characteristics has a direct effect on the satisfaction of the job in a positive manner.

Results of Satisfaction in job: A Review and Meta-Analysis (Boudreau & Bretz, 1994). This review and evaluation measure the results of satisfaction in job, including engagement, turnover, and absenteeism.

Satisfaction in job Mediators: A Meta-Analytic Review (Ricketta, 2008). This meta-analysis examined moderators of satisfaction in job, including age, gender, and culture. The study found that the connection between satisfaction of the job, its inheritance as well as about the consequences differs between different demographic groups and cultures.

Satisfaction in job: Book Review (Mekonnen, 2017). This literature review examines factors that affect satisfaction in job, such as culture, leadership, working life and job security. Research has shown that positive leadership, supportive leadership.

The Effect of Satisfaction in job on Employee Performance: A Meta-Analysis (Hom & Griffeth, 1995). This meta-analysis examines the connection between satisfaction in job and turnover in terms of employees.

Schedules for employees, and health (Kossek & Ozeki, 1999). Organizations that value Work and life balance and implement such strategies will attract and retain talented employees and improve their overall performance (Greenhaus & Powell, 2006).

### **Work and life balance**

Work and life balance is an issue of greater importance in today's modern fast-paced and challenging workplaces. Work and life balance is about productivity. This study follows a series of studies showing that Work and life balance is associated with productivity in a positive manner. For example, research by Wang, Liu, and Zhu (2017) revealed that Work and life balance is a factor of greater importance in employee productivity. Similarly, a study by Porter and Gorman (2019) found that Work and life balance is directly associated with job performance.

The literature reviewed above highlights the need to consider both individual and organizational factors when examining Work and life balance and its importance for satisfaction, work, productivity, and overall health. For this reason, employers should prioritize creating workplaces that support working life. Multiple companies that value and promote employee Work and life balance will achieve positive results for both the employee and the organization.

### **Conflict in the Workplace and Work and life Balance**

Communication failures are one of the major factors that lead to conflict at work (De Dreu & Weingart, 2003). Conflict can be fueled by misunderstandings, a lack of clarity, and inadequate communication. Therefore, it is crucial for managers to promote open lines of communication and encourage staff to express their concerns.

Personality conflicts are another element that might lead to conflict at work (Jehn, 1997). Conflicts may occur when workers with various personalities and working methods are forced to coexist. Managers should make an effort to pair workers according to their skills and preferred types of work so that they can avoid this.

On the other hand, work, work and culture affect Work and life balance (Greenhaus & Allen, 2011). Employers of the organization need to promote the Work and life balance by offering a multiple flexible working options such as co-working on the phone, reduced work weeks and collective bargaining. Managers can also encourage employees to prioritize personal time and rest.

Workplace conflict and Work and life balance are therefore important issues that can affect employee health and work and production well-being. Managers can create a happy and productive work environment by promoting open communication, matching based on individual strengths, and Work and life balance.

### Workplace Stress and Health

According to a report from the American Psychological Association (APA, 2017), long-term job stress is associated with physical disease and mental health problems. The article also argues that job stress can lead to increased absenteeism and decreased productivity. In a meta-study, researchers found that job stress, characterized by demands of high-pressure nature was associated with 50% risk of multiple disease. (Kivimäki et al., 2012).

Additionally, one of the research has found that workers who reported stress in their job were about 68% more likely to experience depression than those who reported stress at work (Netterstrm et al., 2011).

In general, the literature shows that workplace stress has negative effects on people's physical and psychological well-being and on organizational outcomes such as absenteeism, training, and productivity.

### Flexible working arrangements:

Today, this type of arrangements is frequently thought by the businesses or the organizations in order to retain talent, increase productivity and control costs. It not only enables businesses to customers, but also provides benefits to employees in multiple manner which includes such as satisfaction in job, balance in his personal and professional life, reduction in stress

It can be said in the other words that a flexible work plan is a work plan or work plan that allows the employee to change the time, location or other aspects of the work while working. Flexible working arrangements can take many forms, including part-time.

- **WFM (Work from home):** It allows the employees to do their work from home or other out-of-office locations with colleagues using technologies such as video chat, email, and instant messaging.
- **Flexitime:** Employees can choose their own work schedules within a predetermined time frame, such as starting sooner or later than the typical workday.
- **Job sharing:** One full-time position is split between two or more employees, who share the task and duties.
- **Part-time employment:** Workers put in fewer hours than they would on a regular full-time schedule.
- **Compressed workweek:** A compressed workweek is one in which workers complete their full-time hours in fewer than five working days. For example, work 10 hours on four days instead of 8 hours on five days.

## Methodology:

The study is based on:

- Primary Study
- Secondary Study

For the Primary study, Survey is to be conducted on 100 employees of service sectors.

For Secondary study, online research paper and past study papers were analysed and a strong understanding was made.

### Primary sources:

- Primary data are gathered using a standardised questionnaire created from prior research.
- Professionals in the various service industries (IT, banking & finance, consultancy, education, hotel & healthcare) were chosen as responders to create the sample.

### Secondary sources:

- Past research paper
- Online available article
- Journals
- Relevant websites
- Yearly Report
- Assortment of information from course readings.

**Independent Variable:** Flexible working hours are the independent variables which is provided to the employees so that they can be productive and it can help them to provide Work and life balance. Flexible working hours, contract work, job assignments, and teleconferences are a few examples of these arrangements.

**Dependent variable:** Satisfaction in job is a dependent variable.

### Proposed Model:

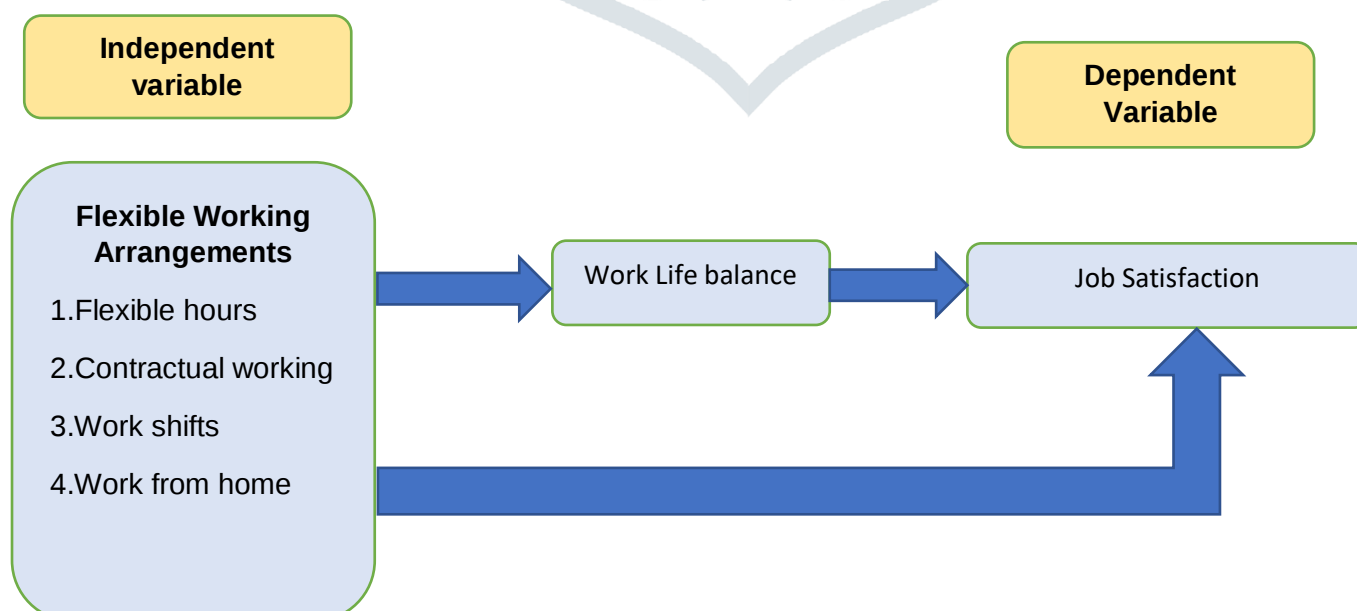


Fig1: Model for the study

## Hypothesis:

- Ha 1: There is significant relationship between flexible working arrangement (FWA) and job satisfaction (JS) of service sector employees.
- Ha 2: Work life balance (WLB) mediates the relationship of Flexible work arrangements (FWA) and Job satisfaction (JS) of service sector employees.

## Findings:

**Demographic Information of respondent**

|                          |           |            | Total= 163 |
|--------------------------|-----------|------------|------------|
|                          | Frequency | Percentage |            |
| <b>Gender</b>            |           |            |            |
| Male                     | 58        | 53         |            |
| Female                   | 51        | 47         |            |
| <b>Age</b>               |           |            |            |
| Less than 30             | 38        | 35         |            |
| 30–39                    | 45        | 41         |            |
| 40–49                    | 20        | 18         |            |
| 50–59                    | 4         | 4          |            |
| 60 or older              | 2         | 2          |            |
| <b>Employment Status</b> |           |            |            |
| Employed                 | 109       | 67         |            |
| Non-Employed             | 54        | 33         |            |

**Table 1.1**

### 1. Reliability Test

**Scale: ALL VARIABLES**

**Case Processing Summary**

|       |                       | N   | %     |
|-------|-----------------------|-----|-------|
| Cases | Valid                 | 109 | 100.0 |
|       | Excluded <sup>a</sup> | 0   | .0    |
|       | Total                 | 109 | 100.0 |

a. Listwise deletion based on all variables in the procedure.

**Table 1.2**

| Reliability Statistics |            |
|------------------------|------------|
| Cronbach's Alpha       | N of Items |
| .918                   | 3          |

**Table 1.3**

Internal consistency reliability is measured by Cronbach's alpha, which evaluates how well a group of questions or measures in a questionnaire or survey relate to one another. Higher numbers denote more reliability, and the scale runs from 0 to 1.

An internal consistency reliability score of .918 (Cronbach's alpha) implies very good internal consistency dependability. It implies that the survey's three items have a strong correlation and measure the same underlying topic or notion.

However, the number of items in a scale or questionnaire also affects the reliability of the measure. Generally, a larger number of items increases the reliability of the measure. In this case, having only four items may limit the ability to generalize the results or make strong conclusions based on the data.

Therefore, while the high Cronbach's alpha value indicates strong internal consistency, the limited number of items may reduce the generalizability and robustness of the measure. It's important to consider both factors when interpreting the reliability statistics.

## 2. Linear Regression Test Between FWA and JSY

**Descriptive Statistics**

|      | Mean                  | Std. Deviation        | N   |
|------|-----------------------|-----------------------|-----|
| JSY  | 4.0092                | 1.08915               | 109 |
| FWAI | 3.615989515174<br>312 | 1.14759224900<br>0992 | 109 |

**Table 2.1****Correlations**

|                     |      | JSY   | FWAI  |
|---------------------|------|-------|-------|
| Pearson Correlation | JSY  | 1.000 | .698  |
|                     | FWAI | .698  | 1.000 |

a. Dependent Variable: JSY

b. All requested variables entered.

**Table 2.2**

| Model Summary <sup>b</sup> |                   |          |                   |                            |                   |          |
|----------------------------|-------------------|----------|-------------------|----------------------------|-------------------|----------|
| Model                      | R                 | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics |          |
|                            |                   |          |                   |                            | R Square Change   | F Change |
| 1                          | .698 <sup>a</sup> | .487     | .482              | .78400                     | .487              | 101.437  |

a. Predictors: (Constant), FWAI

b. Dependent Variable: JSY

**Table 2.3****ANOVA<sup>a</sup>**

| Model |            | Sum of Squares | df  | Mean Square | F       | Sig.              |
|-------|------------|----------------|-----|-------------|---------|-------------------|
| 1     | Regression | 62.348         | 1   | 62.348      | 101.437 | .000 <sup>b</sup> |
|       | Residual   | 65.768         | 107 | .615        |         |                   |
|       | Total      | 128.116        | 108 |             |         |                   |

a. Dependent Variable: JSY

b. Predictors: (Constant), FWAI

**Table 2.4**

Based on the correlation coefficient  $r=.698$  and the coefficient of determination  $r\text{-squared}=.487$ , we can say that there is a moderately strong positive linear relationship between the predictor variable FWAI and the dependent variable JSY.

- The constant and FWAI are the predictors in the regression model used to calculate the correlation coefficient and coefficient of determination. The constant represents the intercept or the baseline value of the dependent variable when the predictor variable is equal to zero. FWAI represents the slope or the change in the dependent variable for each unit increase in the predictor variable.
- JSY is the dependent variable in the regression model used to calculate the correlation coefficient and coefficient of determination. It is the variable that we are trying to predict based on the values of the predictor variable FWAI. The correlation coefficient  $r=.698$  and the coefficient of determination  $r\text{-squared}=.487$ .

squared=.487 suggest that there is a moderately strong positive linear relationship between the two variables, indicating that as the values of FWAI increase, the values of JSY also tend to increase.

### 3. Linear Regression Test between FWA and WLB

**Descriptive Statistics**

|      | Mean                  | Std. Deviation        | N   |
|------|-----------------------|-----------------------|-----|
| WLB  | 3.9748                | 1.08009               | 109 |
| FWAI | 3.61598951517<br>4312 | 1.14759224900<br>0992 | 109 |

**Table 3.1**

**Correlations**

|                     |      | WLB   | FWAI  |
|---------------------|------|-------|-------|
| Pearson Correlation | WLB  | 1.000 | .731  |
|                     | FWAI | .731  | 1.000 |

a. Dependent Variable: WLB

b. All requested variables entered.

**Table 3.2**

**Model Summary<sup>b</sup>**

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics |          |
|-------|-------------------|----------|-------------------|----------------------------|-------------------|----------|
|       |                   |          |                   |                            | R Square Change   | F Change |
| 1     | .731 <sup>a</sup> | .535     | .531              | .74002                     | .535              | 123.070  |

a. Predictors: (Constant), FWAI

c. Dependent Variable: WLB

**Table 3.3**

| ANOVA <sup>a</sup> |            |                |     |             |         |                   |
|--------------------|------------|----------------|-----|-------------|---------|-------------------|
| Model              |            | Sum of Squares | df  | Mean Square | F       | Sig.              |
| 1                  | Regression | 67.397         | 1   | 67.397      | 123.070 | .000 <sup>b</sup> |
|                    | Residual   | 58.596         | 107 | .548        |         |                   |
|                    | Total      | 125.993        | 108 |             |         |                   |

a. Dependent Variable: WLBM

b. Predictors: (Constant), FWAI

**Table 3.4**

Explanation: The correlation coefficient (r) of 0.731 indicates a moderately strong positive linear relationship between the independent variable FWAI and the dependent variable WLBM. This suggests that as FWAI increases, so does WLBM, and vice versa.

The coefficient of determination (r-squared) of 0.535 tells us that approximately 53.5% of the variation in WLBM can be explained by the variation in FWAI. This means that FWAI is a moderately good predictor of WLBM, but there are other factors that also contribute to the variation in WLBM that are not accounted for by the current model.

#### 4 Linear Regression Test between WLB and JS

##### Descriptive Statistics

|      | Mean   | Std. Deviation | N   |
|------|--------|----------------|-----|
| WLBM | 3.9748 | 1.08009        | 109 |
| JSY  | 4.0092 | 1.08915        | 109 |

**Table 4.1**

##### Correlations

|                     |      | WLBM  | JSY   |
|---------------------|------|-------|-------|
| Pearson Correlation | WLBM | 1.000 | .949  |
|                     | JSY  | .949  | 1.000 |
| Sig. (1-tailed)     | WLBM | .     | .000  |
|                     | JSY  | .000  | .     |
| N                   | WLBM | 109   | 109   |
|                     | JSY  | 109   | 109   |

a. Dependent Variable: WLBM

b. All requested variables entered.

**Table 4.2**

| Model Summary <sup>b</sup> |                   |          |                   |                            |                   |          |
|----------------------------|-------------------|----------|-------------------|----------------------------|-------------------|----------|
| Model                      | R                 | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics |          |
|                            |                   |          |                   |                            | R Square Change   | F Change |
| 1                          | .949 <sup>a</sup> | .900     | .899              | .34328                     | .900              | 962.198  |

a. Predictors: (Constant), JSY

b. Dependent Variable: WLBM

**Table 4.3**

**ANOVA<sup>a</sup>**

| Model |            | Sum of Squares | df  | Mean Square | F       | Sig.              |
|-------|------------|----------------|-----|-------------|---------|-------------------|
| 1     | Regression | 113.384        | 1   | 113.384     | 962.198 | .000 <sup>b</sup> |
|       | Residual   | 12.609         | 107 | .118        |         |                   |
|       | Total      | 125.993        | 108 |             |         |                   |

a. Dependent Variable: WLBM

b. Predictors: (Constant), JSY

**Table 4.4**

Explanation: The correlation coefficient ( $r$ ) of 0.731 suggests a strong positive linear relationship between the predictor variable (JSY) and the dependent variable (WLBM). This means that as the value of JSY increases, the value of WLBM also tends to increase.

The coefficient of determination ( $r^2$ ) of 0.535 suggests that 53.5% of the variation in the dependent variable (WLBM) can be explained by the predictor variable (JSY). The remaining variation in WLBM may be attributed to other factors not included in the analysis.

R-squared evaluates how well a linear regression model fits the data. The proportion of the dependent variable's variance that the independent variables collectively explain is shown by this statistic (Frost, 2019).

## 5. Regression using SPSS Version 4.2

### Hypothesis Testing

Run MATRIX procedure:

\*\*\*\*\*

Model : 4

Y : JSY

X : FWAI

M : WLBM

Sample

Size: 109

\*\*\*\*\*

OUTCOME VARIABLE:

WLBM

Model Summary

| R     | R-sq  | MSE   | F        | df1    | df2      | p     |
|-------|-------|-------|----------|--------|----------|-------|
| .7314 | .5349 | .5476 | 123.0704 | 1.0000 | 107.0000 | .0000 |

Model

|          | coeff  | se    | t       | p     | LLCI   | ULCI   |
|----------|--------|-------|---------|-------|--------|--------|
| constant | 1.4856 | .2353 | 6.3137  | .0000 | 1.0192 | 1.9521 |
| FWAI     | .6884  | .0621 | 11.0937 | .0000 | .5654  | .8114  |

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\*\*\*\*\*

OUTCOME VARIABLE:

JSY

Model Summary

| R     | R-sq  | MSE   | F        | df1    | df2      | p     |
|-------|-------|-------|----------|--------|----------|-------|
| .9487 | .9000 | .1209 | 476.7657 | 2.0000 | 106.0000 | .0000 |

## Model

|          | coeff | se    | t       | p     | LLCI   | ULCI   |
|----------|-------|-------|---------|-------|--------|--------|
| constant | .2028 | .1295 | 1.5658  | .1204 | -.0540 | .4597  |
| FWAI     | .0077 | .0428 | .1805   | .8571 | -.0770 | .0925  |
| WLBm     | .9506 | .0454 | 20.9262 | .0000 | .8605  | 1.0407 |

\*\*\*\*\* TOTAL EFFECT MODEL \*\*\*\*\*

## OUTCOME VARIABLE:

JSY

## Model Summary

| R     | R-sq  | MSE   | F        | df1    | df2      | p     |
|-------|-------|-------|----------|--------|----------|-------|
| .6976 | .4867 | .6147 | 101.4367 | 1.0000 | 107.0000 | .0000 |

## Model

|          | coeff  | se    | t       | p     | LLCI   | ULCI   |
|----------|--------|-------|---------|-------|--------|--------|
| constant | 1.6151 | .2493 | 6.4789  | .0000 | 1.1209 | 2.1093 |
| FWAI     | .6621  | .0657 | 10.0716 | .0000 | .5318  | .7924  |

\*\*\*\*\* TOTAL, DIRECT, AND INDIRECT EFFECTS OF X ON Y \*\*\*\*\*

## Total effect of X on Y

| Effect | se    | t       | p     | LLCI  | ULCI  |
|--------|-------|---------|-------|-------|-------|
| .6621  | .0657 | 10.0716 | .0000 | .5318 | .7924 |

## Direct effect of X on Y

| Effect | se    | t     | p     | LLCI   | ULCI  |
|--------|-------|-------|-------|--------|-------|
| .0077  | .0428 | .1805 | .8571 | -.0770 | .0925 |

## Indirect effect(s) of X on Y:

| Effect | BootSE | BootLLCI | BootULCI    |
|--------|--------|----------|-------------|
| WLBm   | .6544  | .0949    | .4469 .8252 |

\*\*\*\*\* ANALYSIS NOTES AND ERRORS \*\*\*\*\*

----- END MATRIX -----

**Table 5**

T-statistics are indication of significance. T-statistics above 1.96 is significant at the 0.05 level or 95% confidence level (GASKIN, 2017). So, it looks like all of these are significant. Above table shows that work-life balance has more significant impact on job satisfaction than flexible working has on other two variables.

Furthermore, above table also shows P value  $0.000 < 0.05$  indicates (Rumsey, 2016) the strong evidence, thus we can accept that:

- Flexible work arrangements influence job satisfaction significantly.
- Flexible work arrangements along with proper Work-life balance influence job satisfaction more positively.

In summary, all the alternative hypotheses were supported.

### Summary of Hypothesis Results

|      | <b>Alternate Hypothesis</b>                                                                                                                  | <b>Results</b> |
|------|----------------------------------------------------------------------------------------------------------------------------------------------|----------------|
| Ha 1 | There is significant relationship between flexible working arrangement (FWA) and job satisfaction (JS) of service sector employees.          | Supported      |
| Ha 2 | Work life balance (WLB) mediates the relationship of Flexible work arrangements (FWA) and Job satisfaction (JS) of service sector employees. | Supported      |

|                  | <b>Null Hypothesis</b>                                                                                                                       | <b>Results</b> |
|------------------|----------------------------------------------------------------------------------------------------------------------------------------------|----------------|
| H <sub>0</sub> 1 | There is significant relationship between flexible working arrangement (FWA) and job satisfaction (JS) of service sector employees.          | Rejected       |
| H <sub>0</sub> 2 | Work life balance (WLB) mediates the relationship of Flexible work arrangements (FWA) and Job satisfaction (JS) of service sector employees. | Rejected       |

## Discussion

According to this study's findings, here both of the dependent variables are impacted by flexible working arrangements. demonstrates that the influence of work-life balance on job satisfaction is greater than the impact of flexible work on the other two variables. While the advantages of Work and life balance are clear, it can be difficult to achieve. One of the main problems is excessive working hours, because hours are needed so that employees have little time to focus on their personal interests and responsibilities. Work and life balance is complicated by culture where work is more important than personal life. In some cultures, working long hours and taking time for yourself is a sign of dedication and commitment.

Some of the challenges in finding a healthy Work and life balance are as mentioned below:

- ❖ **Long Working Hours:** Many people work long hours, which can take a toll on their health, family life, and personal relationships. Working overtime or taking work home can lead to stress, fatigue, and burnout.
- ❖ **Technology:** Advancement in technology now a days have made it quite simpler and easier for people to stay tuned to work 24/7. While this can be helpful in some situations, it can also make it challenging to disconnect from work and take time for oneself.
- ❖ **Commuting:** Commuting to work can be stressful and time-consuming, taking away valuable time that could be spent with family and friends.
- ❖ **Personal Obligations:** People may struggle to balance work with other personal obligations such as caring for children, elderly relatives, or managing household chores.
- ❖ **Job Insecurity:** The fear of losing one's job can cause people to work longer hours and neglect their personal lives, leading to increased stress and anxiety.

Overall, it's important to prioritize Work and life balance, set boundaries, and make time for the things that matter most outside of work.

Some of the benefits of a healthy Work and life balance are as below:

- ❖ **Better physical health:** With a good Work and life balance, one can minimize stress and make your body healthier. Better sleep, fewer health problems and less energy are some examples of this.
- ❖ **Better health:** A healthy Work and life balance can help to gain better health by reducing stress and promoting clean drinking. This will definitely lead to happiness in a greater extent, less stress and more self-esteem.
- ❖ **Productivity:** You can be more productive when you rest well and make time for fun activities. This will definitely lead to greater satisfaction in job as well as more motivation.
- ❖ **Improve relationships:** When one attains Work and life balance, you have enough time for friends as well as family. It will strengthen the relationships and your quality of life will increase.
- ❖ **High Satisfaction in job:** A healthy Work and life balance can increase satisfaction in job because one will have enough time to have fun outside of work. This could include sports, community service, or spending quality time with loved ones.
- ❖ **Lessened burnout:** When you are overworked and stressed out, burnout can happen. A solid Work and life balance can help prevent this.

Following are some tips to help you strike a better Work and life balance:

- ❖ **Set boundaries:** Define clearly what constitutes work time and what constitutes personal time. Don't use personal time to check work emails or answer business calls.
- ❖ **Prioritize:** List your top priorities in order of importance. You'll be able to concentrate on the crucial things and stay away from the less significant ones as a result.
- ❖ **Learn to say no:** Develop the ability to refuse requests that might interfere with your personal time. You may avoid overcommitting and avoid burnout by learning to say no.

- ❖ **Make time for self-care:** Set aside time for activities that promote your physical and mental well-being. This could include exercise, meditation, hobbies, or spending time with loved ones.
- ❖ **Create a routine:** Establish a routine that includes both work and personal time. This can help you better manage your time and create a sense of balance in your life.
- ❖ **Disconnect:** Take breaks from technology and social media to reduce stress and improve focus. This can also help you be more present in your personal life.
- ❖ **Delegate:** If possible, delegate tasks to others to reduce your workload and free up time for personal activities.

## Future scope of the study:

In recent years, more and more focus has been given to Work and life balance studies and its future will be bright. Here are some potential directions for future research in this area mentioned below.

Some of the future scope that can be developed after the study are:

- The discovery process will help find solutions to Work and life problems. Managers can use these findings to create a workplace where both male and female employees can benefit and improve their working life.
- This study also provides information for future study as well as it will help the researchers as well to correlate the connection between personal characteristics and Work and life integration or homogenization.
- **The role of technology:** Given with the advancement of the technology in organizations as well as in the company's workplace, future research may look at how technology can be used to improve work life. For example, the research will examine how flexible working arrangements through technology can improve the balance between Work and life.
- **Impact on organizational outcomes:** Its impact on organizational outcomes, including productivity, employee retention, and performance could be examined in future research.
- **Cross-Cultural Differences:** Future research can examine cultural differences in Work and life balance and how businesses can adapt their policies and procedures to meet these needs of their international workers.

In conclusion, the future of Work and life research is bright and there are many research directions that can help organizations create harmony and harmony for their employees.

## Conclusion

In this study we tried to find out the connection between job satisfaction and working flexibility. Our analysis's main goal was to see if different types of flexibility—including flexible work schedules, work shifts, contractual employment, and telecommuting—had varied effects on work-life balance and job satisfaction in the service

industry. This study benefits a variety of industries, including the insurance industry, banking industry, pharmaceutical industry, retail industry, etc. in addition to academia.

Additionally, it has been investigated if work-life balance acts as a moderator between flexible scheduling and job satisfaction and whether its effects vary depending on the individual. The data also makes it very evident that flexible working options may benefit both male and female employees. It should go without saying that many organisations need to improve on key areas like high job satisfaction and reduced work-family conflict if they want to achieve their goals. The burden of successfully implementing workplace flexibility falls on companies, politicians, and society at large collectively.

It is advised that managers encourage open communication with their staff members by allowing them to utilise the flexible arrangement regulations. Additionally, managers must acknowledge that employees value employment flexibility and view it as a critical component of job happiness. According to the research, providing employment flexibility to service industry workers could help them define their emotional state at work and their relationship with the company as they grow more devoted to their jobs. As a result, it will be simple to keep them and cut down on the expense of hiring new workers. Therefore, it is essential that businesses and human resource departments demonstrate their appreciation for the labour of their employees and concern for their welfare.

Although flexible scheduling has been connected to other constructs like productivity, organisational commitment, intentions to leave a job, or job engagement, this is the first time that we have linked various types of flexibility with work-life and job satisfaction. We have also discovered that work-life balance plays a mediating role in the relationship between job satisfaction and work-life satisfaction, particularly in workers in the service sector, according to work-life literature. Previous studies have shown that flexibility, such as telecommuting, has a negative impact on juggling work and personal obligations. Our study demonstrates how significant and positively related this effect is. Thus, the relationship between flexible work arrangements and job satisfaction is fully mediated by work-life balance.

Work and life balance help people feel more satisfied at work while reducing stress and tension. This can lead to better physical and mental health, higher productivity levels, and a general sense of well-being. Initiatives to improve Work and life balance can benefit businesses by improving employee morale, reducing employee turnover and absenteeism, and increasing collaboration and productivity.

The ability to manage your time is another key tactic. To make the most of their time both at work and outside of it, people can employ time management strategies include prioritising duties, assigning chores to others, and setting realistic goals. Maintaining good physical and mental health, lowering stress levels, and increasing general happiness all depend on finding Work and life balance.

In summary, this study showed that flexible work schedules are a significant predictor of reduced work-family conflicts and raised job satisfaction.

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