

## **CHAPTER II**

### **REVIEW OF LITERATURE**

This chapter presents a review of the literature relevant to the study, providing a solid theoretical foundation for the research topic. The literature review enables the researcher to understand the developments and findings in the area of study thus far. The researcher conducted a thorough analysis of the literature to identify various factors that impact the work-life balance of female commercial drivers. Additionally, the correlation between work-life balance, work performance, and work satisfaction was explored. Through this review, the researcher effectively identified a gap in the existing literature related to the topic under study. The literature review on the topic of the current study, "Work-Life Balance, Work Satisfaction and Work Performance of Women Commercial Drivers from Road Transport Sector" is organized under the following headings:

- 2.1 Theoretical Background of the Study
- 2.2 Studies on Work-Life Balance
- 2.3 Studies on Work Satisfaction
- 2.4 Studies on Work Performance
- 2.5 Studies on Work-Life Balance and Work Satisfaction
- 2.6 Studies on Work-Life Balance and Work Performance
- 2.7 Studies on Work Satisfaction and Work Performance
- 2.8 Studies on Work-Life Balance, Work Satisfaction, and Work Performance
- 2.9 Research Gap

#### **2.1 Theoretical Background of the Study**

Work-life balance (WLB) refers to how individuals manage their work and personal demands. The concept emerged in the late 1970s to describe the balance between a person's career ambitions and their pursuits of pleasure, leisure, family life, and spiritual development. Over time, WLB has evolved to include terms such as work-family conflict and family-friendly policies. Unlike the narrower concept of work-family balance, which focuses primarily on family life, WLB encompasses a broader range of roles an individual

may engage in outside work, including community involvement, leisure activities, and religious practices (Frone, 2003). In the context of WLB, "work" refers to any activity for which a person expects financial compensation, whether they are employed by others or self-employed. This domain demands significant time, effort, and participation. Family and customer support heavily influence the balance between work, life satisfaction, and performance. Family support helps employees effectively manage both work and personal responsibilities, reducing work-family conflict and enhancing overall satisfaction in both life and work (Frone, 2003). Similarly, positive customer interactions contribute to work satisfaction by providing a sense of accomplishment and fulfillment (Luthans & Peterson, 2002). Effective time management and setting boundaries are fundamental for maintaining WLB in roles that involve customer support (Grandey et al., 2005). Additionally, high-quality customer support directly impacts work performance by boosting customer satisfaction and contributing to organizational success (Heskett et al., 1997).

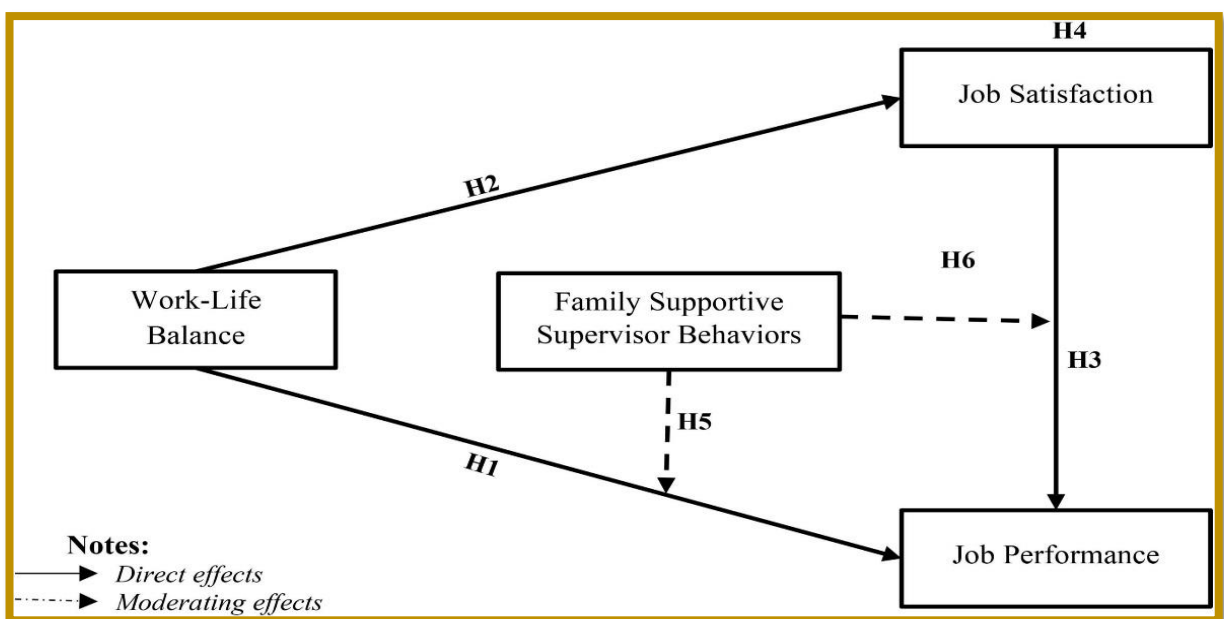
On the other hand, the "life" domain includes relationships with family, friends, personal interests, religious practices, and community involvement. In the context of WLB, "balance" is a personal and subjective experience, reflecting how individuals perceive the relationship between their work and personal lives. When there is balance, work is viewed simply as paid employment, while life encompasses all activities outside of work (Guest, 2002). The concept of WLB has evolved significantly since its recognition in the mid-20th century. Initially, the focus was on working women who struggled to balance their family responsibilities with their jobs. As more women joined the workforce, legislation and public policies were developed to help them manage their roles as both employees and caregivers. By the end of the 20th century, the challenges of balancing work and personal life had extended beyond women to include men and dual-income couples. The changing demographics of the workforce advances in technology, and the rise of a 24/7 work culture have all contributed to the increasing importance of WLB in contemporary society (Beauregard & Henry, 2009; Kalliath & Brough, 2008).

### **2.1.1 Social Exchange Theory**

Social Exchange Theory (SET), established by Blau (1964) and Gouldner (1960), emphasizes the norm of reciprocity as a core element in social interactions. This principle asserts that when one party extends assistance, the recipient is expected to reciprocate with benefits or preferential treatment (Coyle-Shapiro & Shore, 2007). SET is widely used in organizational behavior to explain how reciprocal interactions between employers and

employees are formed and maintained (Chen et al., 2005; Rawshdeh et al., 2019). Social Exchange Theory (SET) underscores the role of social interactions and reciprocal relationships in the success and well-being of self-employed individuals. Liao and Welsch (2005) highlight that social capital, including networking and trust, is crucial for entrepreneurial success. Support from family and community enhances work-life balance and job satisfaction for self-employed workers (Parasuraman & Simmers, 2001). Additionally, positive exchanges with family and clients help reduce stress and boost well-being (Prottas & Thompson, 2006). Renzulli, Aldrich, and Moody (2000) find that reciprocal support from social networks is vital for sustaining entrepreneurial efforts.

SET also suggests that social interactions involve balancing rewards and costs, with demographic factors such as age, gender, education, and job experience significantly impacting performance outcomes (Gian Casimir, 2014). Favorable social exchanges foster positive perceptions of the organization and increase job satisfaction (Judge, Boudreau, & Bretz, 1994). Building on this theoretical framework, Perengki Suzanto et al. (2022) examined the interplay between work-life balance, job satisfaction, and job performance, emphasizing the role of family support. This study adopts SET to explore how family and customer support impact work satisfaction, work-life balance, and performance among self-employed female commercial drivers. SET provides a useful lens for understanding how these supports influence workplace outcomes, as illustrated in the conceptual model presented in Figure 2.



**Figure 2 Social Exchange Theory Model (SEM)**

(Susanto P, Hoque ME, Jannat T, Emely B, Zona MA and Islam MA (2022) *Work-Life Balance, Job Satisfaction, and Job Performance of SMEs Employees: The Moderating Role of Family-Supportive Supervisor Behaviors.*)

## **2.2 Studies on Work-Life Balance**

**Göktaş & Ayşe (2023)** conducted a descriptive study titled "The Effect of Work-Life Balance on Job Stress and Fatigue in Taxi Drivers," focusing on how work-life balance impacts the levels of occupational stress and fatigue among taxi drivers. The study involved 150 taxi drivers from Ankara as participants. The researchers used the Chalder Fatigue Scale, Work Stress Scale, and a Work-Life Balance assessment tool to collect data. The analysis included multiple linear regression and the Mann-Whitney U test. The multiple linear regression analysis results indicated a statistically significant model: for each unit increase in the work-life balance score, the job stress score decreased by 2.885 units, and the fatigue score decreased by 0.143 units. These findings suggest that effective work-life balance management can significantly reduce job stress and fatigue, enabling taxi drivers to better engage in social activities, strengthen relationships with friends and family, and improve their overall motivation and energy levels.

**Banumathi and Vennila (2023)** took up a study titled "Exploring the Role of Women in Commercial Driving: A Constructivist Grounded Theory (CGT) Approach," aimed at understanding the experiences of women in male-dominated industries. The research focused on the challenges these women face, their strategies for maintaining motivation and perseverance, and the broader implications of increasing female representation in such sectors. The study employed a Constructivist Grounded Theory approach, emphasizing qualitative inquiry and exploration. A carefully selected sample of 60 women commercial drivers was chosen through theoretical sampling. Data collection involved in-depth interviews, field notes, and verbatim transcriptions, which were analyzed using coding and memoing techniques to uncover patterns and themes. The findings revealed that women in male-dominated occupations encounter significant challenges, including gender stereotypes, societal expectations, and complex workplace dynamics, all of which can impede their professional growth and retention. The study also highlighted the importance of coping mechanisms, such as resilience, adopting traditionally male traits, and seeking mentorship, in helping women navigate and overcome these barriers to career progression.

**Subrata Banik (2022)** investigated on “Impact of Organizational and Family Support on Work-Life Balance: An Empirical Research” to explore how family and organizational support affect work-life balance (WLB) in Bangladesh's higher education institutions (HEIs). Grounded in Clark's (2000) work/family boundary hypothesis, the study involved a sample of 198 academics from HEIs in Bangladesh. Data were collected via a self-administered questionnaire and analyzed using SmartPLS 3.0 and SPSS version 21. The study evaluated the validity and reliability of the measurement model and applied partial least squares structural equation modeling (PLS-SEM) to test the hypothesized model. The findings indicated that a strong work-life balance is crucial for academicians to achieve satisfaction in both personal and professional spheres. The study highlighted the importance of support from both family and organizations in maintaining this balance, suggesting that such support fosters positive attitudes toward both work and personal life, ultimately enhancing organizational performance.

**Anuradha Nayak (2022)** examined "A Study on the Moderating Role of Family-Friendly Policies in Work-Life Balance" focusing on how family-friendly policies affect the relationship between job demands, family demands, and their respective conflicts. Data were gathered from 217 female employees in the steel manufacturing sector in Jharkhand. The study found a positive correlation between family demands and work-family conflict, as well as between job demands and work-family conflict. Notably, family-friendly policies were effective in reducing the impact of job demands on work-family conflict. However, these policies did not significantly influence the relationship between family demands and family-work conflict.

**Mustafa Özgenel (2020)** researched on "The Effect of Quality-of-Life Work on Organizational Commitment: A Comparative Analysis on School Administrators and Teachers." The study aimed to compare how the quality of work-life affects organizational commitment among school administrators and teachers. Using the Quality-of-Life Scale and Organizational Commitment Scale, the research employed t-tests, correlation analyses, and regression analyses. Findings indicated that administrators reported higher quality of work-life and organizational commitment compared to teachers. Additionally, the link between teachers' perceptions of work-life quality and organizational commitment was stronger than that for administrators. The quality of work-life was found to account for 52% of teachers' organizational commitment and 33% of administrators' commitment.

**Karolina Lendák-Kabók (2020)** discussed a study on "Women's Work-Life Balance Strategies in Academia" focusing on the work-life balancing tactics employed by Serbian female academics. The research aimed to explore how gender, class, and ethnicity influence these strategies. Utilizing qualitative methods, the study involved semi-structured interviews with female academics from the University of Novi Sad, selected through snowball sampling from different regions of Vojvodina. The sample included thirteen Hungarian and seven Serbian respondents, with anonymity ensured through code names. The interview grid comprised thirteen questions, and data were analyzed using coding techniques. The study identified two types of strategies: rhetorical, which were discussed but not necessarily implemented, and real-life, which were actively practiced. Results showed that work-life balance strategies varied according to gender, ethnicity, and class, with women frequently addressing challenges on a micro level.

**Pragati Bhandari (2020)** conducted a study titled "The Challenges Faced by Indian Working Women in Various Sectors," aimed at identifying the hurdles encountered by Indian working women across different industries and proposing solutions to these challenges. The research employed an exploratory approach, gathering primary data from 200 working women across various sectors, including private schools, hospitals, banks, and commercial organizations in the Punjab region. Data were collected using a questionnaire and analyzed with SPSS. The study found that working women face numerous difficulties, including physical and emotional stress, poor work-life balance, unfair treatment, sexual harassment, and discrimination. The findings highlight the need for greater recognition of women's contributions to the workforce and suggest that addressing these challenges could help improve their career advancement and overall well-being.

**Pravin Bhende (2020)** presented his study titled "Quality of Work Life of Employees in Banking Sector - A Study of Bank Managers and Staff in Goa," examining the factors that influence work-life balance and overall work-life quality. Using convenience sampling, data were collected from 89 managers in both public and private sector banks in Goa. Principal component and multiple regression analyses were employed to assess the data. The study revealed that work-life balance and its related factors are complex and interrelated. Findings indicated that all aspects of work-life quality, except grievance resolution, significantly affected productivity. Additionally, the three dimensions

of work-life quality were found to predict skill deployment, though no correlation was observed between work-life efficiency and any quality aspects.

**Verma (2018)** undertook a study titled "Quality of Work Life in Academics with Reference to Motivational Theories," which explores the complexities of work-life balance for women in the workforce. The study employs a descriptive approach to highlight key findings on the challenges women face in balancing professional and personal responsibilities. It identifies the negative impacts of family-work and work-family conflicts on life satisfaction and family dynamics. Verma advocates for a multi-faceted approach to better understand the interplay between work and family life, recommending practical strategies such as establishing daily routines, allocating personal time, and taking regular vacations. The study also emphasizes the need for organizations to develop policies and guidelines to manage work-family conflict effectively, recognizing its significant effect on job satisfaction and performance.

**Raman and Rangarajan (2018)**, explored the titled "A Study on Work-life Balance of Working Women with Special Reference to Chennai City," and investigated how working women in Chennai manage the demands and pressures of both their professional and personal lives. The study collected primary data from 227 working women through a questionnaire, which was analyzed using simple percentage analysis and one-way ANOVA with the help of the SPSS software. The findings revealed that most respondents prioritized their tasks based on importance and urgency, and sought support from colleagues to manage their workload and responsibilities effectively. Additionally, the study highlighted those working women in Chennai engaged in leisure activities, such as reading, listening to music, and spending time with family and friends, as strategies to reduce stress and maintain a healthy work-life balance.

**Kumar (2017)** conducted a study titled "Work-Life Balance of Women Employees with Reference to Teaching Faculties," focusing on how family support influences the work-life balance of female police constables and head constables in Telangana, India. The research aimed to provide insights into how these women balance personal and professional responsibilities, particularly in the context of caring for elderly parents and children. To analyze the data, the study employed various statistical tools, including T-tests, ANOVA, and regression analysis. The sample consisted of 56 female police constables from 10 districts of Telangana, selected through convenience sampling. The

findings highlighted the critical role of family support in achieving work-life balance, especially for women with elderly parents and children. The study underscored the need for additional support mechanisms to help these women effectively manage their dual responsibilities.

**Rama Swathi and Das Mohapatra (2017)** investigated a research titled "Work-life Balance in the Indian Service Industry: A Study," which examines the influence of globalization on work-life balance and proposes strategies for organizations to support female employees in achieving a healthy work-life balance. The study provided a comprehensive analysis of the concept of work-life balance (WLB), exploring its impact on both employees and organizations and highlighting its significance within the context of globalization. The research also identified various WLB models that organizations are implementing. The findings revealed that work-related stressors significantly affect an individual's well-being, particularly in their professional life. This emphasizes the need for organizations to create a supportive work environment that promotes employee well-being and enhances job satisfaction. The study underscores the critical role of organizational support in helping employees manage the challenges posed by globalization, ultimately contributing to a more balanced and fulfilling work-life experience.

**Tunji-Olayeni et al. (2017)** conducted a study titled "Work-Life Balance of Women in Male-Dominated Fields," focusing on female construction professionals. The research aimed to assess their work-life balance and explore the conflicts they face, particularly in the context of job scarcity. Using a quantitative approach, the study involved distributing 50 questionnaires to female construction professionals in Lagos, Nigeria, and analyzing the data with descriptive statistics such as frequency and mean. The findings revealed that a significant number of these professionals experience work-life conflict due to the demanding nature of their jobs. However, most respondents maintained a positive attitude toward these conflicts. The study concluded by recommending that construction organizations implement support mechanisms to help women mitigate work-life conflicts and enhance their overall performance.

**Agha et al. (2017)** Carried out research titled "Work-Life Balance: Scale Development and Validation CSR-HRM Linkage," focusing on creating and validating a scale to assess work-life balance. The study aimed to provide a tool for researchers to explore the relationship between work-life balance and employee outcomes. The

researchers developed the scale based on an extensive literature review and tested it through a pilot study, making necessary adjustments before administering it to a sample from Higher Education Institutions in Oman. They used a single cross-sectional design and performed both exploratory and confirmatory factor analyses to ensure the scale's validity and reliability. The study validated three constructs: Work Interference with Personal Life (WIPL), Personal Life Interference with Work (PLI), and Work-Play Enjoyment (WPLE), confirming their reliability and effectiveness. The validated scales are now available for use by researchers worldwide.

**Fernando & Sareena Umma (2016)** focused on a study entitled "The Factors Affecting Work-Life Balance of Married Working Women: With Special Reference to Bank of Ceylon Head Office," which explored the factors influencing the work-life balance of married women in the banking sector, with a particular focus on the Bank of Ceylon Head Office. The study provided a comprehensive analysis. At the Bank of Ceylon main office, there were approximately 320 married working women; however, the exact number of married female employees with at least one child under the age of fifteen was unknown. To address this, the study utilized snowball sampling approaches and selected 32 married female employees at the main office who met the criteria of having at least one child under the age of fifteen. These employees predominantly held management and executive grade positions, and the study achieved a 100% response rate from this group. The association between variables and the work-life balance of married working women was determined using Pearson correlation analysis.

**Silva Karkoulian et al. (2016)** conducted a study titled "A Gender Perspective on Work-Life Balance, Perceived Stress, and Locus of Control," which aimed to explore how locus of control, perceived stress, and work-life balance are interrelated, with a particular focus on the influence of gender on these relationships. The study employed a model in which stress served as a mediator between locus of control and work-life balance. The research was carried out in the Lebanese banking sector, involving a sample of 320 employees, evenly split between 160 females and 160 males. The findings highlighted the significant role of gender in moderating the relationships between these variables. It was observed that perceived stress partially mediated the link between locus of control and work interference with personal life. Specifically, the study found that females had a stronger positive relationship between perceived stress and work interference with personal life, while males showed a stronger positive relationship between perceived stress

and personal life interference with work. This gender difference underscores the varying ways in which stress and locus of control impact work-life balance for men and women.

**Sriram et al. (2015)** contributed research titled "Outcome-Based SEM Model of Work-Life Balance Among Women Journalists - Indian Perspective," aiming to explore how job satisfaction influences the performance of female journalists and how a balanced work-life could support and empower them in the contemporary era. The study sought to provide deeper insights into the relationships between work-life balance, stress, personal distress, and the inclination to leave the workforce. The researchers employed non-probability sampling techniques, specifically judgmental sampling, to ensure diverse representation. The study focused on the print media sector, including newspapers and magazines, within selected districts in Tamil Nadu. Data from 220 respondents were collected and analyzed using the Statistical Package for the Social Sciences (SPSS 21), while AMOS 21 was used to construct a Structural Equation Model (SEM) that linked work-life balance to various outcomes. The findings underscored the crucial role of work-life balance in enhancing job satisfaction, performance, anxiety management, and personal well-being among female journalists. This study provides a nuanced understanding of the challenges faced by women in journalism and emphasizes the importance of work-life balance in promoting their professional and personal success. The insights gained from this research could stimulate further studies in the field of comparative work-life balance among different professional groups.

**Rajesh Ranjan (2013)** investigated the topic "Literature Review Report on Work-Life Balance of Loco-Pilots (Railway Drivers) in India," focusing on the quality of life and working conditions of Indian railway drivers. The study aimed to assess the level of work-life balance among these drivers and its impact on their overall well-being and productivity. The findings emphasized the crucial role that work-life balance plays in enhancing the well-being and productivity of railway drivers. This, in turn, has a significant impact on the growth and efficiency of the Indian railway system as a whole. The study highlighted that improving work-life balance for railway drivers is essential not only for their well-being but also for the overall effectiveness and development of the railway industry in India.

**Leah Ruppner (2012)** examined the "Work-to-Family and Family-to-Work Spillover: The Implications of Childcare Policy and Maximum Work-Hour Legislation" The research explored how national policies on childcare and maximum work hours

influence the spillover effects between work and family life. Using data from the International Social Survey Programme (ISSP), which collects cross-national data, the study included participants who were employed, at least eighteen years old, and provided scores for both work-to-family and family-to-work spillover. The findings indicated that progressive childcare policies and laws limiting work hours are associated with reduced negative spillover from home to work. Specifically, mothers of young children experienced less family-to-work spillover in countries with more supportive childcare policies and work-hour regulations. The study emphasizes the need to further investigate these relationships to inform effective policy recommendations.

**Kumari (2012)** discussed a study titled "Impact of Demographic Variables on Work-Life Balance of Women Employees (with special reference to Bangalore City)" The research aimed to examine how various demographic factors, such as age, income, experience, marital status, and number of family dependents, affect the work-life balance of women employees in Bangalore City. The study utilized primary data collected from 340 women across diverse professions, including teaching, marketing, medicine, BPO, banking, IT, and insurance. Stratified random sampling was employed to ensure representation from these different sectors. Data were gathered using a structured questionnaire based on a Likert five-point scale, and the chi-square test was applied to analyze the relationship between demographic variables and work-life balance. The survey was conducted between 2010 and 2011. The study's findings aimed to provide a deeper understanding of how demographic variables influence work-life balance and offer insights for developing policies and initiatives to support women employees in maintaining a healthy work-life balance.

**laurel (2009)** conducted a study on "Flexible Work Arrangements, Job Satisfaction, and Turnover Intentions: The Mediating Role of Work-to-Family Enrichment" which investigated how work-to-family enrichment mediates the relationship between flexible work arrangements (such as flex time and compressed workweeks) and job satisfaction, as well as turnover intentions. Hierarchical regression analyses were performed on a sample of 220 employed adults, considering variables like gender, age, marital status, education, number of children, and hours worked. The findings revealed that work-to-family enrichment acted as a mediator, showing that flexible work arrangements enhance work-to-family enrichment, which in turn increases job satisfaction and reduces turnover intentions.

**Hughes & Bozionelos (2007)** analyzed the paper titled "Work-Life Balance as a Source of Job Dissatisfaction and Withdrawal Attitudes: An Exploratory Study on the Views of Male Workers" focusing on the perceptions of male workers regarding work-life balance. Semi-structured interviews were conducted with twenty bus drivers from a single company to gather their views on how work-life balance concerns contributed to job dissatisfaction and withdrawal behaviors. The study found that imbalances between work and personal life were a major source of discontent among participants. Furthermore, it highlighted a direct link between issues with work-life balance and withdrawal behaviors, including higher turnover and instances of non-genuine sick leave.

**Alqahtani and Tahani (2005)** conducted a study titled "Work-life Balance of Women Employees," which highlights the critical importance of work-life balance for both personal well-being and organizational success. The authors emphasized that achieving work-life balance can lead to reduced stress levels, increased job satisfaction, and a more harmonious overall life experience. The study reviewed existing literature on the work-life balance of women employees, focusing on factors such as role conflict and workload that impact this balance. The findings revealed that women often face higher levels of role conflict compared to men when trying to balance their work and personal lives. The authors stressed the importance of fostering family-friendly workplace environments that prioritize work-life balance, as such initiatives offer numerous benefits. They also recommended interventions like flexible working hours to improve work-life balance among women employees, thereby enhancing both their personal and professional satisfaction.

After reviewing the literature, it is evident that while significant research has been conducted on work-life balance across various professions, there is limited focus on self-employed women in transport industries. Most studies emphasize organizational support and family-friendly policies, which may not apply to self-employed individuals who face unique challenges, such as financial insecurity, societal stereotypes, and lack of institutional backing. This gap is important because understanding the specific dynamics and support systems needed for self-employed women can inform targeted interventions and policies to improve their work-life balance, work satisfaction, and overall well-being in such demanding sectors.

### 2.3 Studies on Work Satisfaction

**Tri Siwi Agustina (2023)** presented a study on "Understanding the Importance of Job Satisfaction for Female Motorcycle Taxi Drivers" to explore the relationship between work flexibility, work-life balance, loyalty, and job satisfaction among female motorcycle taxi drivers in Surabaya, Indonesia. The study aimed to assess the impact of work flexibility on job satisfaction and loyalty, considering work-life balance as a potential mediator. Utilizing a cross-sectional quantitative approach, data were collected from 127 female motorcycle taxi drivers working for XYZ through an online questionnaire. Path analysis was used to test the research hypotheses. The findings revealed that work flexibility had significant direct effects on both loyalty and job satisfaction, as well as on work-life balance. However, work-life balance did not mediate the relationship between work flexibility and either loyalty or job satisfaction. In conclusion, the study highlighted that while work flexibility and work-life balance positively impact loyalty and job satisfaction, work-life balance does not mediate these effects.

**Diyana (2023)** explored a study on "Job Satisfaction among Women Employees—An Empirical Study," which examined the satisfaction levels of staff and its impact on employee commitment. The research aimed to identify the factors contributing to employee happiness and retention, explore the benefits of high job satisfaction within an organization, and investigate the elements influencing both job satisfaction and commitment. A descriptive research design was employed, and data were collected through a questionnaire distributed to women employees in Hosur. A standardized Likert scale instrument was used to assess job satisfaction, with responses measured on a five-point scale. The results revealed that more than half of the respondents expressed dissatisfaction with work relations, quality of work life, welfare facilities, and job-related stress. Additionally, the study identified key factors affecting employee satisfaction and commitment, including rewards, stress levels, leave policies, benefits, and compensation.

**Seyed Alireza Samere et al. (2022)** contributed research titled "Occupational Health and Job Satisfaction Assessment of Bus Rapid Transit (BRT) Drivers" focusing on the mental health and job satisfaction of 171 BRT drivers in Tehran, Iran. The research aimed to identify factors affecting drivers' mental health and job satisfaction, with practical applications for improving bus quality, repair services, and establishing counseling and psychotherapy units. Data were collected through interviews with

randomly selected male BRT drivers, averaging 40.96 years of age. The study utilized the Classification and Regression Tree (CART) algorithm and Hierarchical Clustering (HC) for data analysis. Key findings included: 1) Factors affecting mental health such as disputes with passengers, depression, body mass index, passenger criminal behaviors, retirement conditions, family circumstances, fatigue, and rostering. 2) Factors impacting job satisfaction, including the condition of bus repairs, the driver's seat, and cabin noise.

**Mustafa & Khan et al. (2021)** examined the study on "Mediating Role of Job Satisfaction between Work-To-Family Conflict and Safety Participation among Commercial Drivers of Pakistan." This empirical research explored how job satisfaction mediates the relationship between work-to-family conflict and safety participation, using social exchange theory as the theoretical framework. The study employed a cross-sectional research design with a quantitative methodology. Data were collected from 217 commercial drivers in the Karachi region using a convenience sampling approach. The findings revealed a minimal direct correlation between work-to-family conflict and safety engagement. However, job satisfaction was found to play a significant mediating role in the relationship between safety participation and strain-based work-family conflict. Additionally, the study referenced a statement from the World Health Organization (WHO) highlighting that approximately one million people die annually due to traffic accidents worldwide. This context underscored the importance of safety engagement among commercial drivers and the role of job satisfaction in mitigating work-family conflict.

**Tri Basuki Joewono et al. (2021)** carried out a study on "Does Job Satisfaction Influence the Productivity of Ride-Sourcing Drivers? A Hierarchical Structural Equation Modelling Approach for the Case of Bandung City Ride-Sourcing Drivers." The study aimed to explore how job satisfaction affects productivity among ride-sourcing drivers in Bandung City. It sought to examine the relationship between job satisfaction and productivity, as well as to identify factors contributing to job satisfaction that could enhance the sustainability of ride-sourcing services in urban settings. Employing a hierarchical structural equation modeling (SEM) approach, the researchers analyzed data collected from questionnaires distributed to the drivers. The analysis revealed that wage competitiveness and financial safety were highly valued by the drivers. Conversely, the study found that undertaking multiple jobs was generally associated with lower job satisfaction.

**Juan Carlos Oyanedel et al (2021)** explored a study on “Attitudes towards Safety Regulation and Job Satisfaction in Commercial Motor Vehicle Drivers” The study aimed to explore the relationship between attitudes toward safety regulations and job satisfaction among commercial motor vehicle drivers. Using a quantitative approach, the researchers collected data from 318 truck drivers in Chile in 2012. The study measured job satisfaction, attitudes toward road safety, and various work-related factors, including job stability, working conditions, employment contracts, income, age, and years of work. Data analysis involved descriptive statistics, correlations, multiple linear regression, and mediation analysis using structural equation modeling (SEM), with IBM-SPSS v. 20 used for the analysis. The findings indicated that job satisfaction is strongly associated with the successful enforcement of safety regulations and, to a lesser extent, with the effectiveness of regulatory standards.

**Tamara Gaji et al (2021)** researched under the title "Women's Role in Organizational Commitment and Job Satisfaction in the Travel Industry An Evidence from the Urban Setting" to investigate how women contribute to organizational commitment and job satisfaction in the travel industry, specifically in an urban context. The study aimed to enhance understanding of the factors affecting women's workplace satisfaction and commitment, and to identify strategies to improve efficiency, effectiveness, and competitiveness in the tourism sector. Conducted in Novi Sad, Serbia, the research sampled 610 women employed in tourism companies. Standardized questionnaires assessed job satisfaction and organizational commitment to explore the relationship between satisfaction factors and types of organizational commitment among female employees. Through multiple regression analyses, the study identified a connection between organizational commitment and various components of job satisfaction. The findings revealed that women's status in the tourism industry is often less favorable, with their continued employment frequently driven by moral obligations and limited career opportunities. The study also highlighted a significant correlation between satisfaction factors and different forms of organizational commitment.

**Tago Mharapara et al (2021)** surveyed on “Drivers of job satisfaction in midwifery—A work design approach” The study aimed to explore the factors influencing midwives' job satisfaction, particularly focusing on professional recognition, decision-making autonomy, and empowerment. The researchers sought to provide insights into how

the work design approach impacts job satisfaction within the midwifery profession. Using latent multiple regression analysis, the study examined the effects of decision-making autonomy, empowerment, and professional recognition on job satisfaction among midwives working in various contexts in New Zealand. The data were collected from three distinct groups: Lead Maternity Carer (LMC) midwives, employed midwives, and midwives in mixed roles. The analysis aimed to identify how these job characteristics uniquely affected job satisfaction in each work setting. The findings revealed that professional recognition was positively associated with job satisfaction across all three groups. Additionally, decision-making autonomy and empowerment were significant predictors of job satisfaction for LMC midwives only, while no significant relationship was found for employed or mixed-role midwives when considering professional recognition and empowerment simultaneously.

**Anna Toropova et al (2020)** analyzed a study on “Teacher job satisfaction: the importance of school working conditions and teacher characteristics” which examined how various factors influence teacher job satisfaction using data from TIMSS 2015 in Sweden. The study utilized confirmatory factor analysis and structural equation modeling to analyze the data. The findings highlighted that participation in professional development positively impacted job satisfaction. Additionally, teacher workload was directly associated with job satisfaction levels, and teacher self-efficacy beliefs moderated the effect of student discipline on job satisfaction. The study also identified demographic factors, such as age, as influential in both job satisfaction and attrition risk. Notably, female teachers, experienced educators, and those with higher self-efficacy reported higher levels of job satisfaction. Overall, the study emphasized the importance of supportive working conditions and individual characteristics in fostering job satisfaction among teachers.

**Yeongmin Kwon et al (2020)** investigated a study on "Exploring the Determinants of Bus Drivers' Job Satisfaction: Evidence from South Korea." The study aimed to identify and understand the factors influencing job satisfaction among bus drivers in South Korea. Data were collected through a survey of over 460 bus drivers, using a questionnaire that covered socio-demographic characteristics, job satisfaction, and working style and environment. The data were analyzed with the Ordered Probit Model, which is designed for ordinal and categorical responses. The study identified several significant factors

affecting job satisfaction among bus drivers, including work category, rest category, business, and work type.

**Rangarajan (2018)** took up a study on "A Study on Job Stress and Job Satisfaction in the Transport Sector - With Special Reference to MTC Bus Drivers in Adyar Depot." The study aimed to analyze the levels of job stress and job satisfaction among MTC bus drivers at the Adyar Depot in Chennai. It sought to identify the stressors affecting these drivers, assess their impact on physical and mental health, and offer suggestions to enhance job satisfaction and overall well-being. Utilizing a descriptive and analytical approach, the study incorporated both primary and secondary data. Primary data were collected through a well-designed questionnaire administered to 224 permanent MTC bus drivers. The data were analyzed using simple percentage analysis and one-way ANOVA with SPSS software. One-way ANOVA was employed to measure how demographic factors influenced job stress and satisfaction, while simple percentage analysis presented demographic details. The findings revealed no significant relationship between demographic factors and job stress. However, factors such as age, marital status, and monthly income were found to significantly impact job satisfaction among the drivers.

**Gunter Prockl et al. (2017)** conducted a study titled "Antecedents of Truck Drivers' Job Satisfaction and Retention Proneness." The research aimed to explore several key areas: 1) Identifying what affects truck drivers' job satisfaction, 2) Examining how both financial and non-financial job attributes affect job satisfaction and satisfaction with the employer, and 3) Investigating the likelihood of drivers remaining in their positions based on their job satisfaction. The study developed a conceptual model grounded in existing research and tested it using survey data from 164 truck drivers. Various linear and ordinal logistic regression analyses were employed to evaluate the proposed relationships. The findings revealed that job satisfaction is significantly influenced by non-financial job attributes and employer satisfaction. While both financial and non-financial job characteristics affect satisfaction with the company, non-financial attributes have a stronger impact. Additionally, both job satisfaction and employer satisfaction were found to influence drivers' propensity to stay in their positions. This study provided valuable insights into the factors predicting truck drivers' retention, highlighting the distinct roles of financial and non-financial job attributes in this specific work environment.

**René Schwendimann et al. (2016)** investigated on "Factors associated with high job satisfaction among care workers in Swiss nursing homes - A cross-sectional survey study." The research aimed to describe job satisfaction among care workers in Swiss nursing homes and explore its associations with work environment factors, work stressors, and health issues. Utilizing a cross-sectional design, the study drew on data from the Swiss Nursing Homes Human Resources Project (SHURP), which included a representative national sample of 162 nursing homes and 4,145 care workers across various educational levels. Data were collected through a structured survey questionnaire administered to care workers and nursing home administrators, with items tested for relevance and content validity. Analysis involved logistic regression with generalized estimating equations (GEE) to account for care workers nested within facilities, as well as descriptive statistics to summarize characteristics, work environment, stressors, and health complaints. The study identified significant associations between high job satisfaction and various work environment factors, including leadership, teamwork, safety climate, administrator resonance, staffing adequacy, workplace conflict, and health complaints.

**Seth Ayim Gyekye (2015)** analysed a study titled "An empirical investigation of the impact of age and job satisfaction on Ghanaian industrial workers" to examine how job satisfaction and age influence organizational citizenship behaviors (OCB). The research aimed to offer insights that could help management make informed decisions regarding employee flexibility, work effectiveness, and the management of organizational features based on demographic factors. The study sample consisted of 320 industrial workers from Ghana, with data collected through cross-sectional self-reports. The internal consistency of the data was assessed using Cronbach's alpha. A one-way ANOVA and post-hoc analysis compared the mean scores across four age groups, while hierarchical multiple regression analysis was used to explore the main and interaction effects of age and job satisfaction on OCB. The findings indicated that both age and job satisfaction were significant predictors of OCB, with age particularly standing out as a significant predictor. Additionally, the study found that job satisfaction significantly predicted engagement in citizenship activities.

**Marlena (2015)** probed a study on "Variations in job satisfaction in service industries: Comparative international analysis," aimed at identifying the factors influencing job satisfaction within service industries. The research analyzed data from the European Working Condition Survey, focusing on self-reported satisfaction with work and

job characteristics. The study employed a deductive approach to uncover the key drivers of job satisfaction, using classification trees (CART or CHAID) to identify significant variables. Comparative analysis was then conducted to assess job satisfaction across different regions. Statistical analysis was performed using the STATISTICA 10 software package. The findings indicated that high levels of job satisfaction contributed to improved quality in service encounters. Additionally, the study revealed that globalization and international workforce mobility had an impact on the job satisfaction of workers in the service sector.

**Amaravathi (2015)** carried out a study on "Determination of Key Factors Contributing to Job Satisfaction: A Study with Special Reference to Bus Conductors of Metropolitan Transport Corporation (Chennai) Ltd." The research aimed to analyze job satisfaction among government transport corporation bus conductors, specifically focusing on those in the Chennai district. The primary goal was to identify the key factors influencing job satisfaction and to suggest improvements in the service sector of the transport industry. The study also explored the impact of work-related stress and other contributing factors on job satisfaction, to improve the overall well-being of bus conductors. A sample of 80 bus conductors from the Chennai district was used for data collection, and the analysis was carried out using SPSS statistical software. The research employed quantitative methods, and potentially qualitative approaches, to thoroughly examine the factors affecting job satisfaction. The findings revealed that bus conductors experienced significant work overload and stress, which negatively impacted their job satisfaction. Additionally, the study showed that income levels and age-related job security played crucial roles in influencing job satisfaction among the respondents.

**Abdul Raziq (2015)** discussed the study "The Impact of Working Environment on Job Satisfaction," which aimed to analyze how the working environment affects employee job satisfaction. Utilizing a quantitative methodology, the study gathered data through a self-administered survey questionnaire. The sample included employees from educational institutions, the banking sector, and the telecommunication industry, with 210 participants selected using a simple random sampling technique. The results indicated a positive relationship between the working environment and job satisfaction. Specifically, factors such as top management support, esteem needs, and work hours were found to have a significant positive correlation with job satisfaction. The study also underscored the

importance of effective supervision and creating a supportive and inclusive work environment to enhance employee satisfaction.

**Piyush Kumar et al (2014)** explored a study titled "Understanding the Drivers of Job Satisfaction of Frontline Service Employees: Learning from Lost Employees." aimed at examining the factors influencing job satisfaction among frontline service employees who had recently left a firm. The research sought to identify the drivers of job satisfaction and turnover, while also exploring how these factors differed across employee subgroups. To achieve this, the authors employed a latent, finite-mixture modeling approach to cluster former employees based on the importance they placed on various antecedents of job satisfaction. Additionally, the study performed separate clustering based on employees' terminal job satisfaction levels at the time of resignation. Data were collected from frontline service employees of a large retail firm who had recently quit. The findings revealed considerable variation in the importance of factors like work environment, personality, and demographics across different subgroups. Furthermore, the study highlighted differing threshold levels of job satisfaction required for employees to decide to leave, with some needing very high levels while others were satisfied with lower levels. These insights shed light on the complexities of the relationship between job satisfaction and turnover intentions, offering a deeper understanding of why some employees choose to leave despite varying levels of satisfaction.

**Janakiraman (2014)** evaluated a study on "Employees Satisfaction in Tamilnadu State Transport Corporation Undertakings," to assess job satisfaction among drivers and conductors within the Tamil Nadu State Transport Corporation. The study aimed to identify key factors influencing job satisfaction and work-life balance in the transport sector and propose measures to enhance these aspects. Both primary and secondary data were utilized, with primary data gathered from 50 randomly selected respondents using an interview schedule. Data analysis involved simple percentage analysis and chi-square tests. The study provided valuable insights into how demographic factors, work shifts, and job nature affect job satisfaction and work-life balance among employees in the Tamil Nadu State Transport Corporation.

**Hayfaa (2014)** conducted a study on "Job Satisfaction of Women Managers in Lebanon: The Effect of Organizational Factors in the Services Industry" to investigate job satisfaction levels among female managers in Lebanon's services sector and assess how

personal demographic variables influence their job satisfaction. This study aimed to address the gap in research on job satisfaction in the Arab Middle East, with a particular focus on women managers, and to provide valuable insights for organizations operating in the region. The research employed a quantitative approach, using a self-administered questionnaire distributed to a convenience sample of 346 women managers in Lebanon's services industry. Frequency tables were used to assess general satisfaction levels across various job aspects, while means, standard deviations, and correlations were calculated to analyze different facets of job satisfaction. Additionally, a multivariate analysis of variance (MANOVA) was conducted, using both objective and subjective job satisfaction scores as dependent variables and demographic variables as independent ones. The study found that female managers in Lebanon generally reported low levels of satisfaction, particularly with objective aspects such as salary and promotions. The analysis provided valuable insights into the factors affecting job satisfaction among female managers in Lebanon and highlighted areas for potential improvement.

**Ofilo et al. (2013)** conducted a study on "Job Satisfaction and Psychological Health of Long-Distance Drivers In Benin City." The study aimed to assess job satisfaction and psychological health among long-distance drivers. Using a cross-sectional analytical design, data were collected from 168 long-distance drivers in Benin City, Nigeria. The researchers employed a 21-item Job Satisfaction Questionnaire and Goldberg's General Health Questionnaire (GHQ-28) for data collection. The analysis, performed using SPSS version 15, included descriptive statistics presented in tables and charts, and the chi-square test was used to examine statistical associations between variables. The findings revealed that 85% of the drivers were satisfied with their jobs. Key factors contributing to job satisfaction included flexibility in resting hours, company administration and management, a sense of being valued, and remuneration. However, dissatisfaction stemmed from inadequate on-the-job training and frequent harassment by law enforcement officers. The study also noted that psychological morbidity was rare among the drivers. The study concluded by emphasizing the need to address areas of dissatisfaction to enhance passenger safety and overall road safety.

**Trust Kabungaidze et al (2013)** investigated on "The Impact of Job Satisfaction and Some Demographic Variables on Employee Turnover Intentions," The study aimed to explore how job satisfaction and demographic factors such as age, gender, area of

specialization, and tenure—affect employee turnover intentions among teachers. Using a quantitative research design, the researchers selected a sample of 300 teachers from the Eastern Cape Province of South Africa through stratified random sampling to ensure diverse representation. Data were collected via structured questionnaires, which included items from the Minnesota Satisfaction Questionnaire (MSQ) to measure job satisfaction and a Biographical Questionnaire to gather demographic information. The data were analyzed using descriptive and inferential statistical methods, including T-tests, Chi-Square tests, One-way ANOVA, and correlation analysis, with the Statistical Package for the Social Sciences (SPSS) software. The findings indicated a significant relationship between job satisfaction, demographic variables, and turnover intentions among teachers. The study highlighted the need for school authorities to develop strategies to address the needs of teachers experiencing lower job satisfaction to reduce absenteeism and attrition rates.

**Hassan Jorfi (2011)** explored a study on "The Relationship Between Demographic Variables, Emotional Intelligence, Communication Effectiveness, Motivation, and Job Satisfaction." The research aimed to address the issues of low motivation and job satisfaction in Iranian educational administrations, emphasizing emotional intelligence as a key factor influencing communication effectiveness and job satisfaction. The study sought to explore the relationships between demographic variables, dimensions of emotional intelligence (such as intrapersonal, interpersonal, adaptability, general mood, and stress management), communication effectiveness, motivation, and job satisfaction. By examining these variables comprehensively, the research aimed to deepen the understanding of how emotional intelligence affects communication and job satisfaction in educational settings. The findings highlighted the pivotal role that emotional intelligence plays in enhancing human communication and job satisfaction. Additionally, the study called for further research to better understand the complex relationships between emotional intelligence, job satisfaction, communication effectiveness, and motivation in educational administrations.

**Shallal & Musa (2011)** carried out a study on "Job Satisfaction among Women in the United Arab Emirates," to explore the factors influencing job satisfaction among employed Emirati females. Data were collected through a survey of 1,272 workers in both the private and public sectors. The study found that several factors significantly affected job satisfaction, including age, education, and income. Specifically, a positive and

significant relationship was observed between job satisfaction and age. Additionally, females with education beyond the secondary level reported higher levels of job satisfaction. Similarly, higher income levels were associated with greater job satisfaction. These findings offer valuable insights into the factors that impact job satisfaction among Emirati women in the workforce.

**Ofuani (2010)** explored a study on “An analysis of factors affecting job satisfaction of women in paid employment in Benin City” focusing on the job satisfaction of women employed for pay in Benin City. The study aimed to assess the overall level of job satisfaction among these women and analyze the influence of various factors such as marital status, work experience, education, and relationships with superior officers on their perceptions of job satisfaction. To collect data, the researcher utilized the "Job Satisfaction of Women in Paid Employment Questionnaire (J.S.W.P.E.Q.)" and selected a sample of 200 women through stratified random sampling. The data were analyzed using the t-test. The results revealed that factors such as marital status, experience, educational background, and relationships with superior officers did not significantly impact the job satisfaction of women in paid employment in Benin City. The study concluded by recommending the provision of leadership opportunities and the creation of supportive work environments for women to enhance their job satisfaction.

**Felicia Ngozi (2010)** delved into the study "An analysis of factors affecting job satisfaction of women in paid employment in Benin City" to determine the level of job satisfaction among employed women in Benin City. The study aimed to assess how factors such as marital status, work experience, academic qualifications, and relationships with superior officer's influence job satisfaction. Using a stratified random sampling technique, the study selected a sample of 200 women. Data were collected through the "Job Satisfaction of Women in Paid Employment Questionnaire (J.S.W.P.E.Q.)" and analyzed using statistical methods, including the t-test and Pearson's Product Moment Correlation Coefficient ( $r$ ). The findings revealed that women in paid employment in Benin City generally reported high job satisfaction. Additionally, the study concluded that marital status, experience, academic qualifications, and relationships with superior officers did not significantly affect job satisfaction among these women.

**Joseph Sebastian (2010)** conducted a study on "A Study of Job Satisfaction and Factors that Influence It," aimed at investigating the factors affecting job satisfaction

among teachers in higher secondary schools. The study sought to identify and analyze both organizational and individual variables that influence teachers' job satisfaction. It also explored the implications of these findings for educational policy and provided recommendations for improving teacher job satisfaction. The study utilized various statistical methods, including descriptive statistics (mean, standard deviation, variance), t-tests, and one-way analysis of variance (ANOVA) to examine the relationships between variables and respondents' background information. The findings revealed significant differences in the intensity of job dissatisfaction among teachers. Key factors impacting job satisfaction were identified as lack of time for family and personal interests, interpersonal relationships, and working conditions.

**Corinne Boyles (2009)** examined a study on "Job Satisfaction, Work Time, and Well-Being Among Married Women in Japan." to investigate the relationship between paid work time and job satisfaction, as well as stress among married women in Japan. The study focused on understanding the trade-offs and consequences of continued employment for married women with children. To analyze the data, Boyles used a recursive system estimation technique, treating job satisfaction as predetermined by stress. Due to the nature of the ordinal model, regression diagnostics were not available; instead, a Lagrange Multiplier test was employed to assess cross-equation error correlation. The findings revealed that the intrinsic value of paid work had a significant impact on job satisfaction among married women. Additionally, paid work time was found to have various spillover effects on stress levels. The study highlighted the trade-offs faced by married women and offered implications for employers and policymakers based on the research outcomes.

**Dabke (2008)** carried out a study on "Job Satisfaction of Women in Construction Trades" which aimed to analyze prior literature on tradeswomen and examine whether demographic variables influenced their job satisfaction across various dimensions such as opportunities, compensation, supervision, and relationships with colleagues. The study involved surveying thirty-nine tradeswomen in the Cincinnati region to assess their levels of satisfaction or dissatisfaction with their work in the construction sector. The literature review highlighted a scarcity of research specifically on tradeswomen, with most existing studies focusing on recruitment and retention strategies for women in construction, rather than their job satisfaction or motivation. Furthermore, there was limited research comparing tradeswomen's perspectives on their employment. The survey findings revealed that tradeswomen prioritized salary, benefits, and job stability when evaluating their job

satisfaction. Although they generally expressed contentment with the nature of construction work, dissatisfaction emerged concerning compensation, benefits, and job security. Importantly, the study found that demographic characteristics did not significantly impact job satisfaction levels among women in the construction trades. Given the industry's need to improve its reputation and promote diversity in response to labour shortages, research focusing on tradeswomen remains vital and relevant.

**Catherine Chovwen (2007)** probed a study on “Barriers to acceptance, satisfaction and career growth: Implications for career development and retention of women in selected male occupations in Nigeria Catherine Chovwen” The study aimed to explore the barriers faced by female executives in male-dominated professions in Nigeria, focusing on their perceived acceptance, career growth, and job satisfaction. The research sought to shed light on the challenges women encounter in these occupations and their implications for career development and retention. Using a descriptive survey design, the study employed both exploratory and interpretive methods to investigate factors affecting female executives' experiences. Data were collected through focus group discussions and in-depth interviews, allowing for a comprehensive exploration of participants' perspectives. The collected data were transcribed and analyzed with qualitative analysis software and then coded into themes to identify patterns related to the research questions. The findings revealed that women in male-dominated fields often faced subtle discrimination, such as exclusion and perceptions of incompetence, which led to decreased acceptance and job satisfaction. Additionally, issues such as low self-confidence, lack of support, and organizational barriers were found to negatively impact their career growth.

**Feng Bolin (2007)** examined a study on "A Study of Teacher Job Satisfaction and Factors That Influence It. Chinese Education and Society," The research aimed to explore the factors affecting teacher job satisfaction in China, focusing on aspects such as social reference, work demand, income, and leadership relations. The objective was to offer insights into how schools and administrators could enhance teacher satisfaction and foster a positive work environment. Data were collected from a sample of 434 secondary school teachers across various types of schools in Beijing using both questionnaires and interviews. The questionnaire, consisting of thirty-one items measured on a five-point scale, assessed five key aspects of job satisfaction: self-fulfilment, job intensity, income, relations with leadership, and relations with colleagues. The data were analyzed using factor analysis and regression analysis to identify the primary factors influencing teacher

satisfaction. The study provided a detailed account of the sample characteristics, measurement instruments, and statistical methods used. The findings revealed that teacher job satisfaction was significantly influenced by factors such as self-fulfilment, occupational stress, income, relationships with leadership, and collegial relationships.

**Hammer et al. (2005)** conducted a longitudinal study titled "The longitudinal effects of work-family conflict and positive spillover on depressive symptoms among dual-earner couples" to investigate how work-family conflict and positive spillover influence depressive symptoms over time. The study involved 163 dual-earner couples from various industries in the United States, who completed surveys at three intervals over 12 months. Work-family conflict was measured using the Work-to-Family Conflict Scale and the Family-to-Work Conflict Scale, while positive spillover was assessed with the Positive Spillover Scale. Depressive symptoms were evaluated using the Center for Epidemiologic Studies Depression Scale (CES-D). Using structural equation modeling, the researchers analyzed the relationships between work-family conflict, positive spillover, and depressive symptoms over time, controlling for variables such as gender, age, and number of children. The findings highlighted the importance of considering both the negative and positive aspects of the work-family interface in understanding mental health outcomes among dual-earner couples.

**Grandey, et al (2005)** explored a study titled "A longitudinal and multi-source test of the work-family conflict and job satisfaction relationship" The research aimed to provide a detailed understanding of how work-family conflict affects job satisfaction over time and to explore gender differences in this impact. Utilizing a longitudinal and multi-source approach, the study offered a comprehensive analysis by incorporating various data points and controlling for factors such as family, personal, and job characteristics. This approach enhanced the rigor of the findings and provided a nuanced view of how work-family conflict influences job satisfaction among dual-earner couples. The results indicated that negative mood was positively associated with self-reported work-to-family conflict (WIF) and family interference with work (FIW), although there was no similar association with spouse-rated WIF.

**Liao & Chuang, (2004)** Investigated a study on "A multilevel investigation of factors influencing employee service performance and customer outcomes" to explore the factors affecting employee service performance and their impact on customer outcomes.

The research aimed to investigate individual and organizational factors contributing to service quality and customer satisfaction, shedding light on the complex interplay between employee behaviors, organizational context, and customer perceptions. The study utilized survey data from 110 branch offices of a large commercial bank in Taiwan, gathering responses from 2,535 employees and 10,140 customers. Hierarchical linear modeling (HLM) techniques were employed to analyze the multilevel data, enabling the researchers to examine individual and branch-level factors influencing service performance and customer outcomes. The findings revealed that individual factors such as job satisfaction, organizational commitment, and organizational factors like leadership style and climate significantly impacted employee service performance. Higher service performance was associated with increased customer satisfaction and loyalty, with employee service performance partially mediating the relationship between organizational factors and customer outcomes.

**Grzywacz and Bass (2003)** conducted a study titled "Work, family, and Mental Health: Testing Different Models of Work-family Fit" to explore how different combinations of work-family experiences affect individual mental health outcomes, particularly family competence. The study aimed to identify the optimal combination of work-family experiences that predicts positive mental health outcomes, emphasizing the importance of achieving a good work-family fit for overall well-being. The researchers used multivariate logistic regression models to analyze the relationships between work-family conflict, work-family facilitation, and mental health outcomes while controlling for variables such as gender, marital status, age, and income to mitigate potential confounding effects. The findings revealed that higher levels of work-family conflict, especially family-to-work conflict, were linked to increased odds of depression and problem drinking. Conversely, family-to-work facilitation was found to be a protective factor, associated with reduced odds of depression and problem drinking.

**Griffin et al. (2001)** discussed on the titled "Job Satisfaction and Teamwork: The Role of Supervisor Support," which examined the relationship between bus drivers' job satisfaction, client satisfaction, and company retention. The study highlighted the importance of understanding and collaborating with drivers to gain a competitive edge in the industry. The research focused on truckload company drivers, with participants averaging seven years of experience. The study used a non-random sample, and the demographics of the drivers were found to be consistent with the broader driver

population. Key findings revealed that drivers are generally independent, responsible, and resourceful individuals who desire additional responsibilities. Notably, 91% of drivers reported enjoying "Driving The Truck." Overall, the study emphasized that drivers' job satisfaction and their role in client satisfaction are crucial for company retention, underscoring the need for effective supervisor support and engagement.

**Julia Morrison Chambers (1999)** examined a study on "The Job Satisfaction of Managerial and Executive Women: Revisiting the Assumptions," which focused on the psychological and personal characteristics of women in managerial and executive roles about their job satisfaction. The study aimed to identify any differences between these two groups and to determine the key factors contributing to job satisfaction among female employees. Additionally, it discussed the implications of these findings for managerial training programs in both workplace settings and educational institutions. The research utilized a random sample of 1,000 managerial and executive women across the United States, adding credibility to the findings and their applicability to a broader population. By exploring how personal and psychological characteristics influence job satisfaction, the study addressed a critical gap in the literature, offering a more nuanced understanding of the factors affecting women in leadership roles. To analyze the impact of each antecedent variable on job satisfaction, the researcher employed regression analysis, t-tests, and Pearson Product-Moment Correlation (PPMC). The results revealed significant differences in job satisfaction between managerial and executive women, with executive women showing higher satisfaction levels, particularly in areas such as promotion opportunities.

**Hull (1999)** explored a paper titled "The Paradox of the Contented Female Lawyer," which examined the relationship between job satisfaction and happiness in the legal profession, particularly in light of the increasing presence of women since the 1970s. The study, based on a systematic literature review, focused on the connection between gender and job satisfaction in the legal field. Drawing from a recent survey of Chicago attorneys, the research also proposed future avenues for studying gender differences in job satisfaction. Despite women generally holding lower-paying jobs with less status, authority, and career mobility than men, previous research found no significant gender differences in job satisfaction. The study suggested that women may place a higher value on relationships with coworkers and less emphasis on income and promotions compared to men. Additionally, it explored theories positing that women might compare themselves

primarily to other women or stay-at-home women rather than to the broader workforce, potentially explaining their relatively high levels of satisfaction.

**Marion Kloep (1994)** studied on “Working Conditions Work Style and job satisfaction among Albanian teachers” to investigate the working conditions and job satisfaction of teachers in Albania. The research aimed to assess the levels of job satisfaction and engagement in effective classroom practices among Albanian educators and compare these findings with those from teachers in the USA, Germany, Singapore, England, and Poland. Data were collected through a large-scale questionnaire survey involving 349 Albanian teachers, and comparative analyses were performed using data from the aforementioned countries. Stepwise regression analysis techniques were employed to analyze the data. The study found that Albanian teachers reported relatively high levels of job satisfaction and engagement in effective classroom practices. However, the economic and physical conditions for teachers in Albania were found to be poor. Professional autonomy emerged as a significant predictor of job satisfaction, while both social support and professional autonomy were identified as key predictors of work efficiency among Albanian teachers.

**Julene M. Rodriguez (1990)** analyzed the "Determinants of Job Satisfaction of Professional Drivers," to address the driver shortage issue and understand the factors influencing job satisfaction among drivers in North Dakota's trucking industry. The research sought to garner industry support and assess the scale of the trucking industry in the region. To gather data, Rodriguez conducted interviews with several key stakeholders, including the executive director of the North Dakota Motor Carriers Association, staff from the North Dakota Public Service Commission (NDPSC) responsible for truck regulation, and management representatives from seven trucking companies. Additionally, a postcard survey was sent to 462 companies listed by the NDPSC to determine the number of drivers employed by each company. After two mailings, the survey achieved a 60.8% response rate, with 281 returns. Three separate survey instruments were developed for the study targeting drivers, managers, and student drivers. Herzberg's two-factor theory served as the foundation for designing the driver's survey instrument, which identified nine key areas affecting job satisfaction. The study used a ranking method to pinpoint the primary factors influencing drivers' job satisfaction. The findings revealed that drivers, like other professionals, need clear objectives and recognition to achieve and master their goals. A notable concern expressed by drivers was the lack of promotional opportunities

and management's perceived indifference, which were significant factors contributing to drivers leaving the field.

**Waddell (1983)** conducted a study on "Factors Affecting Choice, Satisfaction, and Success in the Female Self-Employed," which aimed to identify variables that predict occupational choice, satisfaction, and success among self-employed women. The study compared female business owners, managers, and secretaries using various statistical methods. Multivariate Analysis of Variance (MANOVA) was employed to test the first hypothesis, while univariate analysis of variance was used to compare the different groups. Multiple linear regression was applied to test additional hypotheses, analyzing multiple correlated variables. The research utilized a 60-item instrument to measure personality characteristics. The findings indicated that there was no significant relationship between job satisfaction among business owners and the predictor variables. High job satisfaction among owners made it challenging to identify these relationships. Additionally, the study highlighted that the inherent risks of business ownership led to the exclusion of individuals with lower success or satisfaction, and the lack of clear definitions for the manager and secretary groups affected the generalizability of the results.

Work satisfaction is an essential factor influencing employee performance and overall well-being. Studies have shown that aspects such as age, work environment, stress, and management support play important roles in work satisfaction. The work atmosphere and workload can significantly impact how satisfied employees feel. Emotional intelligence has also been linked to higher work satisfaction. Additionally, while some factors like marital status and education may have minimal effects, the overall workplace environment and support systems are crucial for fostering work satisfaction and positive work outcomes.

## **2.4 Studies on Work Performance**

**Fang Yuan Chen et al (2022)** explored a study on "The Experience and Performance of Female Airline Pilots in Taiwan - A Tripartite Assessment" which aimed to explore the experiences and performance of female pilots in Taiwanese airlines. The researchers used a qualitative approach, conducting in-depth interviews with flight operations managers, male pilots, and female pilots from three different airlines. The goal was to discuss gender issues in the cockpit and assess the impact of female pilot

participation. The findings revealed that flight operations managers and male pilots generally affirmed the competence and performance of female pilots. Additionally, the participation of female pilots was found to have a positive influence on cockpit culture, particularly in enhancing crew resource management and flight safety. Interestingly, contrary to previous studies, the female pilots interviewed did not report facing significant challenges or discrimination based on their gender. The study underscores the positive contributions of female pilots to the aviation industry in Taiwan.

**Sushma Paudel (2021)** examined “Work-family balance and Employee Performance in Nepalese Commercial Banks” which aimed to investigate the effects of work-life balance on HR performance. The study focused on the impact of work-family balance practices on the performance of supervisory employees, particularly low to middle-level managers, in Nepalese commercial banks. A combination of descriptive and analytical research designs was utilized to explore the relationship between work-family balance and employee performance. Data were collected through a self-administered questionnaire. The findings revealed a significant positive relationship between work-family balance practices and HR performance. Specifically, the study noted that leave policies played a crucial role in motivating employees to deliver services more efficiently and effectively. The results underscored the importance of work-family balance in enhancing job performance, highlighting its mutual benefits for both employers and employees.

**Yuslena Sari et al (2020)** investigated on “Predictors of Job Performance: Moderating Role of Conscientiousness” focusing on how stress impacts job performance among employees, with particular attention to work-related and life stress. The study also examined conscientiousness as a moderating factor in this relationship. Data were collected from employees in Indonesian banks using simple random sampling, and analysis was conducted with Smart-PLS software. Techniques such as confirmatory factor analysis and moderation analysis were employed. The results revealed that both work-related and life stress affect job performance, with life stress having a more pronounced negative impact. Conscientiousness was found to moderate these relationships, suggesting that employees with higher levels of conscientiousness may better manage stress and maintain performance levels. The study highlighted the complex dynamics between stress, conscientiousness, and job performance, indicating that employees can often perform well

despite job-related challenges when their conscientiousness helps buffer the impact of stress.

**Mills Bamidele Roseline (2019)** engaged on “Employee Dedication and Performance of Transport Operators In the Marine Sector In Port Harcourt, Nigeria” which aimed to examine the relationship between employee dedication and various performance indicators, including productivity, growth, and survival. The study utilized a cross-sectional survey design with a quantitative approach, gathering data through a structured questionnaire. The population consisted of 420 employees from 7 marine transport terminals, with a sample size of 205 employees selected using the Taro Yamane method. Data analysis was performed using Pearson's Product Moment Correlation Coefficient to explore the relationship between employee dedication and performance. The results indicated a positive and significant correlation between employee dedication and all performance measures. The study concluded that employee dedication plays a crucial role in driving engagement behaviors necessary for the improved and sustained performance of marine transport operators in Port Harcourt

**Kwang Bin Bae (2017)** explored a study on “The impact of gender diversity on performance: The moderating role of industry, alliance network, and family-friendly policies – Evidence from Kore” which aimed to analyze how gender diversity in management affects organizational performance, specifically firm productivity in Korean companies. The study also examined the moderating roles of industry type, alliance networks, and family-friendly policies in this relationship. Data were drawn from the Korea Workplace Panel Survey for 2005, 2007, and 2009, and various statistical methods, including fixed and random effects models, the Hausman specification test, and a variable-centering strategy, were used for analysis. The results revealed that gender diversity in management had a stronger positive impact on firm performance in service-oriented industries compared to manufacturing sectors. Interestingly, the relationship between gender diversity and productivity followed a U-shaped pattern: gender diversity initially harmed productivity at low levels, decreased at moderate levels, and then increased at higher levels of diversity. Furthermore, family-friendly policies positively moderate the link between gender diversity and productivity, enhancing workplace diversity benefits.

**Mendis (2017)** analyzed on the “The Impact of work-life balance on employee performance with Reference to Telecommunication Industry in Sri Lanka: A Mediation

Model” aimed at examining the influence of work-life balance on employee performance, with a particular focus on whether job satisfaction mediated this relationship. The research adopted a deductive approach and a correlational study design, collecting data in the natural environment of two major telecommunication companies through cluster sampling. The sample consisted of 100 executive-level married employees. Primary data was gathered using a structured questionnaire that included personal profiles and Likert scale questions, while secondary data was sourced from previous studies, journals, and reports. Various statistical techniques, including measures of central tendency, dispersion, skewness, regression, and correlation analyses, were employed to test the hypotheses. The study's findings demonstrated a strong positive relationship between work-life balance and employee performance, with job satisfaction serving as a significant mediator. It was concluded that better work-life balance leads to enhanced employee performance and job satisfaction.

**Guang Xiang Chen et al (2016)** conducted a study on "The Influence of daily sleep patterns of commercial truck drivers on driving performance," which sought to examine truck drivers' sleep patterns during non-work periods and evaluate their impact on driving performance. Through clustering analysis, four distinct sleep patterns were identified for further investigation. Demographic data were collected from 96 drivers, and negative binomial regression was used to model the relationship between these sleep patterns and safety-critical events. The study revealed that shorter sleep duration, sleep during the early stages of non-work periods, and reduced sleep between 1 and 5 a.m. were associated with a higher rate of safety-critical incidents. Additionally, male drivers exhibited worse driving performance and higher driving risks, which were linked to factors such as higher body mass index and fewer years of experience operating commercial vehicles. The findings highlight the importance of sleep management in the trucking industry and suggest that these insights could inform policies related to drivers' working hours and overall safety management.

**Myra Blanco et al (2011)** delved into a study on “The Impact of Driving, Non-Driving Work, and Rest Breaks on Driving Performance in Commercial Motor Vehicle Operations” aimed at examining the safety effects of rest breaks and non-driving work on driving performance. The study's methodology, detailed in Blanco et al. (18), involved data collection from 100 drivers employed by four different fleet companies. The analysis

focused on understanding the relationship between driving hours and safety-critical events (SCEs). The results revealed a statistically significant effect of driving hours on the SCE rate, with findings indicating that as driving hours increased, the SCE rate also rose. The study highlighted the importance of adequate rest breaks to improve driving performance and reduce safety risks

**Diane (2006)** surveyed a study on “How do 360-degree performance reviews affect employee attitudes, effectiveness and performance?” explores the impact of 360-degree performance reviews on employee attitudes and behaviors. The study aimed to provide insights into how this evaluation method influences employee motivation, behavior, and overall organizational performance. The research involved a thorough review of existing literature, academic studies, industry reports, and expert opinions on the topic. By synthesizing diverse perspectives, the study offered a comprehensive understanding of the effects of 360-degree performance reviews. The findings highlighted that while 360-degree reviews can provide more comprehensive and varied feedback, they also have potential drawbacks. Positive effects include enhanced feedback and broader perspectives, while negative reactions to critical feedback can negatively impact employee productivity and attitudes. Overall, the study emphasized the dual nature of 360-degree reviews, noting their potential benefits and challenges in influencing employee performance and organizational effectiveness.

**Terry A. Beehr et al (2001)** research on “Evaluation of 360-degree feedback ratings: relationships with each other and with performance and selection predictors” to assess the effectiveness of 360-degree feedback ratings and their associations with performance and selection predictors. The study focused on understanding the interrelationships among feedback from supervisors, peers, and self-ratings, as well as their connections with performance appraisals and selection test data. Utilizing a correlational research design, the study analyzed data from approximately 2,000 employees within a Midwestern insurance company. Feedback was collected from managers, peers, and the employees themselves, while multiple selection measures, including cognitive ability tests, personality tests, and job knowledge tests, were employed. Performance appraisals conducted at two different times were used to evaluate the stability of the ratings over time. Correlation and regression analyses were applied to explore the relationships among the feedback ratings, selection tests, and performance appraisals. The findings revealed that the three dimensions of 360-degree feedback

supervisors, peers, and self-ratings did not consistently correlate with selection tests and performance variables. Patterns varied depending on the feedback source, and not all selection tests showed significant relationships with 360-degree ratings. Additionally, halo effects were observed, complicating the identification of differential relationships between the 360-degree feedback dimensions and external variables.

**Stéphane Brutus (1999)** took up a study on “The impact of 360-degree feedback on planning for career development” to examine how 360-degree feedback influences career development planning. The study aimed to understand how managers used feedback from various sources—self-assessment, peers, subordinates, and supervisors—to establish developmental goals and how these goals correlated with their performance ratings. Data were collected from 2,163 managers participating in a leadership development program. Regression analysis was employed to explore the relationship between the selection of developmental goals and performance ratings. This analysis helped identify which performance dimensions were most associated with the chosen goals. The findings revealed that managers at higher organizational levels were less likely to utilize 360-degree feedback for setting developmental goals, indicating a need for tailored approaches to encourage feedback use among senior managers. Additionally, the study highlighted the importance of incorporating feedback from subordinates in the 360-degree feedback process. These insights underscore the strategic and organizational factors that affect the effectiveness of 360-degree feedback in career development planning.

Research shows that gender diversity in management can enhance productivity, particularly in service industries, and is further boosted by family-friendly policies. Work-life balance was found to improve employee performance and satisfaction, with work satisfaction playing a key role. Truck drivers' sleep patterns were linked to safety incidents, emphasizing the importance of sleep management. Additionally, longer driving hours were associated with increased safety issues, highlighting the need for adequate rest. 360-degree performance reviews offer varied feedback but can also negatively affect attitudes if critical, and they are less used by senior managers, suggesting the need for tailored strategies.

## **2.5 Studies on Work-Life Balance and Work Satisfaction**

**Banumathi & Dr. Vennila (2023)** undertook a study on “Work-Life Balance as A Determinant of Job Satisfaction Women In The Transport Sector” to examine how work-

life balance affects job satisfaction among female commercial drivers in Coimbatore District, India. The study focused on understanding the impact of workplace support, work interference, and job interference on job satisfaction. Utilizing a descriptive cross-sectional survey, the researchers collected data through structured questionnaires administered to female drivers in the region. Factor analysis was employed to explore the relationships between work-life balance and job satisfaction. The findings underscored the critical role of workplace support in mitigating interference and enhancing job satisfaction. Specifically, the study revealed a negative relationship between work interference, job interference in personal life, and work-life satisfaction, highlighting the importance of a balanced work-life dynamic for improving job performance and overall satisfaction.

**Afia Nyarko Boakye (2023)** surveyed the “Work-life balance as predictors of job satisfaction in the tertiary educational sector” which aimed to examine the impact of work-life balance on employee job satisfaction within tertiary institutions. The study focused on the relationships between workplace support, personal life interference with work, work interference with personal life, and overall satisfaction with work-life. Additionally, it explored how work-life balance influenced employee effectiveness. Data was collected from 476 employees across eight tertiary institutions in Ghana through a cross-sectional study. The analysis, which employed descriptive statistics and structural equation modeling, revealed that workplace support positively influenced both personal life interference with work and work interference with personal life. However, both forms of interference were found to have a negative relationship with satisfaction in work-life.

**Elisabeth Rohwer et al (2022)** conducted a study on “Police officers’ work-life balance, job satisfaction and quality of life: longitudinal effects after changing the shift schedule” to investigate the long-term effects of a new alternate shift pattern on police officers' mental health and well-being. The study, part of a pre-post research design, began with a baseline survey in 2015 when the new shift schedule was introduced and followed up with another survey 5.5 years later in 2020. Conducted in police departments of a German metropolitan area, the study included 116 shift-working police officers out of a total of 1,673. Mixed analyses of variances were used to assess variations over time and between genders. The findings revealed significant improvements in work-life balance, job satisfaction, and quality of life from the baseline to the follow-up survey. However, there were no notable differences between male and female officers, nor were there significant interactions between time and gender. Overall, the study highlights the positive

impact of the new shift schedule on officers' mental health and offers insights into designing shift patterns that support workers' well-being and job satisfaction.

**Nancy Yusnita et al (2022)** probed a study on “The Role of Work-Life Balance and Job Satisfaction as Predictors of Organizational Commitment” discussed the investigation into the variables affecting organizational commitment, specifically work-life balance and job satisfaction. The study predominantly relied on quantitative data sources, utilizing surveys completed at PT. PLN Indonesia. The sample comprised 210 permanent workers of PT. PLN. Path analysis was employed to establish the relationship between the variables. The findings revealed that work-life balance hurt organizational commitment, while work-life satisfaction positively influenced job satisfaction. Additionally, work-life balance had a positive effect on organizational commitment through job satisfaction. The study concluded by offering recommendations to enhance employees' organizational commitment, focusing on robust indicators with high contribution levels.

**Audrey Wulandari (2022)** conducted a study "Effect of Work-Life Balance and Work Environment on Employee's Job Satisfaction in the Nursing Department at Mitra Sejati General Hospital Medan" which aimed to analyze the impact of work-life balance and the work environment on job satisfaction among nursing staff. The study employed an associative research method with a quantitative approach, targeting a population of 530 staff members at the hospital. A sample of 85 nurses was selected through purposive sampling, and data were gathered via questionnaires. Various analyses, including validity and reliability tests, classical assumption tests, and multiple linear regression analysis, were performed. The results revealed that both work-life balance and the work environment had a partial effect on job satisfaction. Furthermore, these two factors collectively influenced job satisfaction, with an adjusted R-square value of 0.33, indicating that 33% of job satisfaction could be attributed to work-life balance and the work environment.

**Nguyen Thi Hoang Anh et al (2022)** carried out research titled on “The impact of work-life balance on job satisfaction, organizational pride and commitment: A study in the service industry” aiming to explore how work-life balance affects job satisfaction, organizational pride, and commitment. The research employed a qualitative approach, utilizing online group interviews with both employees and managers. Data analysis was carried out using IBM SPSS 25 and SmartPLS 3.2.9 software. The findings revealed that

work-life balance had a significant positive impact on organizational pride, job satisfaction, and commitment. Furthermore, job autonomy and supervisor support were found to influence employees' work-life balance, further emphasizing their importance in enhancing overall employee well-being and organizational outcomes.

**Vinod Kunwar (2022)** explored a study on “Impact of Work-Life Balance on Job Satisfaction of Employees” focusing on the travel agency sector in Estonia. The research employed a quantitative methodology, collecting data from 160 employees through questionnaires. Principal Component Analysis was used to perform factor analysis. The findings revealed that work-life balance significantly contributed to employee job satisfaction. Key factors influencing work-life balance included working conditions, flexibility, and organizational policies, all of which played a pivotal role in determining overall job satisfaction.

**Media Martadiani et al (2022)** probed on the “Role of Job Satisfaction, Work-Life Balance and Job Embeddedness on Turnover Intention Nurse in Denpasar” The study aimed to explore the roles of job satisfaction, work-life balance, and job embeddedness, as well as identify factors that could reduce nurses' turnover intention. A mediation model was employed to examine the relationships between these variables. Using accidental sampling, a survey was administered to 75 female nurses working in a private hospital in Denpasar City. The findings revealed that both work-life balance and job embeddedness had a positive influence on job satisfaction. However, it was also observed that work-life balance had a direct negative impact on job satisfaction, suggesting a complex relationship between these factors and their influence on turnover intention.

**Carita Håkansson (2021)** explored the study “Occupational balance and satisfaction with daily occupations in persons with depression or anxiety disorders” The study aimed to explore how different aspects of occupational balance were associated with satisfaction with daily occupations among individuals with depression and/or anxiety disorders. Additionally, it sought to determine whether various aspects of occupational balance could predict satisfaction with daily occupations. The research utilized an exploratory correlational longitudinal pilot study design as part of a project evaluating the Tree Theme Method for patients with depression and/or anxiety disorders. Data were collected immediately after the intervention and again 12 months later. The Occupational Balance Questionnaire (OBQ) and the Satisfaction with Daily Occupations (SDO) were

employed to gather data, and binary logistic regressions were used to analyze the associations. The findings revealed that a high level of balance between work, home, family, leisure, rest, and sleep, as well as having neither too much nor too little to do during a regular week, was associated with high satisfaction with daily occupations. Satisfaction with the time spent on rest, recovery, and sleep also contributed to higher overall satisfaction with daily occupations.

**Fartun Ahmed Sheikh Mohamud (2021)** carried out a study on the “Effect of Work-Life Balance on Job Satisfaction of Female Employee in Health Sector, Mogadishu, Somalia” The research aimed to explore job satisfaction and work-life balance among women in the healthcare sector in Mogadishu, Somalia, with a focus on identifying factors influencing both individual and organizational outcomes. Employing a quantitative approach, the study used a survey methodology to collect data from 200 working women in the healthcare sector, achieving an approximate response rate of 89%. Random sampling was employed, and data were gathered using questionnaires. Descriptive statistics were used to characterize the study constructs, while inferential statistics were applied to test the hypotheses. The findings revealed that job stress and role conflict had a significant impact on job satisfaction, whereas time pressure did not show a statistically significant effect. Regression analysis indicated that 85% of the variation in job satisfaction was explained by the independent variables, with the remaining 15% attributed to error terms.

**Mariyam Malik (2020)** conducted a study on “Association of Work-Life Balance and Job Satisfaction in Commercial Pilots: A Case Study of Pakistan” which aimed to investigate the relationship between work-life balance and job satisfaction among commercial pilots. The study specifically examined the impact of family-work conflict and work-family conflict on job satisfaction. A convenience sampling method was used to select 192 participants, including chief pilots, captains, and first officers. The research was cross-sectional in design. The findings revealed that family-work conflict was associated with higher levels of job satisfaction, whereas work-family conflict was linked to lower job satisfaction. Furthermore, work-family conflict showed a stronger correlation with job satisfaction than family-work conflict.

**Jyothi (2020)** engaged in research on “Impact of Work-Life Balance on Job Satisfaction of Women Employees of Apsrtc” to evaluate how work-life balance affects

job satisfaction among female employees at APSRTC. The study focused on three RTC zones in Andhra Pradesh: Kadapa, Kurnool, and Anantapur. Various methods were used for evaluation, including factor analysis, linear regression, and structural equation modeling. Factor analysis was employed to identify key factors related to the two research variables, resulting in two components linked to work satisfaction, categorized as "affective and cognitive satisfaction levels." The study highlighted five key aspects influencing work-life balance: financial assistance, job load, supervisory support, working conditions, and peer group coordination.

**Harjot Kaur (2020)** took up a study on “Examine the Mediating Effect of Work-Life Balance on the Relationship between Work-Family Conflict and Job Satisfaction of Women Doctors” The research focused on understanding how work-life balance mediates the relationship between work-family conflict and job satisfaction among female doctors. To ensure the reliability and validity of the data, the study employed Confirmatory Factor Analysis (CFA). Structural Equation Modeling (SEM) was used to assess the mediating role of work-life balance. The sample comprised 200 female doctors, predominantly aged between 30 and 49. The findings revealed that work-family conflict negatively impacted both work-life balance and job satisfaction. Notably, work-life balance was found to fully mediate the relationship between work-family conflict and job satisfaction, highlighting its crucial role in mitigating the adverse effects of conflict on job satisfaction.

**Iqbal Ramadhani Fuadiputra (2020)** surveyed on “The Effect of Work Autonomy and Workload on Job Satisfaction of Female Workers in the Banking Sector: Mediating the Role of Work-Life Balance” which aimed to investigate the mediating role of work-life balance in the relationship between work autonomy, workload, and job satisfaction. The research specifically focused on female workers in the banking sector. A quantitative approach was employed, with data collected through a questionnaire using a nonprobability sampling method. The sample consisted of 100 female banking workers from Malang City, East Java. Data analysis was performed using Smart Partial Least Squares (Smart-PLS) software, and the Sobel test was utilized to assess the mediating effect of work-life balance. The findings revealed that workload had a significant effect on work-life balance. However, work autonomy, workload, and work-life balance did not have a significant direct effect on job satisfaction. The study concluded by highlighting the critical role of managing work-life balance for female workers in the banking sector to improve job satisfaction.

**Mahima Nanda (2020)** probed a study on “Emotional Intelligence, Work-Life Balance, and Work-Related Well-Being: A Proposed Mediation Model” which aimed to develop a model explaining the relationships among Emotional Intelligence (EI), Work-Life Balance (WLB), and work-related well-being. The study emphasized a systematic literature review methodology to ensure a thorough exploration of the existing research. The findings proposed a mediation model where EI was found to influence both WLB and different aspects of work-related well-being. Furthermore, WLB played a mediating role in the relationship between EI and work-related well-being, highlighting its importance in enhancing overall well-being through emotional intelligence.

**Pavitra Dhamija (2019)** investigated a study on “Measuring of job satisfaction: the use of quality of work-life factors” to explore how job satisfaction can be assessed through the quality of work-life factors. The study aimed to illuminate the relationship between work-life quality and job satisfaction and to provide recommendations for organizations to improve employee satisfaction and retention. It also sought to identify factors that contribute to employee motivation and engagement within the work-life quality context. Using multi-stage sampling, the research collected primary data from 300 bank employees in India, including executives, associates, and managers involved in customer-oriented roles. Descriptive statistics and regression analysis were used to evaluate the impact of quality of work-life factors on job satisfaction, while  $\chi^2$  statistics examined the association between these factors and socio-demographic variables. The study also compared its findings with Herzberg's Theory of Job Satisfaction. The results revealed a significant positive association between the quality of work-life factors and job satisfaction, indicating that unfavorable work environments negatively impacted job satisfaction.

**Venkateswara Rao (2019)** conducted a study “Impact of Work Life Balance on Job Satisfaction: An Empirical Study on Women Employees in Banking Sector” The study aimed to investigate how work-life balance affects job satisfaction among women employees in the banking sector. It sought to identify factors hindering women's career advancement and job satisfaction and to explore the relationship between work-life balance and job performance. The study also examined the influence of demographic factors, such as family structure, marital status, and job level, on work performance. Data were collected from a sample of 120 women executives working in the banking sector in Andhra Pradesh, India, using a personal contact approach and a convenient survey

method. The analysis employed tools such as simple percentages, the Garrett ranking method, and Analysis of Variance (ANOVA). The Garrett ranking method was specifically used to determine the order of factors preventing women employees from attaining higher-level positions. The study concluded that work-life balance significantly impacts job satisfaction among women employees in the banking sector.

**Julie H. Wayne (2019)** surveyed a study on “Predictors and Processes of Satisfaction with Work-Family Balance: Examining the Role of Personal, Work, and Family Resources and Conflict and Enrichment.” the study aimed to explore the factors influencing satisfaction with work-family balance, focusing on how personal, work, and family resources, as well as conflict and enrichment, contribute to balance satisfaction. It also sought to understand the mediating effects of conflict and enrichment on the relationship between resources and balance satisfaction and to compare the relative importance of work and personal resources in achieving balance satisfaction. In Study 1, a cross-sectional survey of 216 employees was conducted to examine the relationships between personal, work, and family resources and work-family balance, with particular attention to work-family conflict and enrichment. Study 2 involved a time-lagged survey spanning 3 months, collecting data from 220 employees to assess these relationships over time. Data analysis included correlations and exploratory factor analysis. The findings revealed that personal, work, and family resources are crucial for promoting balance satisfaction, with work resources being the most significant factor in enhancing balance satisfaction.

**Maureen Andrade (2019)** explored a study on “The Role of Work-Life Balance and Worker Scheduling Flexibility in Predicting Global Comparative Job Satisfaction” The research aimed to perform a comparative analysis of job satisfaction across different countries, focusing on how work-life balance and worker scheduling flexibility influence job satisfaction. The study sought to provide insights for multinational companies to enhance employee performance and reduce turnover costs. To collect data, a multistage stratified probability sampling method was employed, encompassing various countries. Ordinary Least Squares (OLS) regression was used to analyze how job characteristics affect job satisfaction. The findings revealed that few workers had the option to work from home, with most having regular shifts. Both intrinsic and extrinsic work characteristics were found to impact job satisfaction significantly. Notably, work-life balance and

scheduling flexibility emerged as strong predictors of job satisfaction. The study also highlighted cross-national differences in how work conditions affect job satisfaction.

**Mominul Haque Talukder (2019)** studied on “Supervisor Support and Organizational Commitment: The Role of work-family Conflict, Job Satisfaction, and Work-life Balance” This study aimed to explore the relationship between supervisor support and organizational commitment within the Australian financial sector, focusing on the mediating effects of work-family conflict, job satisfaction, and work-life balance. The research sought to provide insights into how supervisor support can shape employees' attitudes and behaviors, and how organizations can foster a supportive work environment that enhances work-life balance and organizational commitment. Data were collected from 305 employees working in the financial sector in Sydney, Australia, using an online survey. Structural Equation Modeling (SEM) was employed to analyze the data and test the proposed relationships among the variables. Confirmatory Factor Analysis (CFA) and reliability analysis were used to ensure the validity and reliability of the measures. The findings revealed that supervisor support was negatively associated with work-family conflict, which in turn was negatively related to work-life balance and job satisfaction. Additionally, the study found that work-life balance and job satisfaction were positively related to organizational commitment.

**Subooh Yusuf (2018)** evaluated a study on “A Comparative Study of Work-Life Balance and Job Satisfaction of the Employees Working in Business Process Outsourcing Sector” The research aimed to compare work-life balance and job satisfaction among BPO employees, using the job satisfaction scale developed by Khan and Sheeba in 2002. This scale ranged from "very much satisfied" to "not satisfied at all" on a five-point scale, with scores ranging from 25 to 125. The reliability of the scale was confirmed with a coefficient correlation of 0.77 through the split-half method. The study concluded that there was no significant difference in job satisfaction or work-life balance between male and female BPO employees. Additionally, it was found that gender had little influence on job satisfaction within the BPO sector.

**Thangaraj (2018)** took up into a study on “Work-Life Balance and Its Impact on Women Workers Job Satisfaction in Textile Spinning Unit (With Reference to Coimbatore District)” The research aimed to investigate the influence of socioeconomic factors on the work-life balance of women workers and examine how work-life balance affects their job

satisfaction within the textile industry. Primary data were gathered through interviews with employees of textile spinning mills, using a descriptive study approach combined with regression analysis to explore the factors influencing job satisfaction. The findings indicated that participants experienced a moderate level of work-life balance, job satisfaction, and socioeconomic conditions. The study also revealed that the organizational climate had a significant impact on work-life balance, while work-life balance policies were found to be less important in the Indian context. Interestingly, the study found no significant relationship between work-life balance and job satisfaction, suggesting that other factors might play a more crucial role in shaping job satisfaction among these women workers.

**Pandu (2018)** conducted a study on “The Relationship Between Work-Life Balance and Job Satisfaction: An Empirical Evidence from Married Women IT Employees and School Teachers in Chennai” The research aimed to explore how work-life balance affects job satisfaction among married women working as IT employees and school teachers in Chennai. The study addressed a gap in the existing literature by examining the impact of work-life balance on job satisfaction and identifying factors such as work-family conflict, family-work conflict, work environment, and attitudes towards work. Data were collected from a sample of 173 women employees 69 IT employees and 104 school teachers in Chennai, selected through simple random sampling. The analysis employed correlation and multiple regression techniques to investigate the relationship between work-life balance and job satisfaction. The findings highlighted that work-life balance significantly influences job satisfaction levels among the participants. A favorable work-life balance was found to be crucial for achieving higher job satisfaction among married women in both professions.

**Amandeep Nahar (2017)** probed a study on “Role of Work-Life Balance and Job Satisfaction Among the Women Employees of State Bank of India in and around Chandigarh” The study aimed to provide insights into the significance of work-life balance and its impact on job satisfaction among women employees at the State Bank of India. It focused on identifying the challenges women face in balancing work and family demands and how this affects their job satisfaction. The study employed a quantitative approach, collecting both primary and secondary data. Self-administered questionnaires were used to gather data from 70 women employees of the State Bank of India in and around Chandigarh. Descriptive and inferential statistics, including correlation and

regression analysis, were used to analyze the data. Additionally, ANOVA was applied to test differences in job satisfaction across age categories. The findings indicated a significant positive relationship between work-life balance and job satisfaction among the women employees, highlighting the importance of achieving balance for overall job satisfaction.

**Agha et al (2017)** scrutinized a study on “Work-Life Balance and Job Satisfaction: An Empirical study Focusing on Higher Education Teachers in Oman” which aimed to explore the relationship between work-life balance and job satisfaction among teachers in the higher education sector in Oman. The study sought to validate how work-life balance influences both teaching satisfaction and overall job satisfaction. Descriptive statistics were generated using SPSS 17.0 to analyze the participants' responses, while Confirmatory Factor Analysis (CFA) was performed using the structural equation modeling (SEM) capabilities of LISREL 8.50. Out of the 3,269 teachers contacted via email, postal mail, and in-person interaction, 625 responses were obtained and analyzed. The findings revealed that work interference with personal life and personal life interference with work negatively impacted job satisfaction. Conversely, the enhancement of work and personal life positively influenced job satisfaction, emphasizing the importance of a balanced relationship between work and personal life for educators' overall job satisfaction.

**Alamzeb Aamir et al (2016)** explored a study on “Work-life balance, job satisfaction and nurses' retention: moderating role of work volition” which examined the relationship between work-life balance and nurse retention in hospitals, with a focus on the moderating role of work volition. The study employed a quantitative methodology, utilizing established questionnaires to assess respondents' attitudes and gather demographic information. Data analysis included descriptive statistics, frequency tests, Pearson correlation, and regression analysis to explore the relationships between variables. Additionally, the reliability of the instruments was tested using the Cronbach alpha. The results emphasized the critical importance of work-life balance in retaining nurses within hospital settings, with work volition acting as a significant moderating factor in this relationship.

**Anuradha (2016)** probed a study on “Impact of Work-life Balance on Job Satisfaction of Women Doctors” to investigate how work-life balance affects job

satisfaction among women doctors. The study aimed to provide empirical evidence and insights into the work-life balance of female doctors and to identify coping strategies for managing work-life conflict. Data were collected using a convenience sampling method and a questionnaire designed for women doctors. Regression analysis and ANOVA tests were utilized to analyze the data. The results revealed a positive relationship between work-life balance and job satisfaction, indicating that women doctors who managed to maintain a proper work-life balance reported higher levels of job satisfaction. The study also identified effective management strategies as crucial for achieving work-life balance. Additionally, it found that female doctors experienced more significant imbalances between work and life compared to their male counterparts.

**Rajaram (2015)** explored a study on “Impact of Work-Life Balance on Job Satisfaction: A Study on Indian Women Journalists” to investigate how work-life balance affects job satisfaction among female journalists in India. The study aimed to explore the relationships between work-life balance constructs and their influence on job satisfaction. Using a convenience sampling method, Rajaram selected 250 women journalists for the study. Primary data were collected through well-structured questionnaires, and the analysis was performed using IBM AMOS 21. Confirmatory Factor Analysis (CFA) and Structural Equation Modeling (SEM) were employed to assess the effects of work-life balance on job satisfaction. The results revealed a positive relationship between work-life balance and job satisfaction, demonstrating that the dimensions of work-life balance were effective predictors of job satisfaction.

**Aslani et al (2015)** explored a study on “The impact of Work-life Balance on employees' job satisfaction and turnover Intention: the moderating role of continuance commitment” which aimed to explore how work-life balance influences job satisfaction and turnover intention. Additionally, the study examined how continuance commitment moderates the relationship between job satisfaction and turnover intention. Data were collected through 265 questionnaires from employees in an Iranian industrial company and analyzed using regression analysis. The findings revealed that work-life balance had a significant positive effect on job satisfaction and a significant negative effect on turnover intention. Moreover, job satisfaction fully mediated the relationship between work-life balance and turnover intention, meaning that employees with better work-life balance were more satisfied with their jobs, which in turn reduced their turnover intention. Continuance commitment also played a moderating role, influencing the strength of the

relationship between job satisfaction and turnover intention. This highlights the importance of both work-life balance and employee commitment in reducing turnover intention.

**Rajesh (2014)** evaluated a study on “Work-Life Balance and Job Satisfaction among the Working Women of Banking and Education Sector –A Comparative Study” to examine factors influencing job satisfaction and work-life balance among women in these sectors. The study aimed to understand how working women perceive their work environment and job satisfaction. Using quota sampling, Rajesh surveyed 350 respondents from both sectors. Data authenticity was verified through standard deviation calculations, while job satisfaction was analyzed using Chi-Square tests and percentage analysis. The findings revealed that among respondents in the education sector, 25.33% strongly agreed with their work-life balance, 45.33% agreed, 21.33% disagreed, and 8% strongly disagreed.

**Bushra Arif (2014)** took up a study on “Impact of Work-Life Balance on Job Satisfaction and Organizational Commitment Among University Teachers: A Case Study of University of Gujrat, Pakistan” The study aimed to investigate how work-life balance affects job satisfaction and organizational commitment among the teaching staff at the University of Gujrat. Using a quantitative research approach, the researchers sought to understand the impact of achieving a balance between work and personal life on employees' satisfaction and commitment to their organization. The sample consisted of 171 university teachers, selected through stratified random sampling to minimize population heterogeneity, with the sample size determined using Taro Yamane's formula. Data were analyzed using the Statistical Package for the Social Sciences (SPSS). Descriptive statistics, correlation analyses, and regression analysis were employed to examine the relationships between work-life balance, job satisfaction, and organizational commitment. The results revealed a significant positive relationship between work-life balance and both job satisfaction and organizational commitment among university teachers.

**Padma (2014)** investigated a study on “Work-Life Balance and Job Satisfaction Among School Teachers: A Study” The research aimed to examine how work-life balance affects job satisfaction among school teachers and to explore the relationship between demographic variables such as age, experience, and qualifications and job satisfaction.

The study employed a descriptive and causal research design, using a convenient non-random sampling method to select participants. Data were collected through a questionnaire with a Likert scale. For analysis, statistical tools such as percentages, one-way ANOVA, and linear regression were utilized. The findings indicated that demographic factors such as experience and qualifications did not significantly affect job satisfaction. However, the study found that work-life balance had a significant impact on the job satisfaction of school teachers.

**Lalita Kumari (2012)** explored in a study titled “Employees’ Perception on Work-Life Balance and Its Relation with Job Satisfaction in Indian Public Sector Banks” The research aimed to explore employees' perceptions of work-life balance and its impact on job satisfaction within the public sector banks in India. Additionally, the study sought to examine the relationship between various work-life balance factors and job satisfaction, with a focus on potential gender differences in these perceptions. The study utilized a survey-based methodology to collect data from 350 employees working in public sector banks in the Malwa region of Punjab, India. Data were analyzed using factor analysis, descriptive statistics, mean calculations, t-tests, and Karl Pearson's correlation. The analysis was conducted using SPSS version 11.5 for Windows. The findings revealed significant gender differences in perceptions of work-life balance and job satisfaction. Female respondents, who often faced more household and childcare responsibilities, reported lower mean scores for work-life balance compared to their male counterparts. This suggests that gender-specific factors significantly influenced employees' perceptions of work-life balance and its impact on job satisfaction.

**Sarang S. Bhola (2012)** undertook a study on “Work-Life Balance (WLB) Practices: Strategy to Improve Performance of Working Women” which explored how work-life balance practices can enhance the performance of working women. The study aimed to examine how providing employees with control over their work schedules, locations, and methods could improve job satisfaction, retention, and overall performance. The research methodology involved a comprehensive review of existing literature on WLB practices and their impact on working women's performance. The study concluded that WLB practices play a crucial role in helping women balance their professional and personal lives, as many face challenges that lead to increased stress and reduced performance. The implementation of effective WLB practices was found to be positively

linked to higher levels of job satisfaction, retention, and performance among working women.

**Anja Abendroth (2011)** conducted a study on “Support for the Work-Life Balance in Europe: The Impact of State, Workplace and Family Support on Work-Life Balance Satisfaction” The study aimed to investigate the influence of various forms of support state policies, workplace practices, and family support on individuals' satisfaction with their work-life balance across Europe. By exploring the complex interplay between these support systems, the research sought to provide a comprehensive understanding of how they collectively shape work-life balance satisfaction. The study gathered data from 7,867 service sector workers across eight European countries as part of the EU project, Quality of Work and Life in a Changing Europe. The sample size per country ranged from 676 respondents in Sweden to 1,373 in Portugal. To analyze the relationships between work-life balance and satisfaction, the study employed both correlation and regression analyses. The findings highlighted the significant role that state, workplace, and family support play in enhancing work-life balance satisfaction among workers across different European nations.

**Kristie Keeton et al (2007)** probed a study on “Predictors of Physician Career Satisfaction, Work-Life Balance, and Burnout” aimed at examining the factors influencing physician career satisfaction, work-life balance, and burnout, with a particular focus on differences across age, gender, and specialty. A self-administered, cross-sectional survey was distributed to 2,000 randomly selected physicians nationwide, stratified by these demographic and professional variables, achieving a response rate of 48%. The primary outcome measures were work-life balance, burnout, and career satisfaction, rated on a scale from 1 to 100. The study found that age, gender, and specialty alone were not significant predictors of career satisfaction, work-life balance, or burnout. However, it revealed that physicians often struggled to balance their professional and personal lives while maintaining career fulfillment. Control over schedule and working hours emerged as the most significant factors influencing work-life balance and burnout. Furthermore, burnout was found to be a strong predictor of job satisfaction, highlighting its critical impact on overall career fulfillment for physicians.

Most studies focus on specific industries or geographic areas, such as transportation, healthcare, banking, or tertiary education, limiting broader generalizability.

A significant gap is the limited examination of how work-life balance affects work satisfaction among self-employed or freelance workers, especially those in non-traditional sectors, and the nuanced challenges they face compared to those in structured employment settings. Additionally, while many studies explore the direct relationship between work-life balance and work satisfaction, fewer have delved deeply into the long-term effects of flexible work policies or shifts in work structure on these outcomes. Furthermore, research often overlooks the intersection of gender and cultural dynamics within diverse work environments and how they influence job satisfaction in unique ways. Identifying and addressing this gap is crucial as it could offer a more holistic understanding of how work-life balance strategies impact work satisfaction in different work contexts, particularly those with unique employment structures or cultural considerations.

## **2.6 Studies on Work-Life Balance and Work Performance**

**Asima Faisal et al (2022)** conducted a study on “The purpose of the study is to examine the relationship between work-life balance and job performance” This study aimed to investigate the relationship between work-life balance and job performance, testing both direct and indirect hypotheses. It explored the mediating role of job satisfaction and psychological well-being and examined how intrinsic motivation moderates the relationship between work-life balance and psychological well-being. A questionnaire, encompassing five variables and 27 indicators, was developed and distributed to 433 respondents from private banks in Karachi. The data were analyzed using Smart PLS software. The findings indicated that work-life balance positively influenced job satisfaction and psychological well-being, which in turn enhanced job performance. Additionally, psychological well-being was found to mediate the relationship between work-life balance and job performance, while intrinsic motivation moderated the impact of work-life balance on psychological well-being and job performance.

**Adhy Lutf (2022)** explored a study on “Impact of Job Stress on Job Performance of Health Worker with Work-Life Balance as Mediating Variable” The study aimed to examine how job stress impacts job performance and work-life balance among health workers, and to investigate whether work-life balance mediates the relationship between job stress and job performance. Using a quantitative approach, the study collected data through surveys and employed Structural Equation Modeling (SEM) for analysis. The sample consisted of 191 health workers from 22 Public Health Centers. The results

revealed that both job stress and work-life balance significantly affect job performance. Specifically, job stress was found to significantly influence work-life balance, and work-life balance was shown to mediate the relationship between job stress and job performance.

**Sagar Gaikwad et al (2021)** examined a study on “Impact of Work-Life Balance on Job Performance - Analysis of the Mediating Role of Mental Well-Being and Work Engagement on Women Employees in IT Sector” This study aimed to explore how work-life balance affects job performance, mental well-being, and work engagement among women in the IT industry. It also sought to assess whether mental well-being and work engagement mediate the relationship between work-life balance and job performance. Data were collected through structured questionnaires administered to 128 female employees from IT organizations in Mumbai, India. The analysis was conducted using Process Hayes for mediation and SMART PLS for model verification, with convenience sampling employed for data collection. The study found a negligible direct correlation between work-life balance and job performance, and similarly, between job performance and work engagement. However, work-life balance was significantly positively correlated with mental well-being, job performance, and work engagement. Despite this, no evidence was found supporting the mediation role of mental well-being or work engagement between work-life balance and job performance. The results highlight the importance of maintaining a work-life balance for women in India, who often manage extensive domestic responsibilities. These findings can aid HR managers in developing policies that support work-life balance, enhance job performance, and reduce employee turnover.

**Farzana Khan (2020)** conducted a study on “The Experiences of Work-Life Balance, Job Performance and Stress among Married Working Women in Private Academic Institutions” This research aimed to examine the relationship between stress, work-life balance (WLB), and job performance among married women employed in private academic institutions in the National Capital Region (NCR). Data were collected through convenience and purposeful sampling and analyzed using descriptive, regression, and correlation techniques. The findings indicated that both work-life balance and stress significantly impacted the job performance of married women in these institutions. The Pearson correlation analysis revealed that job performance declined as stress and work-life imbalance increased. The Cronbach's alpha values for the scales used were 0.70, demonstrating strong reliability. The study highlighted the challenges faced by women in

balancing their personal and professional lives within Indian society. Despite these challenges, the research noted significant progress and achievements by women across various fields.

**Shamim Banu (2019)** explored a study on “A Relationship between Work-Life Balance and Job Performance of Employees” to investigate the correlation between work-life balance and job performance. The research aimed to provide empirical insights into how work-life balance impacts job performance. Data were gathered using a structured questionnaire, and the analysis involved both univariate and bivariate statistical methods. The results demonstrated a positive and significant relationship between work-life balance and job performance, indicating that improved work-life balance contributes to enhanced job performance.

**Dong-Wook Lee (2019)** conducted a study on “Poor Work-Life Balance May Lead to Impaired Cognitive Function in Bus Drivers” which aimed to investigate the relationship between work-life balance and cognitive function, as well as the connections between work-life balance and mental health indices. The study utilized the Cognitive Failure Questionnaire (CFQ) to assess cognitive function and employed statistical analyses, including SAS PROC TTEST, SAS PROC ANOVA, and SAS PROC GLM procedures. Structural Equation Modeling (SEM) was used to explore the relationships between variables. The results indicated that poor work-life balance was associated with higher cognitive failures and negative mental health outcomes, with anxiety identified as a significant mediating factor. The study suggested that improving work-life balance could potentially reduce traffic accidents related to cognitive impairments.

**Wolfgang Lederer et al (2018)** explored a study on “Consolidation of working hours and work-life balance in anaesthesiologists - A cross-sectional national survey” The research aimed to evaluate work-life balance among anaesthesiologists and examine how consolidated working hours affect them. The study used a nationwide cross-sectional survey of Austrian anaesthesiologists, achieving an overall response rate of 41.0%. The survey included 394 participants, comprising 280 specialists and 114 trainees. It was divided into three sections: socio-demographic factors, workload, and working conditions. Socio-demographic factors covered aspects such as gender, age, family situation, qualification, position, and terms of employment. The findings revealed that strong time pressure and limited decision-making authority contributed to occupational stress.

Additionally, increased performance pressure during work hours led to emotional exhaustion among anesthesiologists. The study highlighted the need for changes in work schedules to mitigate negative effects on health and well-being.

**Johari (2018)** conducted a study on “Autonomy, workload, work-life balance and job performance among teachers”, The study aimed to explore how workload, work-life balance, and autonomy affect teachers' job performance. Teachers from public schools in the Northern Region of Peninsular Malaysia participated in the survey. A quantitative research approach was employed, with data collected from 302 educators regarding their workload, autonomy, work-life balance, and job performance. The analysis was conducted using Partial Least Squares (Smart PLS) version 2.0 and the Statistical Package for the Social Sciences (SPSS) version 17.0. The results indicated that both autonomy and work-life balance significantly impacted job performance. However, workload did not show a noticeable effect on job performance among the teachers in this study.

**Thevanes et al (2018)** took up a study on the “Relationship between Work-Life Balance and Job Performance of Employees” which explored how work-life balance affects job performance. The study involved 166 employees from various commercial banks, who provided primary data through a standardized questionnaire. The data were analyzed using both bivariate and univariate statistical methods. The findings revealed a positive relationship between work-life balance and job performance, indicating that employees with better work-life balance experienced improved job performance.

**Subburethina Bharathi et al (2018)** conducted a study on “ WLB model and performance measurement: evidence with private hospital women nurses in Ghana milieu” The study examined how women nurses in private hospitals in Ghana managed their work-life balance (WLB) and its impact on their performance. The findings revealed that these nurses were able to balance their interests in hobbies, domestic chores, education, and self-care. However, the study identified gaps in areas such as attending family events and grocery shopping, which were not sufficiently addressed and could impact their overall work-life balance. The research also suggested that acknowledging social events as a component of work-life balance could enhance job satisfaction among nurses. Job logistics, including various aspects of their roles, were generally well-received by the nurses. Conversations with the staff indicated satisfaction with the job logistics provided by their hospitals. The study noted that major lifestyle issues, such as drug misuse and

meal skipping, could negatively affect nurses' health, while other concerns were not seen as immediate. It was anticipated that providing cafeteria facilities with a balanced diet would offer health benefits to the nursing staff.

**Tunji-Olayeni et al (2017)** analyzed a study on “Work-Life Balance of Women In Male-Dominated Fields” focusing on female professionals in the construction industry. The study aimed to evaluate the work-life balance and the conflicts experienced by women working in this predominantly male field. Data were collected through questionnaires distributed to 50 female construction professionals in Lagos, Nigeria, within a quantitative research framework. Descriptive statistics, including mean and frequency, were used to analyze the data. The findings revealed that many female construction workers faced significant work-life conflict due to the demanding nature of their jobs. Despite these challenges, most respondents viewed work-life conflict as a positive aspect. The study recommended that construction companies implement measures to support women in reducing work-life conflict and improving productivity.

**Vyas et al (2015)** probed into “A study on work-life balance among KSRTC employees” aiming to explore the work-life balance of employees at the Karnataka State Road Transport Corporation (KSRTC). The study focused on identifying factors that affect work-life balance and understanding employees' motivation to work. It also examined how employees manage their personal and work lives. The researchers used a simple random sampling technique and collected data through both primary and secondary sources, including questionnaires. The findings revealed that KSRTC employees faced significant challenges in balancing their personal and work lives. Despite motivations such as financial independence and personal satisfaction, 70% of respondents reported struggling to achieve a satisfactory work-life balance.

**Uzoечи Nwagbara (2012)** conducted a study on “The Impact of Work-Life Balance on the Commitment and Motivation of Nigerian Women Employees” which explored how work-life balance affects the commitment and motivation of women employees in Nigeria. Using Maslow's hierarchy of needs as a framework, the study employed a descriptive approach to examine the influence of work-life balance on these factors. The research proposed four methods for assessing employees' needs and emphasized the importance of addressing these needs to enhance organizational commitment. The findings revealed that both commitment and motivation are crucial for

organizational performance. Nigerian women employees, facing pressures from a patriarchal society and postmodern demands, experience significant occupational stressors and challenges in balancing work and life. The study concluded that improving motivation and commitment is essential for boosting productivity among Nigerian female employees and fostering organizational growth.

**Kossek & Ozeki, (1998)** investigated a study on “Work-Family Conflict, Policies, and the Job-Life Satisfaction Relationship: A Review and Directions for Organizational Behavior-Human Resources Research.” This study aimed to review the existing literature on work-family conflict, organizational policies, and their relationship with job-life satisfaction. The researchers conducted a comprehensive literature review, which highlighted the intricate interplay between work-family conflict, organizational policies, and job-life satisfaction. They found that supportive organizational policies, such as flexible work arrangements and family-friendly benefits, could help reduce work-family conflict and improve job-life satisfaction. However, the effectiveness of these policies was noted to vary based on individual and organizational factors. The study also emphasized the need for further research to deepen the understanding of the mechanisms linking work-family conflict, organizational policies, and job-life satisfaction.

While studies have explored the impact of work-life balance on work satisfaction in various sectors, there are gaps in understanding how industry differences, cultural factors, and long-term interventions influence outcomes. Additionally, comprehensive comparisons across job roles and demographic groups are lacking. Addressing these gaps is crucial for developing more effective, targeted strategies to enhance employee well-being and productivity.

## **2.7 Studies on Work Satisfaction and Work Performance**

**Aftab Hameed Memon et al (2023)** examined a study on “Relationship between Job Satisfaction and Employee Performance in the Construction Industry of Pakistan” which aimed to explore the link between job satisfaction and employee performance in Pakistan's construction sector. The study also sought to identify the key factors influencing both job satisfaction and employee performance. Data were collected through a questionnaire survey, and the results were analyzed using multiple regression analysis. A total of 85 responses were gathered for the study. The findings revealed 11 factors that influenced job satisfaction and 8 parameters that affected employee performance.

Furthermore, the models used in the analysis demonstrated a strong predictive capability for forecasting employee performance based on these factors.

**Richa Chauhan et al (2022)** evaluated the study on “Impact of Emotional Intelligence on Job Performance of Nurses with Mediating Effect of Job Satisfaction” The study aimed to examine how Emotional Intelligence (EI) affects job performance among nurses in the Delhi NCR region, with job satisfaction serving as a mediating variable. Data were collected from 385 nurses working in both government and private hospitals using structured questionnaires. The analysis was performed using Partial Least Squares Structural Equation Modeling (PLS-SEM). The results revealed a significant relationship between EI, job satisfaction, and job performance. Specifically, the study found that EI positively impacted various dimensions of job performance, including leadership, critical care, professional development, interpersonal relationships, planning, and teamwork. Furthermore, job satisfaction was identified as a mediator in the relationship between EI and job performance. Overall, the study underscores the critical role of EI in enhancing job performance among nurses and highlights the importance of job satisfaction as a mediating factor.

**Muhammad Zaki Lathif (2022)** conducted a study on “The Effect of Compensation and Job Satisfaction on the Performance of Grab Drivers in Magelang City” The study aimed to assess how compensation and job satisfaction impact the performance of Grab drivers in Magelang City and provide practical insights for companies and managers to enhance employee performance. Using a quantitative descriptive method, the study surveyed a sample of 100 Grab driver-partners selected through random sampling. Multiple linear regression analysis was employed to examine the relationships between job satisfaction, compensation, and driver performance. The findings indicated a significant overall effect on employee performance when considering both compensation and job satisfaction together. While job satisfaction had a positive but statistically insignificant impact on driver performance, compensation was found to have a positive and significant influence on performance in partial tests.

**Fatrilia Rasyi Radita et al (2021)** inspected a study entitled “Work-Family Conflict among Employees: What is the Role of Religiosity on Job Satisfaction and Performance” The study aimed to investigate the impact of religiosity and work-family conflict on employee performance and to explore the role of job satisfaction as an

intervening variable. Data were gathered using a questionnaire, and Structural Equation Modeling (SEM) was employed for analysis. The study tested convergent validity, discriminant validity, and reliability, followed by an inner model test to assess the hypotheses. Additionally, direct and moderation impact tests were conducted. The results revealed that religiosity had a significant positive effect on both job satisfaction and employee performance. Conversely, work-family conflict negatively affected job satisfaction but did not significantly impact employee performance. Job satisfaction, in turn, had a significant positive effect on employee performance. However, work-family conflict did not significantly influence employee performance through job satisfaction as an intervening variable.

**Wasaf Inayat (2021)** inspected a study on “A Study of Job Satisfaction and Its Effect on the Performance of Employees Working in Private Sector Organizations, Peshawar” The research aimed to explore the relationship between job satisfaction and employee performance in private organizations in Peshawar, Pakistan. A random sampling method was used to select a sample of 180 employees from various sectors, including hospitals, banks, and universities. The study found a significant correlation between job satisfaction and employee performance, with satisfied employees demonstrating superior performance compared to their dissatisfied counterparts. Based on these findings, the study recommended that organizations focus on factors influencing job satisfaction to enhance employee performance.

**Tri Basuki Joewon et al (2021)** examined a study on “Does Job Satisfaction Influence the Productivity of Ride-Sourcing Drivers? A Hierarchical Structural Equation Modelling Approach for the Case of Bandung City Ride-Sourcing Drivers” The study aimed to explore the relationship between job satisfaction and productivity among ride-sourcing drivers in Bandung City, Indonesia. It sought to identify factors affecting job satisfaction and productivity, offering insights for policymakers, ride-sourcing companies, and drivers to enhance productivity and well-being within the industry. Utilizing hierarchical structural equation modeling (SEM), the researchers analyzed the impact of job satisfaction on productivity. Data was collected via a questionnaire distributed to ride-sourcing drivers in Bandung in 2019. The study found that wage competitiveness and financial safety were highly valued by drivers. However, those with multiple jobs reported lower satisfaction. Additionally, the study revealed that job satisfaction positively

influenced trip productivity, while drivers who perceived higher health and safety risks experienced lower satisfaction.

**Swati Alok et al (2020)** scrutinized the title “Building an Inclusive Talent Pipeline: A Study on Women of the Indian Informational Technology Sector” The research aimed to investigate the factors influencing career commitment and satisfaction among women in the IT industry, focusing on individual determinants and the fit with occupational culture. Data were collected from 200 female IT professionals with at least five years of experience. The study employed regression analysis to test hypotheses and used descriptive statistics, including means, standard deviations, and correlations, for each construct. The findings indicated that women who had a strong alignment with their occupational culture experienced higher levels of career satisfaction, affective commitment, and normative commitment. This highlights the importance of occupational culture fit in helping women navigate the challenges and demands of the IT sector.

**Charles Kiprono Korir (2020)** examined study on “Job Satisfaction and Employee Performance at Finlays Kenya Limited in Kericho County, Kenya” which aimed to assess the factors influencing job satisfaction and its effect on employee performance. The study also sought to evaluate the impact of the work environment and remuneration on employee performance. Using a descriptive research design, the study employed stratified random sampling to determine the sample size. Data were gathered through a semi-structured questionnaire, and the analysis was conducted using SPSS, incorporating both descriptive and inferential statistics. The results showed that job satisfaction had a significant positive impact on employee performance, with salary and rewards identified as key drivers of satisfaction. Additionally, effective leadership was found to enhance performance by improving job satisfaction. The study concluded by recommending that organizations should invest in training, development, fair remuneration, promotions, and improved working conditions to boost employee performance.

**Rizqa Anita et al (2020)** analyzed the “Married Female Employees’ Work-Life Balance and Job Performance: The Role of Affective Commitment” which focused on the relationship between work-life balance, affective commitment, and job performance among married female employees in Indonesia's banking sector. Data were collected through a self-rated questionnaire distributed to these employees. The study aimed to

determine whether work-life balance could improve job performance and explored the mediating role of affective commitment in this relationship. To ensure the validity of the data, common method variance was tested using full collinearity variance inflation factors (VIFs). Data analysis was conducted using Structural Equation Modeling (SEM) with the Partial Least Square (PLS) approach. The results showed that work-life balance had a significant positive impact on job performance. Furthermore, affective commitment played a mediating role, enhancing the positive effect of work-life balance on job performance among married female employees.

**Hisham Mostafa Elhadidi (2018)** conducted a study on “The Relationship between Heavy Trucks Drivers’ Job Satisfaction and Job Performance: The Mediating Role of Integrity” The study aimed to explore the relationship between job satisfaction and job performance among heavy truck drivers in Egypt and to determine whether employee integrity mediated this relationship. The study sampled 185 heavy truck drivers, and data were collected over a month using a convenient sampling method. The findings revealed that there was no significant relationship between job satisfaction and job performance among the participants.

**Muna Ahmed Alromaihi et al (2017)** probed a study on “Job Satisfaction and Employee Performance: A Theoretical Review of the Relationship Between the Two Variables” The study aimed to explore the factors influencing job satisfaction and the determinants of employee performance. Adopting an interpretive approach, the research investigated the bidirectional relationship between job satisfaction and performance, highlighting how each variable influences the other. The study revealed a cyclical cause-and-effect relationship, where job performance leads to increased job satisfaction, and in turn, higher job satisfaction enhances performance. The findings emphasize the importance of continuously monitoring these variables and implementing corrective measures to foster organizational success.

**Katherine et al (2016)** took up a study on “How Work-Life Balance, Job Performance, and Ethics Connect: Perspectives of Current and Future Accountants” The research aimed to compare the perspectives on work-life balance between aspiring and practicing accountants, focusing on three key research questions. First, it examined the significance of work-life balance to accountants. Second, it explored the differences in viewpoints between future accountants (students nearing graduation) and current

practitioners. Third, it analyzed how gender disparities influenced views on work-life balance. Data were collected through a survey of both aspiring and practicing accountants. The findings revealed that maintaining a healthy work-life balance was positively associated with job satisfaction, job performance, and ethical decision-making for both groups.

**Padmakumar (2013)** inspected a study on “Relationship between Job Satisfaction and Job Performance in the Public Sector-A Case Study from India” which focused on the bus transport industry. The study aimed to explore the relationship between job satisfaction and job performance within the public sector. Data were collected through interviews and personal service records, and the analysis examined the connection between overall job satisfaction, job facet satisfaction, and various measures of job performance, including passenger complaints. The results showed no significant correlation between overall job satisfaction and job facet satisfaction. Of the six work performance variables analyzed, only passenger complaints demonstrated a correlation with overall job satisfaction. Additionally, the study looked at the relationship between salary and overall job satisfaction across different income groups. While no correlation was found for low- and medium-income groups, a negative correlation was observed for high-income groups. The study concluded by offering recommendations for future research based on its findings.

**Jitendra Kumar Singh (2013)** probed into a study “A Study of Employees’ Job Satisfaction and Its Impact on Their Performance.” The research aimed to evaluate how employees’ job satisfaction affects their performance, with a focus on improving corporate image, fostering trust and accountability, enhancing customer satisfaction and loyalty, and reducing accidents and absenteeism. The study emphasized the critical role of employee satisfaction in organizational success, identifying factors such as group outings and encouragement as key contributors to higher satisfaction levels. Moreover, it highlighted that satisfied employees are vital for improving customer service and boosting sales performance.

**Platis et al (2014)** investigated a study on “Relation between job satisfaction and job performance in healthcare services” which explored the connection between job satisfaction and job performance among nurses in Greece’s National Health System (NHS). The study aimed to analyze nurses’ attitudes, perceptions, and self-evaluations to

understand the factors influencing both job satisfaction and performance. A questionnaire using a 7-point Likert scale was distributed to 246 nurses, with analysis focusing on job satisfaction parameters compared to self-reported job performance parameters. Principal Component Analysis (PCA) was used to identify key factors affecting job satisfaction and performance, while the Kaiser-Meyer-Olkin Measure of Sampling Adequacy was calculated to ensure data suitability for factor analysis. The study found a strong relationship between job satisfaction and job performance, indicating that nurses' job satisfaction is significantly influenced by various factors within the healthcare environment.

**Bodil Bergman et al, (2002)** conducted a study on “Women in a Male-Dominated Industry: Factor Analysis of a Women Workplace Culture Questionnaire Based on a Grounded Theory Model” The study aimed to develop the Women Workplace Culture Questionnaire (WWQ) and analyze responses from 104 White women working in predominantly male environments. The research focused on identifying variables associated with sexual harassment and perceived burdens on women and exploring the relationship between these variables and outcomes such as poor health, distress, and job satisfaction. The analysis involved principal component analysis, varimax rotation, and correlation tests applied to the questionnaire data. Using exploratory factor analysis, correlation analyses, and descriptive statistics, the study identified key factors such as social support, sexual harassment, and perceived responsibilities. The findings revealed that these factors were significantly related to work satisfaction, distress, and poor health among women in the industry.

While research has explored how factors like compensation, emotional intelligence, and work-life balance impact performance, the role of mediators such as organizational culture and the influence of sector-specific challenges on work satisfaction are often overlooked. Additionally, although some studies analyzed data from specific regions or industries, comparative analysis across industries and cultural contexts are limited. Another gap lies in the long-term impacts of work satisfaction on performance, as most research tends to focus on short-term effects. Addressing these gaps is important because understanding the nuances of work satisfaction and work performance across varied contexts can lead to better-targeted policies and practices. This could improve work satisfaction, foster sustainable employee performance, and help organizations adapt to evolving workplace demands effectively.

## 2.8 Studies on Work-Life Balance, Work Satisfaction and Work Performance

**Anggita Rachmanantya (2023)** inspected on “The implication of supervisor support and flexible working arrangement on job satisfaction and job performance, mediated by the work-life balance of civil servants in government institutions in Indonesia” The research aimed to examine how flexible work schedules and supervisor support influence work-life balance, and how these factors affect job satisfaction and performance among civil servants in Indonesian government institutions. Data were collected through an online survey of 391 public officials who had been employed for at least one year. Using Structural Equation Modeling (SEM) with LISREL software for analysis, the study found that both supervisor support and flexible work arrangements positively impacted employees' work-life balance and job satisfaction. Furthermore, the study revealed that higher job satisfaction led to improved job performance among civil servants in these government organizations.

**Siti Haerani et al (2023)** discussed a study on “The role of work-life balance in shaping job satisfaction and performance of female employees: a literature review” The review aimed to investigate how work-life balance impacts job satisfaction and performance among female employees by analyzing existing research literature. Using a qualitative research approach, the researchers examined a range of studies published in national and international online journals, along with expert reviews in relevant texts. The findings highlighted that work-life balance is pivotal in influencing job satisfaction and performance among female employees. The review emphasized the importance of developing policies and programs that support work-life balance, particularly in sectors such as banking, to enhance female employees' satisfaction and performance.

**Wijaya (2022)** conducted a study on “The Role of Job Satisfaction, Work-life Balance on the Job Performance of Female Nurses at Local General Hospital” The study aimed to analyze how job satisfaction and work-life balance influence the job performance of female nurses at Klungkung General Hospital, offering insights into the factors that contribute to their workplace performance and satisfaction. Due to the COVID-19 pandemic, data collection was carried out using a Google form for increased efficiency. The data were then analyzed using Path Analysis in the SPSS program. The findings revealed that work-life balance had a positive and significant impact on both the performance and job satisfaction of female nurses. Moreover, job satisfaction was found to

significantly improve nurse performance and acted as a mediator between work-life balance and job performance.

**Pavithra Kumari (2022)** took up a study on “Impact of Emotional Labour, Work-life Balance, and Job Satisfaction on Cabin Crews’ Job Performance” which aimed to assess how these factors influence the job performance of cabin crew members in the aviation industry. The study contributed to the fields of management and social sciences by analyzing the effects of emotional labour, work-life balance, and job satisfaction on job performance. Primary data were collected through a survey of 201 cabin crew members, and the responses were analyzed using statistical tools such as ANOVA and regression analysis via SPSS 26. The combination of primary and secondary data provided a comprehensive understanding of the topic. The results indicated that emotional labour had a significant negative impact on job performance. However, higher levels of work-life balance and job satisfaction helped to mitigate the negative effects of emotional labour, ultimately improving job performance.

**Neha Agrawal (2022)** examined a study titled “Study about the Work-Life Balance Among Women Professionals and Its Impact on Their Job Satisfaction, Job Performance, and Job Turnover Intention During the Covid-19 Crisis.” The study aimed to explore how work-life balance affects job satisfaction, job performance, and job turnover intention among women professionals during the COVID-19 pandemic. It sought to shed light on the difficulties faced by women in managing their work and personal lives and to identify strategies for improving work-life balance and job satisfaction. The research involved surveying 380 women professionals employed in educational institutions in India, selected through a defined random sampling method. Data were analyzed using statistical methods, including percentages, to assess work-life balance among these professionals. The findings highlighted significant challenges in balancing work and personal life during the pandemic. Moreover, work-life balance was found to have a considerable impact on job satisfaction, job performance, and job turnover intention.

**Jacqueline Siwale et al (2021)** explored a study on “Exploring the Effects of Work-Life Balance on Employee Performance in the Banking Sector: A Case Study of AB Bank in Lusaka-Zambia” The study aimed to examine how work-life balance impacts employee performance and identify factors contributing to work-life imbalance at AB Bank branches. Using a mixed-method design, the study combined qualitative and

quantitative approaches. It targeted all employees of AB Bank Zambia in Lusaka, totalling 500 individuals. A sample of 222 staff members was selected, with 22 managers chosen through purposive sampling and the remaining staff through stratified and random sampling. Data were analyzed using SPSS for quantitative analysis and content analysis for qualitative insights. Univariate and bivariate analyses, including Pearson's Product Moment Correlation, were conducted. The findings indicated that work-life balance was influenced by obstacles such as work environment, policies, and compensation packages. Employees experienced significant stress due to work demands. The study recommended implementing work-life balance policies and stress management training to improve employee well-being and performance.

**Adel Ismail Al-Alawi et al (2021)** conducted a study on “A study of the effects of work-family conflict, family-work conflict, and work-life balance on Saudi female teachers’ performance in the public education sector with job satisfaction as a moderator” The study aimed to examine how work-life balance, family-work conflict, and work-family conflict impact the performance of female teachers in Saudi Arabia's public education system, with job satisfaction serving as a moderating variable. The research utilized quantitative methods, including employee surveys. Data were analyzed using SPSS, with bivariate and correlation analyses to explore the relationships between work-family conflict, family-work conflict, work-life balance, and job satisfaction. Scatterplots illustrated the correlations among these variables. Multiple regression analysis was employed to assess the effects of these factors on employee performance, while linear regression analysis was used to test the study's hypotheses. The findings revealed that work-life balance and job satisfaction had a positive and highly significant impact on employee performance. In contrast, work-family conflict had a positive but statistically insignificant effect, while family-work conflict was found to have a major detrimental impact on employee performance.

**Alex Aruldoss (2021)** took up a study on “The relationship between quality of work life and work-life balance mediating role of job stress, job satisfaction, and job commitment: evidence from India” The research aimed to explore how quality of work life (QWL) impacts work-life balance (WLB) in the transportation sector in India. It investigated the relationships between QWL, job stress, job satisfaction, and job commitment, and examined how these factors mediate the link between QWL and WLB. Data were collected using a structured survey from 445 respondents in a cosmopolitan city

in southern India. The study tested the psychometric properties of the survey instrument, including its validity and reliability, using Confirmatory Factor Analysis (CFA). Hierarchical regression analysis was employed to analyze the data and assess the relationships among QWL, job stress, job satisfaction, job commitment, and WLB. The findings indicated that QWL was negatively related to job stress but positively associated with job satisfaction and job commitment. Job stress was found to negatively impact WLB, while job satisfaction and job commitment had positive effects on WLB. Additionally, the study revealed that job stress, job satisfaction, and job commitment partially mediated the relationship between QWL and WLB.

**Khaled Adnan Bataineh (2019)** investigated on “Impact of Work-Life Balance, Happiness at Work, on Employee Performance” focusing on the pharmaceutical industry in Jordan. The research aimed to explore how work-life balance and happiness at work influence job satisfaction, organizational commitment, and ultimately employee performance. Data were collected through a questionnaire survey administered to 289 employees in the pharmaceutical sector. Multiple regression analysis was used to test the hypotheses and assess the effects of work-life balance and happiness on employee performance. The results indicated that both work-life balance and happiness at work had a significant positive impact on employee performance. However, job satisfaction did not significantly affect employee performance in this context. The study concludes that implementing effective work-life balance policies and fostering a positive work environment can enhance employee performance in Jordan's pharmaceutical industry.

**Wa Ode Nurhasanah et al (2019)** conducted a study on “The Effect of Work-Life Balance on Job Satisfaction and Female Employee Performance in Commercial Bank in Kendari City” The study aimed to examine how work-life balance affects job satisfaction and performance among female employees in commercial banks in Kendari City. Using quantitative methods, the researchers collected data through surveys from 100 female employees. Data analysis was performed using the Analysis of Moment Structures (AMOS) software with Structural Equation Modeling (SEM). The findings revealed that work-life balance had a significant positive impact on both employee performance and job satisfaction. While job satisfaction also positively influenced performance, the effect was not statistically significant, potentially due to low job satisfaction related to advancement opportunities.

**Hussein Isse Hassan Abdirahman (2018)** examined a study on “The Relationship between Job Satisfaction, Work-Life Balance and Organizational Commitment on Employee Performance” The study aimed to evaluate how work-life balance, job satisfaction, and organizational commitment relate to employee performance among administrative staff in universities located in the Northern region of Malaysia. Using a quantitative research method, the study collected data from 271 administrative staff members through a probability sampling technique. The analysis involved various statistical techniques, including reliability analysis, descriptive statistics, Pearson correlation analysis, and multiple regression analysis. The findings revealed significant relationships between work-life balance, job satisfaction, organizational commitment, and employee performance. Specifically, the regression analysis showed that work-life balance, job satisfaction, and organizational commitment were all positively correlated with employee performance.

**Ramesh Krishnan et al (2018)** investigated a study on “The Effects of Job Satisfaction and Work-Life Balance on Employee Task Performance” The research aimed to investigate how job satisfaction and work-life balance impact employee task performance, providing empirical support for the social exchange theory. The study used a quantitative methodology, involving 120 respondents, primarily academic staff members. Data were collected through questionnaires, with additional information sourced from internal and external data. Statistical analysis, including hierarchical multiple regression and correlation analysis, was performed using SPSS Version 21.0. The findings revealed a positive relationship between academic task performance and both job satisfaction and work-life balance. Notably, job satisfaction emerged as a stronger predictor of task performance than work-life balance.

**Navanitham (2016)** conducted a study titled “The Relationship Between Work-Life Balance, Job Satisfaction, and Job Performance.” The research aimed to explore how work-life balance influences job performance, specifically examining the role of job satisfaction as a mediator in this relationship. Data were analyzed using SPSS Version 22, with statistical analyses performed to meet the study's objectives. Correlation analysis revealed positive correlations between the variables, while regression analysis demonstrated significant and positive relationships among them. The findings indicated that all variables of work-life balance, job satisfaction, and job performance were

positively correlated. Furthermore, job satisfaction was identified as a significant and positive mediator in the relationship between work-life balance and job performance. All four proposed hypotheses were confirmed.

**Vishwa Nath Maurya et al (2015)** probed a study on “Empirical analysis of work-life balance policies and its impact on employee’s job satisfaction and performance: Descriptive statistical approach” The study aimed to explore the relationship between work-life balance policies, employee job satisfaction, and performance. Utilizing a descriptive research design, the researchers collected data from employees in commercial banks across specific regions of India. A sample of 60 respondents was selected from a total of 240 employees, using a mix of open and closed-ended questions. Descriptive statistics, including frequencies, percentages, means, and standard deviations, were used to summarize the responses. Additionally, multivariate correlation and regression analyses were employed to examine the relationships. The results indicated a positive relationship between work-life balance policies, job satisfaction, and employee performance.

Studies on work-life balance and job satisfaction highlight various aspects of the topic across different sectors and regions. These studies emphasize the importance of workplace support, work interference, and personal life interference on work satisfaction, showing that a balanced work-life dynamic is essential for improved performance and satisfaction. While many studies have examined the positive impact of work-life balance on work satisfaction, gaps remain. Specifically, there is limited research on how work-life balance strategies differ across industries, the long-term effects of interventions, and the role of cultural and socio-economic factors in shaping work-life dynamics. Additionally, while several studies focused on specific job roles, comprehensive research comparing various sectors or integrating a broader range of demographic factors is scarce. This gap is important because understanding how different variables, such as industry, culture, and gender, influence work-life balance can lead to more tailored and effective policies that improve employee satisfaction and productivity.

## **2.9 Research Gap**

Existing literature provides valuable insights into work-life balance, work satisfaction, and performance across various industries and demographics. However, much of this research focuses on structured employment settings, often neglecting the unique challenges faced by self-employed individuals. These challenges, including financial

insecurity, societal stereotypes, and limited institutional support, remain underexplored. Most studies focus on formal employment, emphasizing organizational support and family-friendly policies, which may not apply to self-employed workers. This gap limits the understanding of how self-employed workers manage work-life balance and satisfaction, highlighting the need for research that tailors support systems and interventions specific to their context. While research suggests that gender diversity and family-friendly policies can enhance productivity, the interaction between these factors and industry-specific challenges, as well as cultural context, remains understudied. Additionally, much of the existing research is limited to specific industries such as healthcare, banking, or education, restricting its generalizability.

A significant gap exists in research concerning self-employed women in the road transport sector. This research aims to address these gaps by focusing on self-employed women commercial drivers in the road transportation sector, a largely underrepresented group in current literature. The study will explore their unique challenges in balancing work and life and assess the subsequent impact on their work satisfaction and work performance. Furthermore, it will examine the role of family and customer support as they moderate in shaping work-life balance. By investigating these dynamics within the socio-cultural context of India, the study will fill existing research gaps and contribute to developing strategies and policies to improve the well-being and professional outcomes of self-employed women in the transport sector.