



Asian Journal of Management and Commerce

E-ISSN: 2708-4523

P-ISSN: 2708-4515

Impact Factor (RJIF): 5.61

AJMC 2025; SP-6(3): 20-25

© 2025 AJMC

www.allcommercejournal.com

Received: 13-07-2025

Accepted: 15-08-2025

Diksha Awargand

Department of Commerce, Dr.
D.Y. Patil Arts, Commerce
and Science College, Pimpri,
Pune, Maharashtra, India

Shilpa Chabukswar

Department of Commerce, Dr.
D.Y. Patil Arts, Commerce
and Science College, Pimpri,
Pune, Maharashtra, India

Effect of work life balance policies on job satisfaction in Indian company

Diksha Awargand and Shilpa Chabukswar

DOI: <https://www.doi.org/10.22271/27084515.2025.v6.i3Sa.787>

Abstract

Achieving a balance between work responsibilities and personal life, commonly referred to as work-life balance (WLB), has become a critical component of contemporary employment structures. In India's rapidly evolving corporate landscape - particularly in the aftermath of the COVID-19 pandemic - organizations are increasingly recognizing the importance of WLB in promoting employee satisfaction and overall well-being. As a result, employers began to realize the value of supporting their employees' personal well-being, not just focusing on job performance. As flexible working options, remote job roles, and health-oriented initiatives become more prevalent, there is a growing awareness of the necessity for robust WLB frameworks to cultivate a supportive workplace environment. This research focuses on analysing how work-life balance initiatives influence job satisfaction among Indian employees. In today's world, especially with the pressures and demands of modern jobs, maintaining this balance is seen as essential for overall employee health and productivity. By studying diverse sectors, including information technology, banking, and manufacturing, the research aims to assess the effects of WLB practices on employee morale and pinpoint the main factors driving these outcomes. The insights derived from this study are expected to assist organizations in refining their HR strategies to boost employee engagement and satisfaction.

Keywords: Work life balance (WLB), employee satisfaction, job performance, employee well-being, COVID-19 pandemic, health-oriented initiatives, remote work, HR strategies, information technology sector

Introduction

In the current era of rapid change and intense competition, businesses are placing greater emphasis on policies that prioritize the needs and well-being of their employees. One such approach gaining prominence is work-life balance (WLB), which plays a crucial role in shaping employee satisfaction and overall organizational effectiveness. Work-life balance can be defined as the ability of an individual to manage both professional obligations and personal commitments in a harmonious manner. When employees achieve this balance, they typically experience enhanced job satisfaction, reduced stress, and increased efficiency in their roles.

Within the Indian corporate setting, the importance of work-life balance has become more pronounced, especially in the wake of the COVID-19 pandemic, which transformed traditional work models. The swift adoption of remote work practices, flexible scheduling, and virtual communication tools underscored the urgency for comprehensive and well-structured WLB initiatives. Companies across sectors such as IT, banking, and manufacturing are now actively developing and implementing WLB strategies not only to support employee well-being but also to gain a competitive edge in attracting and retaining skilled professionals.

Employee satisfaction, which is a vital element of engagement and long-term performance, is significantly shaped by how effectively individuals are able to balance their work with personal life. When this balance is achieved, it often results in a more supportive work atmosphere, stronger commitment to the organization, and reduced absenteeism or staff turnover. On the other hand, poor work-life integration may lead to dissatisfaction, stress-related issues, and lower levels of productivity. Hence, evaluating the efficacy of work-life balance practices is essential to determine their influence on employee attitudes and workplace outcomes.

Corresponding Author:

Diksha Awargand

Department of Commerce, Dr.
D.Y. Patil Arts, Commerce
and Science College, Pimpri,
Pune, Maharashtra, India

This study seeks to explore how work-life balance policies impact job satisfaction in the Indian business environment. By analysing various industry sectors, the study will explore how different WLB practices - such as flexible work hours, leave policies, wellness programs, and remote work arrangements - affect employees' morale and satisfaction levels. By examining different sectors, the research will assess the effectiveness of initiatives such as flexible working hours, leave benefits, wellness programs, and remote work setups. The results are expected to offer meaningful guidance for HR practitioners and decision-makers in refining their employee management approaches and promoting a more engaged and balanced workforce.

2. Literature Review

2.1 Singh and Khanna (2011) ^[1]: This study investigates how WLB affects job satisfaction in India's banking industry, a sector often associated with long work hours and high stress. The research concludes that policies such as leave benefits, counselling services, and flexible work shifts improve job satisfaction, lower stress levels, and positively impact productivity.

2.2 Rani and Kumari (2014) ^[2]: Focusing on Indian educational institutions, this study found a strong correlation between work-life balance and job satisfaction. Teachers with access to flexible scheduling, childcare support, and mental health initiatives reported higher morale and better performance. The findings suggest that organizations must proactively promote WLB to improve satisfaction and reduce burnout.

2.3 Shankar and Bhatnagar (2010) ^[3]: The researchers highlight the growing importance of WLB policies as a strategy for talent management. The study found that employees who perceive their organization as supportive of work-life balance exhibit higher job satisfaction, loyalty, and willingness to stay long-term. The paper suggests that WLB is not just an HR policy but a strategic business tool for retaining top talent.

2.4 Jyothi and Jyothi (2012) ^[4]: The study explores the work-life balance challenges faced by female employees in India's IT sector. It reveals that flexible work hours and supportive HR policies significantly enhance job satisfaction. However, lack of proper implementation and organizational culture can hinder the effectiveness of such policies. The research emphasizes that customized WLB policies tailored to specific employee needs can lead to higher engagement and retention.

3. Methodology

This study adopts a quantitative research approach using a descriptive and analytical design to examine the relationship between work-life balance (WLB) policies and employee job satisfaction in Indian companies. The research aims to identify key WLB practices and assess their impact on employees' overall job experience across various sectors.

The target population comprises employees working in selected Indian companies across sectors such as Information Technology, Banking, and Manufacturing. A stratified random sampling method was used to ensure representation from each sector. The sample size for the study was 15 respondents, including both male and female

employees at various hierarchical levels.

Materials and Instruments

Questionnaire: A structured questionnaire was designed, consisting of three sections:

1. Demographic Information (age, gender, designation, marital status, etc.)
2. Work-Life Balance Policies (availability of flexible hours, remote work, paid leaves, childcare support, etc.)
3. Job Satisfaction (measured using a 5-point Likert scale from "Strongly Disagree" to "Strongly Agree" on aspects like work pressure, recognition, productivity, and morale)
4. Google Forms was used to distribute and collect the data digitally.

Data Collection Procedure

1. The questionnaire was pre-tested on a small group of 5 employees to check for clarity and reliability.
2. After obtaining informed consent, the final survey was administered online.
3. Data collection was conducted over a span of two weeks in June 2025.

3.1 Information Technology Sector (IT)

The Information Technology (IT) sector in India is known for its fast-paced work environment, long working hours, and high-performance expectations. With rapid technological advancements and increasing global client demands, professionals in this industry often face pressure to meet tight deadlines and maintain 24/7 availability. These conditions can significantly affect employees' personal lives, leading to stress, fatigue, and burnout. In such a scenario, work-life balance (WLB) policies have become crucial for enhancing the well-being and job satisfaction of IT professionals. Work-life balance policies refer to organizational initiatives that help employees manage their work responsibilities alongside their personal life. In the IT sector, such policies may include flexible working hours, remote or hybrid work models, mental health support, paid time off, wellness programs, and employee assistance initiatives. When effectively implemented, these measures can help reduce workplace stress, increase employee satisfaction, and improve overall organizational performance.

Case Study: TCS and Work-Life Balance

3.1.1 Company Overview: Tata Consultancy Services (TCS) is one of India's largest IT service companies, known for its emphasis on employee-friendly policies and a culture of well-being. TCS has implemented several Work-Life Balance (WLB) initiatives, including:

- Flexi-hours
- Work from home / hybrid model
- Wellness and mental health programs
- Maternity/Paternity leave
- Sabbatical options

These policies aim to support employee well-being while boosting productivity and satisfaction.

3.1.2 Case Study Questionnaire

Section A: Personal Information

- What is your age group?

- Ans: - 25-35 years
- What is your gender?
- Ans: - 6 Male, 4 Female
- What is your current job title/role?
- Ans: -Software Developer, Junior Associate, Associate.
- How many years of professional experience do you have?
- Ans: - 3-7 years

Section B: Assessment of Work-Life Balance Policies
(A scale from 1-Strongly Disagree to 5-Strongly Agree):

- My organization offers flexibility in working hours: 4.5 (out of 5)
- I am allowed to work from home when necessary: 4.3 (out of 5)
- The company provides access to health and wellness or mental well-being programs: 4.0 (out of 5)
- It is convenient for me to apply for and receive leave when needed: 4.2 (out of 5)
- My supervisor encourages a healthy balance between work and personal life: 4.4 (out of 5)

Section C: Evaluation of Job Satisfaction

- (A scale from 1-Strongly Disagree to 5-Strongly Agree):
- 10. I am content with my present job position: 4.4 (out of 5)
- 11. I feel appreciated and supported by my organization: 4.2 (out of 5)
- 12. I am driven to perform well in my job: 4.4 (out of 5)
- 13. I would speak positively about my workplace to others: 4.6 (out of 5)
- 14. Having a balance between work and personal life contributes to my job satisfaction: 4.5 (out of 5)

3.2 Banking Sector: The banking sector in India is one of the most demanding service industries, characterized by strict schedules, customer-facing roles, and high-performance expectations. Employees often experience long working hours, work overload, and pressure to meet targets, all of which can negatively affect their personal life. As a result, maintaining a healthy work-life balance becomes a challenge, leading to stress, fatigue, and declining job satisfaction. In response to these challenges, many public and private sector banks have started implementing work-life balance (WLB) policies aimed at reducing employee stress and promoting overall well-being.

3.2.1 Company Overview: Janaseva Co-operative Bank

a well-established cooperative financial institution in Maharashtra, provides banking services to both rural and urban populations.

3.2.2 Objective of the study

To understand how employees at Janaseva Co-operative Bank perceive the bank's work-life balance policies and how these policies influence their job satisfaction.

Respondent Profile

- Gender: 3 Male, 2 Female
- Age Group: 28-45 years
- Experience: 3-15 years
- Roles: Clerk, Assistant Manager, Cashier, Customer

Service Officer

("The questions are the same as mentioned above, based on the case study of TCS Company.")

Table 1: Work Life Balance Scores (Average Ratings)

WLB Statement	Average (out of 5)
Flexible working hours	3.8
Leave policies are employee - friendly	4.2
Focus on employee well - being	3.6
Support for managing work and personal life	4.0
Stress reduction and WLB encouragement	4.7

Table 2: Job Satisfaction Scores (Average Ratings)

Satisfaction Statement	Average (out of 5)
General job satisfaction	4.0
Feeling of recognition and support	3.8
Motivation at work	4.2
Would recommend to others	4.4
WLB contributes to overall satisfaction	4.3

3.3 Manufacturing Sector

The Indian manufacturing sector is a key pillar of the country's economic progress, employing millions of workers across industries such as automobile, textile, steel, and FMCG. However, employees in this sector often experience physically demanding tasks, long shifts, minimal job flexibility, and high work pressure factors that make maintaining a healthy work-life balance (WLB) a serious challenge.

This case study explores how WLB policies affect job satisfaction among employees in a mid-sized manufacturing company in Maharashtra, India. The aim is to evaluate the effectiveness of current WLB measures and assess their impact on employee morale, productivity, and retention.

3.3.1 Company Overview

Milind Chemical has been operating for over 8 years and recently began focusing on employee welfare after facing high attrition and absenteeism. In 2023, the HR department introduced several work-life balance initiatives to improve employee satisfaction and productivity.

3.3.2 Case study Review

Table 3: Work Life Balance Scores (Average Ratings)

WLB Statement	Average (out of 5)
Flexibility in shift timing	4.0
Availability of leave when needed	4.2
Access to wellness/health programs	3.6
Supervisor support for personal life balance	4.1
Ability to manage work and home responsibilities	3.9

Table 4: Job Satisfaction Scores (Average Ratings)

WLB Statement	Average (out of 5)
General job satisfaction	4.0
Recognition and support from management	3.7
Motivation to perform at work	4.2
Feeling of loyalty to the organization	4.1
WLB improves job satisfaction	4.3

4. Results: Based on the reviewed literature and case studies, work-life balance (WLB) policies make a significant contribution to employee job satisfaction in companies.

4.1 Information Technology Sector (TCS)
(Work Life Balance Scores and Job Satisfaction Scores in IT Sector (Average Ratings))

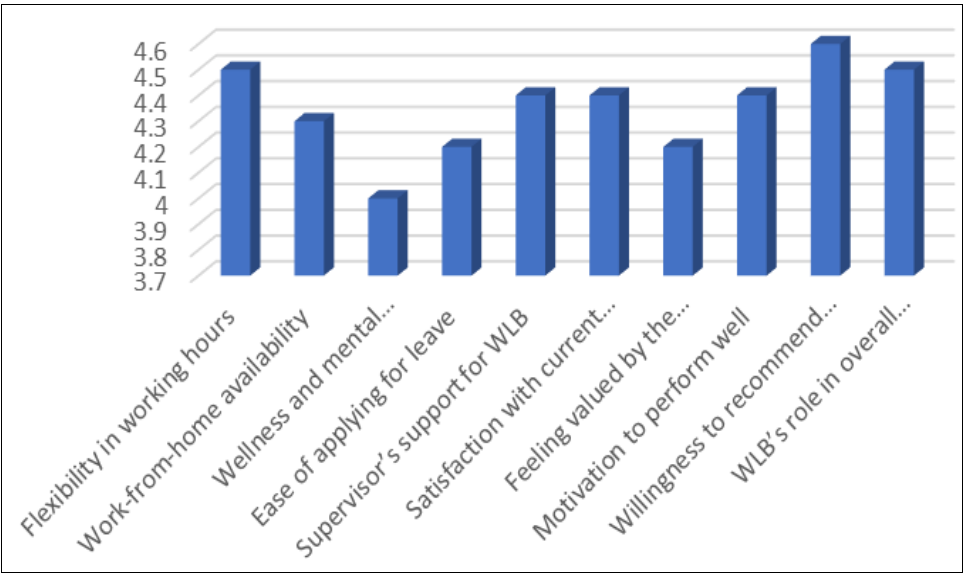


Fig 1: Average Rating

The IT sector, represented by TCS, showed consistently high ratings across both work-life balance and job satisfaction indicators. Flexibility in working hours (4.5), remote work (4.3), and supervisor support (4.4) were highly appreciated by employees. Job satisfaction was also strong, with respondents expressing contentment with their roles (4.4) and strong workplace advocacy (4.6). These findings

confirm that well-implemented WLB policies in the IT sector significantly contribute to employee satisfaction and engagement.

4.2 Banking Sector (Janaseva Co-operative Bank)
(Work Life Balance Scores and Job Satisfaction Scores in Banking Sector (Average Ratings))

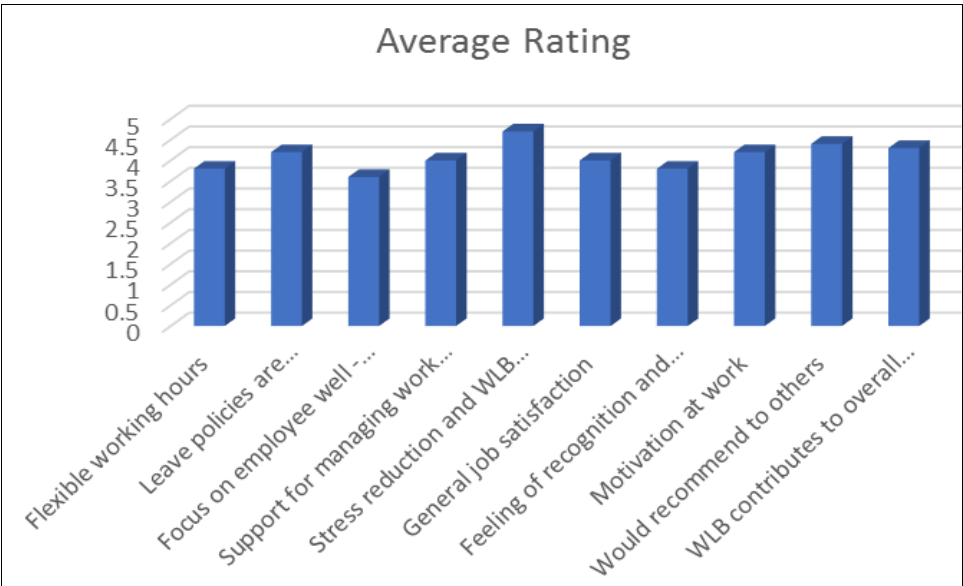


Fig 2: Average Rating

Bank employees reported moderate to high satisfaction with WLB policies, particularly in stress management (4.7) and leave policies (4.2). However, flexibility in working hours (3.8) and recognition by management (3.8) scored lower. While overall job satisfaction was positive (4.0), the data suggests that limited job flexibility remains a challenge. Yet, the high rating of WLB's contribution to satisfaction

(4.3) emphasizes the growing importance of supportive HR practices in this demanding sector.

4.3 Manufacturing Sector (Milind Chemical)
(Work Life Balance Scores and Job Satisfaction Scores in Manufacturing Sector (Average Ratings))

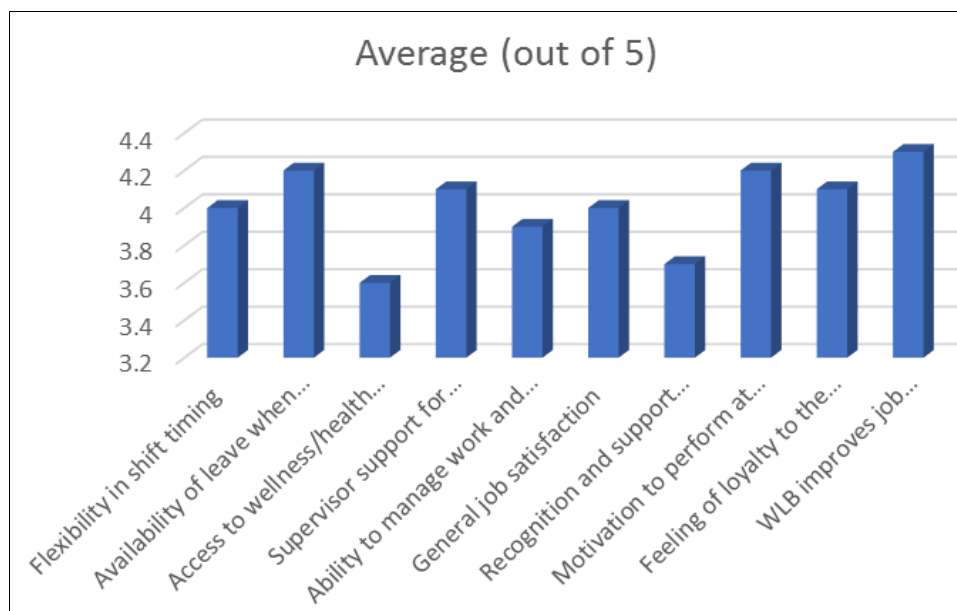


Fig 3: Average (out of 5)

Employees in the manufacturing company also reported favourable views of recent WLB initiatives. Shift flexibility (4.0), supervisor support (4.1), and leave availability (4.2) received good ratings. However, access to wellness programs (3.6) and recognition from management (3.7) lagged slightly. General job satisfaction (4.0) and loyalty (4.1) were moderately strong, showing that even in labour-intensive settings, targeted WLB efforts can lead to better employee morale and performance.

Across all three sectors, there is a positive correlation between WLB policies and job satisfaction. The IT sector leads with robust, employee-friendly policies, while banking and manufacturing sectors are improving but still face challenges in flexibility and recognition. This highlights the need for sector-specific strategies that address the unique demands of each industry to enhance employee satisfaction and well-being.

5. Discussions

The findings from this study highlight a strong and positive relationship between work-life balance (WLB) policies and employee job satisfaction across Indian companies. Each sector IT, banking, and manufacturing demonstrates that when employees perceive their organization as supportive of their personal and professional needs, overall morale and satisfaction levels rise.

In the Information Technology sector, TCS emerged as a leader in implementing effective WLB practices, such as flexible work hours and wellness support. These initiatives directly contributed to higher job satisfaction, motivation, and employee advocacy. The case study of TCS shows that when WLB policies are well-integrated into workplace culture, they can lead to higher productivity and retention.

The banking sector, though generally positive, revealed areas needing improvement, especially in terms of flexibility and managerial recognition. Despite these limitations, employees still acknowledged that WLB initiatives contributed meaningfully to stress reduction and overall satisfaction.

In the manufacturing sector, companies like Milind Chemical are gradually enhancing their focus on employee well-being. Though access to wellness programs and

managerial recognition were rated lower, employees responded positively to recent efforts in shift flexibility and leave policies, indicating that even modest changes in WLB practices can yield noticeable improvements in satisfaction and loyalty.

Overall, the study underscores the importance of customizing work-life balance policies to meet the unique needs of different sectors. Organizations that prioritize employee well-being not only foster a healthier work environment but also benefit from increased engagement and reduced attrition.

6. Conclusion

This study concludes that effective work-life balance (WLB) policies play a vital role in enhancing employee job satisfaction across various sectors in India. The findings clearly indicate that when organizations implement supportive measures such as flexible working hours, leave policies, wellness initiatives, and supervisor support employees report higher levels of satisfaction, motivation, and loyalty.

Among the sectors studied, the IT industry, represented by TCS, showcased the most successful implementation of WLB strategies, resulting in strong employee engagement and positive workplace advocacy. The banking and manufacturing sectors have also begun adopting such policies, though challenges in flexibility and recognition remain.

Ultimately, this research highlights the growing need for sector-specific WLB strategies tailored to the demands of different industries. Companies that prioritize employee well-being through balanced work environments are better positioned to retain talent, reduce burnout, and boost overall organizational performance.

References

1. Singh A, Khanna S. Impact of work-life balance on job satisfaction in banking sector employees. *Int J Res Commerce Manag.* 2011;2(12):110-115.
2. Rani S, Kumari K. Work-life balance and job satisfaction among teachers in India. *Int J Educ Psychol Res.* 2014;3(4):15-20.

3. Shankar T, Bhatnagar J. Work-life balance, employee engagement, and talent retention in the Indian IT sector. *Vikalpa*. 2010;35(1):45-54.
4. Jyothi P, Jyothi V. Assessing work-life balance: From the perspective of women employees in the Indian IT sector. *Int J Res Commerce Manag*. 2012;3(6):83-87.
5. Subramanian G, Overton T, Maniam B. Remote work and work-life balance during COVID-19: A global perspective. *J Hum Resour Sustain Dev*. 2020;8(4):57-71.
6. Rao MS. Strategic role of HR in promoting work-life balance in Indian corporates. *Hum Resour Manag Int Dig*. 2019;27(3):9-12.
7. Tata Consultancy Services. Work-life balance policies at TCS [Internet]. 2023 [cited 2025 Sep 19]. Available from: www.tcs.com
8. Janaseva Co-operative Bank. HR initiatives and employee welfare programs. Internal HR Policy Report (Unpublished). 2024.
9. World Health Organization. Mental health and psychosocial considerations during COVID-19 [Internet]. 2021 [cited 2025 Sep 19]. Available from: www.who.int