

YANGON UNIVERSITY OF ECONOMICS
DEPARTMENT OF MANAGEMENT STUDIES
MBA PROGRAMME

**THE EFFECT OF WORK-LIFE BALANCE ON EMPLOYEE
JOB SATISFACTION AT DECO LAND CO., LTD.**

Htwe Htwe Linn
MBA (Online) 161007
ONLINE MBA

DECEMBER, 2019

YANGON UNIVERSITY OF ECONOMICS
DEPARTMENT OF MANAGEMENT STUDIES
MBA PROGRAMME

THE EFFECT OF WORK-LIFE BALANCE ON EMPLOYEE
JOB SATISFACTION AT DECO LAND CO., LTD.

ACADEMIC YEAR (2016-2019)

Supervised by

Submitted by

Dr. Yin Min Htwe

Htwe Htwe Linn

Associate Professor

MBA (Online) 161007

Department of Management Studies

OMBA

Yangon University of Economics

(2016-2019)

YANGON UNIVERSITY OF ECONOMICS
DEPARTMENT OF MANAGEMENT STUDIES
MBA PROGRAMME

**THE EFFECT OF WORK-LIFE BALANCE ON EMPLOYEE
JOB SATISFACTION AT DECO LAND CO., LTD.**

“This thesis is submitted to the Board of Examiners in partial fulfillment of the requirement for degree of Master of Business Administration”

Supervised by

Dr. Yin Min Htwe

Associate Professor

Department of Management Studies

Yangon University of Economics

Submitted by

Htwe Htwe Linn

MBA (Online) 161007

OMBA

(2016-2019)

ACCEPTANCE

This is to certify that this thesis entitled “**The Effect of Work-Life Balance on Employee Job Satisfaction at Deco Land Co., Ltd.**” has been accepted by the Examination Board for awarding Master of Business Administration (MBA) degree.

Board of Examiners

(Chairman)

Prof. Dr. Tin Win

Rector

.....

(Supervisor)

.....

(Examiner)

.....

(Examiner)

.....

(Examiner)

DECEMBER, 2019

ABSTRACT

The main objective of the study is to analyze the influencing factors on work-life balance of employee and the influence of work-life balance on job satisfaction of employee at Deco Land Co., Ltd. The findings indicate that work factor of role & responsibility and working condition influence on work-life balance of the employee. The personal factor of family support also influence on work-life balance. And then work-life balance also affects job satisfaction of employee at Deco Land Co., Ltd. The company should promote work-life balance and personal factor by providing social welfare activities such as social gathering activities, and being flexible working hours in order to increase the employee job satisfaction.

ACKNOWLEDGEMENTS

The completion of this paper was only with the help and support people. First of all, I would humbly like to convey my heartfelt thanks and gratitude to the Professor Dr. Tin Win, Rector of Yangon University of Economics and Professor Dr. Nilar Myint Htoo, Pro-Rector, Yangon University of Economics for their kind permission to carry out this paper.

Next, many thanks go in particular to Professor Dr. Nu Nu Lwin, Programme Director, Professor and Head of Management Studies Department, Yangon University of Economics, for her encouragement, support and guidance which I received in various ways.

My deepest gratitude and sincerest thanks to my supervisor Dr. Yin Min Htwe, Associate Professor Department of Management Studies, Yangon University of Economics, for her encouragement, suggestion, guidance and highly constructive comments. This thesis would not have been possible without full support from my supervisor. I also would like to express my thanks to all the teachers in the board of examiners who guide in composing chapters to smooth and systematic thesis.

Furthermore I would like to thank the admin staffs of online MBA office, the admin staff and librarian of Yangon University of Economics, and all online MBA candidates for supporting me the necessary text books, documents information and knowledge sharing.

Finally, my appreciations also go to Managing Director, Directors, HR Manger, staffs and all employees in Deco Land Co., Ltd. for their supports and providing valuable data.

Htwe Htwe Linn

ID No.161007

Online MBA

TABLE OF CONTENTS

	Page
ABSTRACT	i
ACKNOWLEDGEMENTS	ii
TABLE OF CONTENTS	iii
LIST OF TABLES	v
LIST OF FIGURES	vi
CHAPTER 1	
INTRODUCTION	1
1.1 Rationale of the Study	2
1.2 Objectives of the Study	3
1.3 Scope and Method of the Study	3
1.4 Organization of the Study	3
CHAPTER 2	
THEORETICAL BACKGROUND	4
2.1 The Balance Theory	4
2.2 Work-Life Balance	5
2.3 Factors Affecting Work-Life Balance	6
2.4 Job Satisfaction	9
2.5 Previous Studies	10
2.6 Conceptual Framework of the Study	13

CHAPTER 3	PROFILE AND WORK-LIFE BALANCE OF EMPLOYEES AT DECO LAND CO., LTD.	15
3.1	Background of Deco Land Co., Ltd.	15
3.2	Research Design	17
3.3	Demographic Profile of the Respondents	17
3.4	Work-Life Balance	20
CHAPTER 4	ANALYSIS ON WORK-LIFE BALANCE AND JOB SATISFACTION OF EMPLOYEES AT DECO LAND CO., LTD.	22
4.1	Analysis on the Effect of Work Factors on Work-Life Balance	22
4.2	Analysis on the Effect of Personal Factors on Work-Life Balance	28
4.3	Analysis on Influence of Work-Life Balance on Employee Job Satisfaction	32
CHAPTER 5	CONCLUSION	36
5.1	Findings and Discussions	36
5.2	Suggestions and Recommendations	37
5.3	Needs for Further Research	38

REFERENCES

APPENDICES

LIST OF TABLES

Table No.	Particulars	Page
Table (3.1)	Demographic Profile of Respondents	18
Table (3.2)	Work-Life Balance	20
Table (4.1)	Working Hour	23
Table (4.2)	Work Overload	24
Table (4.3)	Role & Responsibility	25
Table (4.4)	Working Condition	26
Table (4.5)	The Effect of Work Factor on Work-Life Balance	27
Table (4.6)	Family Support	29
Table (4.7)	Self-Esteem	30
Table (4.8)	The Effect of Personal Factor on Work-Life Balance	31
Table (4.9)	Employee Job Satisfaction	33
Table (4.10)	The Effect of Work-Life Balance on Employee Job Satisfaction	34

LIST OF FIGURES

Figure No.	Particulars	Page
Figure (2.1)	Conceptual Framework of Absus Abbasi	12
Figure (2.2)	Conceptual Framework of Adikaram	13
Figure (2.3)	Conceptual Framework of the Study	13

CHAPTER 1

INTRODUCTION

Nowadays, the competition in every industry becomes more intense than ever. Under this situation, working hour and work load of the employees affect the work-life balance of the employees. There are two major factors which play important roles in the life of every employed person. These can be categorized as work and personal life which require certain role demands to be fulfilled in order to maintain the balance in life. Each factor poses challenging demands at some point of time but when a person is unable to meet those demands, misbalance exist in his or her life in general. Therefore, maintaining this balance between work and family is very important due to their significant relationship.

Employee work-life balance isn't one thing which will be taken gently. The absence of work-life balance has been connected to several negative consequences that would be damaging to worker performance (Hobson, Delunas, & Kesic, 2001). However, it seemed that the numbers of working people across the globe who were reported to experience work-life balance is getting smaller by the years. This is evident when a survey conducted by the Corporate Executive Board (2009), on 50,000 global workers, showed that in 2009 only 30% of the global workers reported to have a good work-life balance, as compared to 53% in 2006. Infact, the statistics of Australian Bureau reported that, between the year 1979 and 2009, the numbers of employees who worked 50 hours or more per week have increased from 14 to 15 per cent (Pike, 2012). Increased workhours indeed have become a major contribution to work-life imbalance. Therefore, no doubt worker work-life balance has been deteriorating and it's moving their life as a full.

Together with more and more growing Asian nation economy, staff have become a lot of and a lot of vulnerable to such conflicting scenario in life wherever work demands area unit terribly high that consumes a lot of private life than usual. Research findings have known that the conflict are often initiated in two ways. It can be initiated in work-personal or personal-work factor of life. According to role theory, changes in one factor may affect the other either positively or negatively. Those employees who are better able to manage both work and personal life would be more satisfied, which both directly and indirectly might lead to higher productivity, job satisfaction, commitment, job retention, and organizational loyalty. Previous analysis proposes that job turnover and absence are going to be reduced with

satisfied employees (Glass & Estes, 1997). Thus, this study intends to analyze the effect of work-life balance on job satisfaction of Deco Land Company Limited.

1.1 Rationale of the Study

The attitudes of employees toward their organizations and life are affected by work-life balance. Work-life balance is especially important when organization has to manage highly technical professional because their high commitment and loyalty is needed for the success of the organization (Scholarios & Marks, 2004). On the other hand, several research findings have known variety of things that confirm the satisfaction and discontentedness level of people within the organization. These factors include working conditions, perceived quality of management, reward system in work, status and seniority, age group, legal status, and years of expertise (Mosadeghrad et al., 2008).

Job satisfaction and motivation is a vast area and no unique answer exist why certain individuals are satisfied and motivated differently, it all depends on the individual and therefore research continues to be conducted on job satisfaction and motivation all over the world.

Based on the above discussion, it is obvious that there still exists research to be done on job satisfaction and motivation and it would be interesting to investigate how people in Myanmar are satisfied and motivated. This will gain additional dimension when it is pointed out that job satisfaction and motivational issues are mostly investigated in larger companies and small and medium-sized companies are often neglected.

In an ever-changing business environment like today, it is critical for organizations to maintain their competitive edge by retaining talented employees by maintaining a high level of satisfaction. Job satisfaction of employee is one of the major factors for organization success. It is especially important in a nationwide operating company like Deco Land Co., Ltd. If a balance between their work and personal life can be created by company, then satisfaction level of employee will increase which will in turn positively affect, both directly and indirectly, the success and overall performance of the company.

1.2 Objectives of the Study

The objectives of this study are:

- (1) To analyze the effect of work factors on work-life balance of employees at Deco Land Co., Ltd.
- (2) To examine the effect of personal factors on work-life balance of employees at Deco Land Co., Ltd.
- (3) To analyze influence of work-life balance on employee job satisfaction at Deco Land Co., Ltd.

1.3 Scope and Method of the Study

This study focuses on work-life balance of employees at Deco Land Co., Ltd. It also finds out how work-life balance influences on employee job satisfaction at the company. Factors influencing work-life balance only focuses on work factors of working hour, work overload, role and responsibility, working condition and personal factors of family support and self-esteem. In terms of methodology, descriptive research method is utilized in this. Both primary data and secondary data are used in this study. To collect the primary data, both managerial and non-managerial level employees are asked the survey questions and the sample size is 173 out of 300 employees of Deco Land Co., Ltd. Simple random sampling method is used in this study. For secondary data, research journals, article, thesis, text books and other research papers are used. The collected data are analyzed with multiple regression method.

1.4 Organization of the Study

This study is organized by five chapters. Chapter one is introduction concerning with rationale of the study, objectives of the study, scope and method of the study and organization of the study. Chapter two deals with theoretical background of a brief review on work-life balance, employee satisfaction and the conceptual framework. Chapter three contains profile of Deco Land Co., Ltd and the work-life balance of employee at Deco Land Co., Ltd. Chapter four discusses about the analysis on the effect of work-life balance on employee job satisfaction at Deco Land Co., Ltd. Chapter five is the conclusion together with findings and discussions, suggestions and need for further research.

CHAPTER 2

THEORETICAL BACKGROUND

This chapter provides a review of pertinent literature in relation to the work-life balance of employees and how it influences on employee job satisfaction. It begins with the definition of work-life balance followed by how work factors and personal factors influence work-life balance of an employee. Then, job satisfaction is presented. Previous studies on work-life balance and employee job satisfaction is also discussed. The last part is the conceptual framework of this study.

2.1 The Balance Theory

In general, the balance theory, a theory originated from the work of Fritz Heider (1946), posits that if people see a group of psychological feature components as being a system, then they'll have a preference to keep up a balanced state among these components. The main role of this theory focuses on the relations between observer, person and object and also the relationship between these components could also be either positive or negative.

In this triangular relationship, two varieties of relationship dynamics are taking place. The first types of relationships are unit relationships, or how much the different elements of the triangle belong together. The more similarities that exist between each element the more likely psychological balance occurs. It can be said of people as belonging together if they belong to the same family, attend the same school, or have some other common bond. The second types of relationships are sentiment relationships, or how people feel about something. Heider (1946) categorizes all feelings in one of two areas: liking or disliking. In most things, if a positive unit relationship exists, a positive sentiment relationship will exist also. Likewise, negative unit relationships and negative sentiment relationships tend to go together.

It was that employees want to maintain psychological stability, and form relationships that balance likes and dislikes. For example, if a person like another two employees, which makes the dislike they are feeling for each other which makes it difficult for the employee to deal with.

From the perspective of most employees, they would see that their paid work and every one important aspects of their life, like family, community activities, voluntary work, personal development, leisure and recreation, as a collection of psychological feature components that has to be within the state of balanced, and therefore got to managed effectively (Dundas, 2008). In alternative words, there's a desire for these employees to maintain work-life balance, otherwise both their performance at work and everywhere else will be jeopardize. However, maintaining work-life balance isn't simple, especially if the individuals (i.e. employees) don't have the capacity to do it effectively and the organizations that they work for do nothing to help them. Hence, there's a desire to determine factors that could help employees maintain their work-life balance.

2.2 Work-Life Balance

Work-life balance can be defined simply as the balance between work and personal life of a person (Higgins & Duxbury, 2002). The term work-life balance was explored to handle the problems i.e. stress, depression and frequent cases of illness among employees.

Organizations introduced several employee assistance programs to help and support those employees who are suffering from work-life conflict. This initiative produced tremendous outcomes to minimize the negative influence of imbalance between work and family (Harrington, 2007; Leiter & Durup, 1996). According to Aycan and Eskin (2005), structure and spousal support are important factors in reducing work-family conflict for men and women. Work-life balance isn't the result of solely equalization work and family commitment however visiting friends and relatives, entertainment and inventive activities too (Hughes & Bozionelos, 2007).

Work life balance term was used for the primary time in 1986 in order to provide unhealthy life choices. It was used so that people started to professional success while neglecting their special lives and choices such as their families, friends and hobbies. It has also been a need for organizations. While moving an economy, employees have started feeling pressure on workforce. Competitiveness and globalization have made organizations consider work lie balance (Ghalawat & Sukhija, 2012).

Work life policies are taken into issues by the organizations. Also, it's become one among the foremost areas in terms of the employees conditions. Organizations need to satisfy their employees with atmosphere and geographic point conditions and that they

target these problems. Shortly, work life balance of associate degree worker is that the management of geographic point, family, friend and self. Thanks to a successful work-life balance, employees can manage their lives, reduce their work stress, and lift job satisfaction. Also, health care costs are the bonus of them. Through effective work life balances, organizations can support sustainability, reduce turnovers and burnout rates. Therefore, taking necessary steps for maintenance of healthy balance between work and special life gives the opportunity for long term benefits (Karthik, 2013).

2.3 Factors Affecting Work-Life Balance

There are two dominant factors which play important roles in the life of every employed person. These can be categorized as work and personal life which require certain role demands to be fulfilled in order to maintain the balance in life. Each factor poses challenging demands at some point of time however, when those demands are not met by some reasons, there exists a misbalance in his or her life in general. Therefore, it is of critical importance to maintain this balance between work and personal life because of their significant relationship.

For a healthy work-life balance, it's not only the relationship between the two sides that's important but also the individual factors of every side. When an employee drags problem into their work life or private life, the whole structure will suffer. On the other hand, personal issues can also have a negative influence on professional life. Clearly, a good work-life balance can only be achieved if certain conditions can be achieved within the workplace that ensure it does not stand in the way of the employee happiness. Ideally, this happiness is the foundation and goal of a productive and healthy working relationship.

2.3.1 Work Factors

There are many sub-factors from work factors which influence the satisfaction level of an employee at his work which include, but not limited to, working hours, work overload, role and responsibility, and working conditions.

(a) Working Hour

Employees round the world are working longer hours recently. In the recent report on 23th May 2012 by BBC News, a compilation of working hours inclusive of overtime, was published by Organization for Economic Co-operation and Development (OECD) on its 34 members. Most developed countries like United States, Great Britain and European countries clocked in an average annual hour of 1,500 hours whereas employees from Asian countries, especially developing countries like Bangladesh, Malaysia, Thailand and Sri Lanka tend to work long hours, i.e. more than 48 hours a week which roughly equates to 2,000 hours annually. As the working hours increase over the years, it becomes harder to balance a healthy work and family life, especially when both work demand and family obligations increase many folds.

(b) Work Overload

Specifically, having too many work overloads is one of the major factors that was said to influence work-life balance. Individual who perceive their work overload to be more than they can handle are likely to experience exhaustion and fatigue, which may negatively influence motivation of a person to respond to the demands of other factors (i.e. friends and family) (Aryee, Srinivas & Tan, 2005). Furthermore, experience shows that once employees are overworked, they actually don't produce further output.

In fact, when employees were overloaded with work, they often get frustrated that their work-life balance seems to be nonexistent (Vogel, 2012).

(c) Role & Responsibility

Innstrand, Langballe and Falkum (2010) report that individuals working in occupations that necessitate (1) substantial interaction with others, (2) additional work roles, or (3) professional responsibility for others are more apt to experience greater numbers of work life balance problems. Moreover, individuals working in a managerial or higher status occupation report higher levels of conflict between work and their personal life (Innstrand, Langballe, Falkum, 2010). Greenhaus and Beutell (1985) had identified that work domain factors such as, role conflict, role ambiguity, working hours and inflexibility of the work schedule have a vital role in developing work family conflict. Role conflict is the simultaneous

occurrence of two or more sets of pressures, such that adaptation with one role makes adjustment with the other more difficult while role ambiguity refers to the shortage of clarity concerning the expectations of the role which can arise out of lack of understanding.

(d) Working Condition

The work condition refers to the relationship between a worker and his condition that can be broken down into different dimensions like the social, technical and economic in which the work is normally viewed and designed. Robbins (2001) advocates that working conditions will influence job satisfaction, as employees are concerned with a comfortable physical working condition. In turn this will render a more positive level of job satisfaction. The employees are the most important asset in all companies. A good working condition reduces sick leave, lowers turnover rates and increases efficiency. A working condition can have a direct influence on the productivity, health and safety, comfort, concentration, job satisfaction and morale of the people within it. Important factors in the working condition that should be considered include building design and age, workplace layout, workstation set-up, furniture and equipment design and quality, space, temperature, ventilation, lighting, noise, vibration, radiation, air quality.

2.3.2 Personal Factors

Just like work factors, personal factors hugely affects their job satisfaction both directly and indirectly. Under personal factors, family support and self-esteem are two major sub-factors that directly influence work-life balance.

(a) Family Support

Noharika and Supriya (2010) have highlighted work life balance across genders and found that each men and women are experiencing work life imbalance. Elizabeth et.al (2005) investigated the influence of gender and tenure standing in equalisation adulthood and career and results discovered that women reported larger career and family stress and perceptions of less institutional support for balance of work and family as compared to men. Astrid (2008) has studied the attitude of men towards pregnancy, childbirth and child-caring and found that they are different from that of women. According to him, fathers viewed the mother as the

main parent, partly because of their alternating between work and home and because the mothers breast-feed the infants. Hence, they feel their role is insignificant in child care. The support from their spouse, parents, children, supervisors, friends and peer group will help them in gaining the balance between paid and unpaid responsibilities.

(b) Self-Esteem

According to James (1890), self-esteem represents on perception of oneself, ensuing from his/her interaction with others. Previous research has shown that self-esteem is a crucial personal resource (Hseih, 2004) that can strongly motivate an individual to achieve higher levels of well-being (Korman, 1976). A high self-esteem individual would significantly buffer against stress, negative emotions, and enhance personal adjustment (Leary, Tambor, Terdal and Downs, 1995). Normally a person with high self-esteem is psychologically happy and healthy (Frostig & Maslow, 1970), capable of dealing with anxiety, enhance coping, and promote physical health (Greenberg, Solomon, Psyszczynski, Rosenblatt, Burling, Lydon, Simon, and Pinel, 1992).

In addition, Grandey and Cropanzano (1999) indicated that self-esteem has a direct relationship to all work and life satisfactions, yet they have not reported the relationship between self-esteem and family satisfactions. However, other researchers found that high self-esteem is completely correlated with sure explicit characteristic and job satisfaction (Judge, Locke, Durham and Kluger, 1998; Alavi and Askaripur, 2003). In terms of role conflict, previous analysis steered that role conflict is more likely to occur among those with low self-esteem, leading to low performance (Mossholder, Bedeian and Armenakis, 1981). Essentially, it is possible that those who have high self-esteem are capable of overcoming conflicts arising from combining work and family roles.

2.4 Job Satisfaction

Research proposes that job satisfaction is a complex phenomenon and is a result of an assessment of variety of job parts (Robbins, 2011). Job satisfaction is defined as a positive emotional state which is resulted from the assessment of job or job experience (Luthans, 1998). It is the outcome of an individual perception of how well their job fulfills their needs that they view as important at some point of time. According to Evan (2001), job satisfaction is a feeling resulted from an individual degree of perception about the fulfillment of his/her

needs. Numerous research findings suggest and propose that job satisfaction contributes in developing commitment among employees (Vedamanickam, 2001; Samaratunge, 2003; Kanter, 2004; McNulty & Ferlie, 2004). Job satisfaction serves as an intervening variable to the relationship between co-worker relationship and organizational commitment (Lin & Lin, 2011). High levels of job satisfaction contribute to increased level of commitment (Samavi, 2011; Ilhami, 2012; Hashmi and Naqvi, 2012).

Job satisfaction is general attitude, which is the result of many specific attitude in three areas such as job factors, individual or personal characteristics and other social and group relationship outside the job (Shajahan & Shajahan, 2004). When people join an organization, they bring with them certain drives and needs that effect on the job performance. Sometimes these are immediately apparent, however typically they not only are difficult to determine and satisfy but also vary greatly from one person to another. Understanding how needs create tensions which stimulate effort to perform and how effective performance brings the satisfaction of reward is useful for managers (Newstrom, 2007).

The phenomena of job- satisfaction serval theories have been suggested (Maslow, Vroom, Adams etc.) and this effort continues forever because as things change, the old theory needs to be either modified, or replaced with a new model. Theories are the scientific tools, which are used to identify factors of job satisfaction and their mutual relationship during the motivation and job-satisfaction process (Rodriguez & Griffin, 1990).

2.5 Previous Studies

Employees' attitudes toward their organizations and life square measure plagued by work-life balance. For each individual, work moreover as family are of utmost importance. It was found that work with family and family with work square measure typically in conflict. This conflict arises due to long working hours, reduced presence at home, missing social activities, child sicknesses (Gutek et.al., 1991).

Most researchers emphasize that work-life balance can only be earned once a point of satisfaction at each home and work life exist (Lambert et al., 2006). Incompatibility between work and family roles can create tension and job satisfaction (Grandey et al., 2005). Individuals with greater work-family conflict experienced lower satisfaction in their career in particular and lives in general (Kossek & Ozeki, 1998; Lambert et al., 2006).

According to Greenhaus and Beutell (1985), there are three types of work-family conflict and family-work conflict: (a) time-based conflict, (b) strain-based conflict, and (c) behavior-based conflict. Time-based conflict arises wherever work-related activities or family-related activities vie with different activities (Yang, 2005). Strain-based conflict happens once pressures and demands of 1 role conflict with the strain of the other role (Edwards & Rothbard, 2000). Behavior-based conflict arises when behavior expected in one role conflicts with that expected in the other role (Edwards & Rothbard, 2000).

It is reported that the more a person concerned in his job, the upper the work family conflict which eventually results in increase job burnout, low satisfaction and reduced commitment (Adams et.al., 1996). According to Gutek et al. (1991) the more a person preoccupied the higher the rate of work family conflict. There's a disparity within the degree of conflict reported by gender. It is noted that as experience grows, regardless of gender, work-life conflicts decline (Cinamon and Rich, 2005). Those who are work-oriented make accommodations that meet their need for challenges while allowing for career enrichment and those who are family-oriented will seek accommodations to minimize conflicts with family requirements (Cinamon and Rich, 2005).

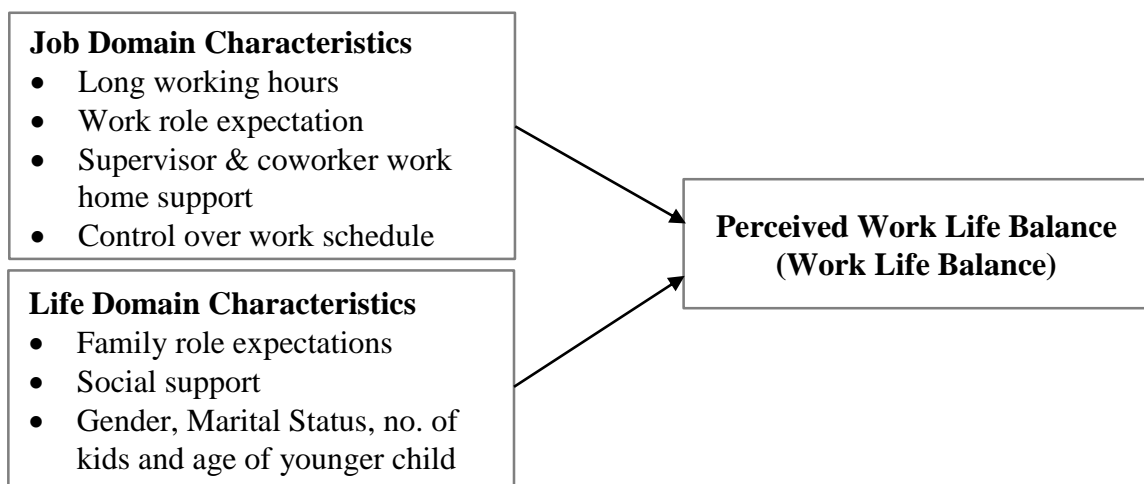
According to Mandhanya (2015), employee retention has become a key concept for organizations that aims to boost their performance. It has also become among the most important factor for the long-term success of companies, where keeping the right employees is out of major importance Mandhanya (2015). Employee retention could furthermore be explained as “a management initiative through company policies to form a high degree of employee satisfaction with the final word motive of holding employees” (Mandhanya, 2015, p.118).

Dissatisfied workers are prone to extreme turnover and absence. Employee satisfaction improves potency, reduce staff turnover (employee retention) and enhance inspiration and loyalty (Shun-Hsing et al, 2006). Despite being distinct, job satisfaction and employee retention are expressly connected ideas. Most employers initiate job satisfaction interventions to mitigate employee turnover and to retain best performing, skilled and experienced employees. Employee retention refers to efforts (Allen, 2008), strategies (Sattigeri, 2016) by which employers attempt to retain employees in their workforce. The competitive environments that are sometimes characterized by poaching, which entails public and private sector companies competing for labor, have propelled initiations of employee retention interventions.

There are numerous studies that examine the work-life balance of employees from a variety of different industries. In a study carried out in textile employees in Pakistan carried out by Absus Abbasi, (2015) examined the impact of both job and life domain characteristics on employee work life balance. A total of three hundred employees from completely different thirty one textile corporations participated during this study. The conceptual framework of his study is described in Figure (2.1).

The findings of the study confirmed that both life and job domain significantly affect the work-life balance. Employees who have greater control over work schedule, supervisory, co-worker and social support and have low level of work role expectations, family role expectations, numbers of kids, less working hours have positive perception about work life balance.

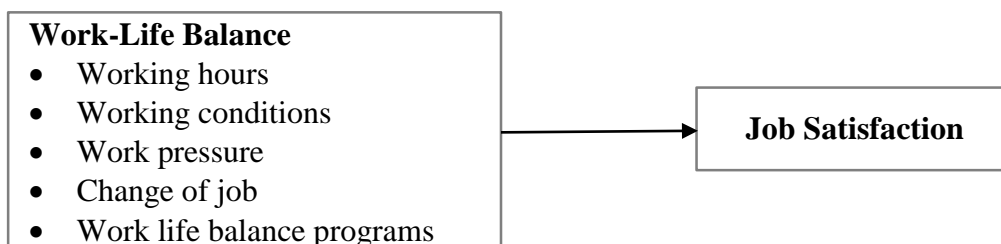
Figure (2.1) Conceptual Frame Work of Absus Abbasi



Source: Absus Abbasi (2015)

Another study indicated that work life balance has a significant influence on employee job satisfaction in private sector commercial banks of Sri Lanka (Adikaram, 2016). The conceptual framework of his study is described in Figure (2.2).

Figure (2.2) Conceptual Frame Work of Adikaram



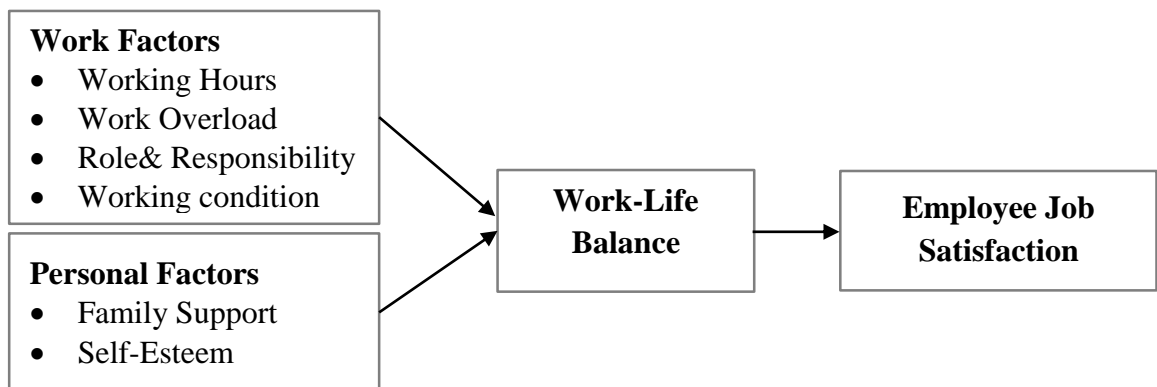
Source: Adikaram (2016)

Data is collected using both primary and secondary sources. Primary data is collected through questionnaires where secondary data is collected through past research, journals and online web-sites. In primary data collection a total of 150 questionnaires are distributed among the employees of different commercial banks. The findings suggested that work life balance had a significant impact on employee job satisfaction in private sector commercial banks of Sri Lanka.

2.6 Conceptual Framework of the Study

A conceptual framework is developed in this study based on previous academic review and literature review. The conceptual framework illustrates the effect of work factor and personal factor in employee work-life balance which in turn influences on his/her job satisfaction.

Figure (2.3) Conceptual Framework of the Study



Source: Own Compilation (2019)

In this framework, work factors – working hours, work overload, role & responsibilities and working condition – and personal factors – family support and self-esteem – are independent variables. Work-life balance is described as an intervening variable which in turn influences on the dependent variable of employee job satisfaction. The effect of work factors and personal factors on work-life balance is studied. And then, the effect of work-life balance on employee job satisfaction is considered.

CHAPTER 3

PROFILE AND WORK-LIFE BALANCE OF EMPLOYEES

AT DECO LAND CO., LTD.

This chapter describes the background of Deco Land Co., Ltd. which includes the company profile, mission and vision statement, and the company's organization structure. After that, the research design and the demographic profile of the respondents are presented. Finally, in the last section of the chapter, the descriptive explanation of the work factor and personal factor on work-life balance of employees at Deco Land Co., Ltd.

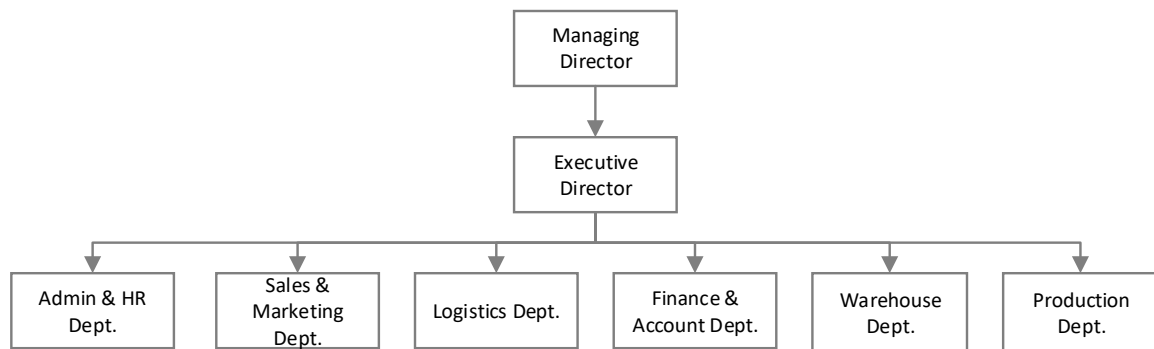
3.1 Background of Deco Land Co., Ltd.

Deco Land Company Limited is established in 1997, Deco-Land pioneered wholesale and retail business of paper industry in Myanmar. Renown in trading for best value quality range of imported foreign papers-from printing, packaging, stationery to all sort of special paper products, over 200,000 square feet of Deco-Land's manufacturing facility complements the brand, and maintain a large market share in the industry. Lead by the experienced management team, Deco-Land's 300 plus skilled staff are poised to ride the next economic boom of the country.

The vision of Deco Land Co., Ltd. is to be the leader in Paper Trading and Manufacturing Company in Myanmar. The mission statement is to share the success by providing quality products and best services at superior value to our customers.

At Deco Land Co., Ltd., managing director is responsible for the success of the whole company and takes care of the overall planning, strategy formulation and monitoring of the whole company. Under managing director, executive director takes order from managing director, executes the implementation with tactic formulation, drives the various departments and reports back to managing director. Under executive director, there are six different departments namely Admin & HR department, Sales & Marketing department, Logistics department, Finance & Account department, Warehouse department and Production department. The organization structure of Deco Land Co., Ltd. is described in Figure (3.1).

Figure (3.1) Organization Structure of Deco Land Co., Ltd.



Source: Deco Land Co., Ltd. (2019)

Deco Land Co., Ltd. design work factors of employees to accommodate the work-life balance of the employees. The work factor includes working hours, work overload, role & responsibility and working condition.

The company special attention to the working hour of employees so that they can have adequate amount of time for both work and their personal life. As Deco Land Co., Ltd. is a manufacturing and trading company, the employees are divided into two major categories: office employees and factory employees. The working hour of the former starts at 8:00 am in the morning till 5:00 pm in the evening from Monday to Saturday. The employees are provided with lunch break during 12:00 pm to 1:00 pm and tea break during 3:00 pm to 3:30 pm. On the other hand, factory employees are assigned with three eight-hour shifts daily. Although the company three shift system, the number of night shift workers is only 20% of the total factory workers.

When it comes to workload management, HR department closely cooperate the respective section managers and supervisors to continuously monitor the workload of the employees. HR department, managers and supervisors benchmark the working hour, task achievement, productivity, completing the job assigned in time with the job description of the individual employees and cross functional benchmarking to maximize the productivity of the company without compromising the work-life balance of the employees.

Moreover, the role & responsibility of the employees are clearly defined for the individual employees at all level. HR department periodically review the job description and role & responsibility of the employees together with section managers and update them if there is any duplication or gap occurs. Clearly defined role & responsibility renders the

employees to know exactly what is expected from them by the company and reduce the confusion and induced stress at work.

Finally, the company pays special attention to the working condition of the employees. For office workers, clean and comfortable working condition is provided to accommodate convenience at work. Likewise, factory workers are provided with safe working environment, adequate personal protective equipment and dedicated rest areas so that they can have safe and comfortable working condition at work.

3.2 Research Design

This study aims to analyze the influencing factors on work-life balance in Deco Land Co., Ltd. and to examine the effect of work-life balance on employee job satisfaction at Deco Land Co., Ltd. There are 300 employees in Deco Land Co., Ltd. The sample size of this study is 173 employees of all levels. The descriptive research method and linear regression method are used in this study. Simple random sampling method is used for the selection of respondents. The data collection period is November, 2019.

The questionnaire consists of five parts – demographic factors of respondents, work factor, personal factor, work-life balance and employee's job satisfaction. The questions in section 1 is multiple choices closed questions. The other questions are asked with a five-point Likert scale ranging from strongly disagree to strongly agree (1 = strongly disagree to 5 = strongly agree).

3.3 Demographic Profile of the Respondents

In this study, demographic profile of respondents is analyzed with their gender, age, education level, working experience, tenure with organization, level of position, marital status, etc. This demographic profile of respondents is shown in Table (3.1).

Table (3.1) Demographic Profile of Respondents

Sr. No.	Demographic Factor	Number of Respondents	Percentage
	Total	173	100.0
1	Gender		
	Male	95	54.9
	Female	78	45.1
2	Age (Years)		
	Under 25	47	27.2
	25 - 34	73	42.2
	35 – 44	46	26.6
	45 and above	7	4.0
3	Education Level		
	Under High School	47	27.2
	High School	9	5.2
	Bachelor	96	55.5
	Master	21	12.1
4	Working Experience		
	Less than 2 years	49	28.3
	2 – 5 years	46	26.6
	6 – 9 years	19	11.0
	10 – 13 years	24	13.9
	13 Years Above	35	20.2
5	Level of Position		
	Managerial	59	34.1
	Non-managerial	114	65.9
6	Working Hour		
	Less than 8 hours	9	5.2
	8 – 10 hours	149	86.1
	10 – 12 hours	13	7.5
	Above 12 hours	2	1.2

Sr. No.	Demographic Factor	Number of Respondents	Percentage
7	Marital Status		
	Unmarried	80	46.2
	Married	91	52.6
	Divorced	2	1.2
8	No. of Children		
	None	104	60.1
	1	39	22.5
	2	26	15.0
	3	3	1.7
	4 & above	1	0.7

Source: Survey Data (2019)

According to Table (3.1), 54.9% of the total respondents are male employee while the rest 45.1% are female. This shows that Deco Land Co., Ltd. has a well-balanced employee population. In terms of age, the majority of the respondents are between 25 – 34 with 42.2% followed by under 25 age group and 35 – 44 age group with 27.2% and 26.6% respectively. The 45 and above age group comprises the least with just 4.0%. This can be interpreted that Deco Land Co., Ltd. has a young workforce.

When it comes to education, more than half of the respondents are bachelor degree holder and more than a quarter of the respondents are under high school. Master degree holders comes third at 12.1% and the high school graduates are the least with 5.2%. It can be seen that Deco Land is a manufacturing company so most of the factory workers are under high school while most of the office workers have adequate educational background.

In terms of working experience, respondents with experience less than 2 years comprises the largest portion with 28.3% followed by 2 – 5 years and above 13 years with 26.6% and 20.2% respectively. Respondents with experience 10 – 13 years comprises 13.9% and the remaining respondents are 6 – 9 years. It shows that Deco Land Co., Ltd. has both newly joined employees and loyal employees with major portion. By means of level of position, only 34.1% are in managerial position and the remaining 65.9% are in non-managerial position. As a manufacturing company, the majority of the employee are factory workers at Deco Land Co., Ltd.

In terms of working hour, 86.1% of the respondents normally work 8 – 10 hours per day. 10 – 12 hours comes in at second with 7.5% followed by less than 8 hours with 5.2% and above 12 hours with 1.2% respectively. Therefore, it can be seen that most employees at Deco Land Co., Ltd. have to work 2 hours of OT everyday however minority of the employees have to work very long working hours up to above 12 hours.

In terms of marital status, 52.6% of the respondents are married followed by unmarried respondents with 46.2%. The remaining 1.2% of respondents are divorced. Therefore, it can be interpreted that Deco Land Co., Ltd. has a well-balanced employee between single and married population.

When it comes to no. of children, over 60% of the respondents do not have any children. 22.5% responded that they have one child while 15% have two children and 1.7% have three children. Only 0.7% of the respondents say that they have four children and above. It shows that most of the employees can pay adequate time to their work at Deco Land as most of them do not have any children or have one child only.

3.4 Work- Life Balance

In this study, work-life balance is measured with six statements to collect data. These statements are asked to 173 respondents. This result is shown in Table (3.2).

Table (3.2) Work-Life Balance

Sr. No.	Items	Mean	Std. Deviation
1	Able to negotiate and accomplish the expected work.	3.32	0.888
2	Meeting the role expectations of critical people.	3.94	0.760
3	Close people said balancing work and family of employee.	3.23	0.885
4	Able to accomplish the expectations of supervisors and family.	3.09	0.920
5	Meeting expectations of coworkers and family members.	3.27	0.910

Sr. No.	Items	Mean	Std. Deviation
6	Clear feedback from coworker and family members for accomplishment of tasks.	3.69	0.817
Overall Mean		3.42	

Source: Survey Data (2019)

The mean values of each question on work life balance are presented in Table (3.2). The two highest mean values show that employees can do a good job of meeting the role expectations of critical people and get feedback from coworker and family members for accomplishing the tasks. The third and fourth highest mean values indicate that employees are able to negotiate and accomplish the expected work and co-workers and family members say that meeting of their expectations. The remaining two mean values show that employees can balance work and family according to their close people and able to accomplish the expectations of supervisors and family. The overall mean value of 3.42 indicate that most of the employees have work-life balance.

CHAPTER 4

ANALYSIS ON WORK-LIFE BALANCE AND JOB SATISFACTION OF EMPLOYEES AT DECO LAND CO., LTD.

This chapter describes the work-life balance and employee job satisfaction at Deco Land Co., Ltd. and the effect of work factors and personal factors on work-life balance and employee job satisfaction by using linear regression.

4.1 Analysis on the Effect of Work Factor on Work-Life Balance

In this section, the descriptive analysis on work factors such as working hour, work overload, role and responsibility, and working condition is described. Then, the regression analysis comes to find out the effect of these work factors on work-life balance.

4.1.1 Work Factors

The work factors consists of working hour, work load, role & responsibility and working condition with five points scale question statements and each of them is asked to collect data. The collected results are as follows:

(a) Working Hour

The employees' perception on the working hour of the company is observed by the five points Likert scale questions. Total 173 respondents actively participated by answering the questions. The mean value of the statements relating to the employees' perception on the working hour is presented in Table (4.1).

Table (4.1) Working Hour

Sr. No.	Items	Mean	Std. Deviation
1	Reasonable time on company work.	2.39	1.009
2	Allowing to control working hour.	3.62	0.949
3	Having sufficient time for personal/ family life.	3.53	0.789
4	Having enough leisure time to do hobby.	3.17	1.035
5	Working hours for professional development.	3.46	0.788
Overall Mean		3.23	

Source: Survey Data (2019)

According to Table (4.1), the overall mean value of 3.23 indicates that employees from Deco Land Co., Ltd. do have to work too much working hour. The largest mean value indicates that company allows employees to control their working hour within set limits. The second and third largest mean value show that employees have sufficient time to maintain adequate work and personal/ family life balance and have suitable working hours for their development. The fourth highest mean value indicate that employees have enough leisure time to do hobby without worrying about work. The lowest mean value shows that most of the respondents do not agree that they do not spend too much time on company work. Therefore, it can be interpreted that employees spend reasonable time on company work and they can manage their time to have both development and leisure time enough to create adequate work and personal/ family life balance.

(b) Work Overload

The work overload is one of the work factors and the respondents are asked by five points Likert scale questions to get their perception on this factor. The result is shown in Table (4.2).

Table (4.2) Work Overload

Sr. No.	Items	Mean	Std. Deviation
1	Experience excessive work pressure.	3.13	0.952
2	Long working hours, on overtime and even on holiday.	2.56	1.075
3	Unable to meet out the job demands.	2.52	1.049
4	Spend so long at work.	2.46	0.985
5	Feel tired during the day because of work load.	2.55	0.996
Overall Mean		2.64	

Source: Survey Data (2019)

According to Table (4.2), the overall mean value of 2.64 indicates that employees do not have too much work load. The highest mean value shows that employees experience excessive work pressure. The second and third highest mean values indicate that employees do not have to work for long hours, on overtime and even on holiday, and do not feel tired during the day due to excessive work load. The two lowest mean values show that most employees do not agree that they are unable to meet out the job demands and spend so long at work that outside relationship is suffering. Therefore, it can be interpreted that employees at Deco Land Co., Ltd. do not have much work load even though they experience excessive work pressure.

(c) Role & Responsibility

To analyze the employees' perception on role and responsibility of Deco Land Co., Ltd., five statements with five points Likert scale questions are used to ask the respondents. The mean values of each and every statements are described in Table (4.3).

Table (4.3) Role & Responsibility

Sr. No.	Items	Mean	Std. Deviation
1	Clear defined role & responsibility.	3.75	0.817
2	Roles with supervisor and co-workers.	3.10	0.992
3	Being able to promote a balanced work life.	3.18	0.836
4	Not confused with job descriptions.	3.66	0.884
5	Knowing exactly who to contact for problems.	3.96	0.750
Overall Mean		3.53	

Source: Survey Data (2019)

According to Table (4.3), the overall mean value of 3.53 indicates that employees are clear about what they have to do and are expected from them. The highest mean value shows that employees know exactly who to contact if some problems arise at work. The second and third highest mean values indicate that employees have clearly defined role & responsibility and are not confused with their job descriptions. The two lowest mean values show that work responsibilities are certain to promote a balanced work life and supervisor and co-workers temporarily relieve from their job in case of personal needs. It can be interpreted that employees have clearly defined role & responsibility and job descriptions.

(d) Working Condition

Working condition is also a work factor that needs to get the employees' perception of Deco Land Co., Ltd. To get the mean value analysis, this factor is also asked by five statements with five points Likert scale questions to the respondents. The results of the mean value of the statements are presented in Table (4.4).

Table (4.4) Working Condition

Sr. No.	Items	Mean	Std. Deviation
1	Convenient and comfortable workplace.	3.38	1.008
2	Having a sound relationship with peers, supervisors and subordinates.	3.87	0.752
3	Supporting for a good work-life balance.	3.32	0.888
4	Fitting in the company's culture.	3.57	0.764
5	Providing tools and resources for performing the tasks.	3.46	0.873
Overall Mean		3.52	

Source: Survey Data (2019)

According to Table (4.4), the overall mean value of 3.52 shows that employees are provided with a good working condition at Deco Land Co., Ltd. The highest mean values indicate that employees have a sound relationship with peers, supervisors and subordinates. The second and third highest mean values show that employees can fit in the company's culture and the company provides tools and resources for performing the tasks. The two lowest mean values indicate that company provides a convenient and comfortable workplace so that employees can fully concentrate on their work and company understands and supports in maintaining a good work-life balance. Therefore, it can be interpreted that company provides a decent working place so that employees can have a good working condition at their job.

4.1.2 The Effect of Work Factors on Work-Life Balance

This section finds out the effect of work factors on work-life balance. In this study, linear regression is used to test the relationship between independent variables –working hour, work load, role & responsibility and working condition – and dependent variable – work-life balance. The results are shown in Table (4.5).

Table (4.5) The Effect of Work Factors on Work-Life Balance

Variables	Unstandardized Coefficients		Standardized Coefficients	t-value	Sig.	VIF
	B	Std. Error	Beta			
(constant)	1.407	.320		4.403	.000	
Working Hour	.084	.074	.076	1.137	.257	1.183
Work Overload	-.062	.050	-.079	-1.238	.218	1.062
Role & Responsibility	.233***	.074	.251	3.157	.002	1.665
Working Condition	.309***	.066	.364	4.657	.000	1.604
R	.601					
R Square	.361					
Adjusted R Square	.346					
F Value	23.762***					

Source: Survey Data (2019)

Note: ***Significant at 1% level, **Significant at 5% level, *Significant at 10% level

According to Table (4.5), the model can explain 36.1% about the variation of the work-life balance of the respondents since the value of R square is 0.361. The model can explain 34.6% about the variance of the independent variables (working hour, work overload, role & responsibility and working condition) and dependent variable (work-life balance) because adjusted R square is 0.346. The value of F-test, the overall significance of the models, turned out highly significant at 1% level.

The value of R is 0.601 which lies between 0 and 1. It indicates that both independent variables and dependent variable are positively correlated. All VIFs (Variance Inflation Factor) of independent variables are less than 10, so there is no problem of multi-collinearity (correlation between independent variables).

According to the results, role & responsibility and working condition have the expected positive sign and highly significant coefficient value at 1% level. Working hour

and work overload have their significant values of 0.257 and 0.218 respectively which indicate that working hour and work overload are not significant towards work-life balance.

The standardized coefficient (Beta) indicates that both role & responsibility and working condition have positive relationship with work-life balance of this study. The positive relationship means that a unit increase in role & responsibility results in 0.361 increase in work-life balance. Similarly, a unit increase in working condition results in 0.364 increase in work-life balance. Among the independent variables, working condition has the highest standardized coefficient (Beta) which means that working condition has greater contribution than other variables to increase work-life balance at Deco Land Co., Ltd.

Therefore, it can be interpreted that role & responsibility and working condition have significance on work-life balance. The employees at Deco Land Co., Ltd. have clearly defined role & responsibility and job description which makes them not confused with their job. In addition, the employees know exactly who to contact if some problems arise at work. Moreover, co-workers and supervisor have sound relationship and help each other by temporarily relieving each other's jobs in case of personal needs. Lastly, the company and HR department provides convenient and comfortable workplace, and necessary tools and resource for performing the tasks. As can be seen from these survey results, getting support from the company and HR department is very crucial for the employees to have work-life balance in this highly competitive world. Therefore, the employees at Deco Land Co., Ltd. have work-life balance when they have clearly defined role & responsibility and good working condition.

4.2 Analysis on the Effect of Personal Factors on Work-Life Balance

This section presents the descriptive analysis on the personal factors such as family support and self-esteem, as well as the regression analysis on the effect of these personal factors on the work-life balance.

4.2.1 Personal Factors

The personal factors consist of the family support and the self-esteem. To be able to analyze these factors, the respondents are asked by the five points Likert scale questions. The analysis results are described in the following.

(a) Family Support

This section is to analyze the family support of employees at Deco Land Co., Ltd. It contains five statements which are asked to 173 respondents. This result is shown in Table (4.6).

Table (4.6) Family Support

Sr. No.	Items	Mean	Std. Deviation
1	Receiving better support from family.	3.85	0.807
2	Family understanding to working overtime.	3.91	0.809
3	Family providing suggestions for work.	3.24	0.890
4	Getting both physical and mental support from family.	3.92	0.810
5	Not demanding greater attention by a family.	3.90	0.728
Overall Mean		3.76	

Source: Survey Data (2019)

According to Table (4.6), the overall mean value of 3.76 indicates that employees have adequate family support with their work. The highest mean value shows that employees receive better support from family and get both physical and mental support from family. The second highest mean values indicate that employees have understanding of family for overtime. Employees also fairly agreed on the statement of their family can provide suggestions for work. Therefore, it can be interpreted that most of the employees have great family support physically and mentally regarding with their work.

(b) Self-Esteem

Self-esteem is one of the personal factors in which the perception of the respondents are observed by the five points Likert scale questions. The results of the mean value of the statements are described in Table (4.7).

Table (4.7) Self-Esteem

Sr. No.	Items	Mean	Std. Deviation
1	Being able to handle daily arguments well at work.	3.31	.912
2	Satisfied by oneself.	3.60	.768
3	Able to do things as well as most other people can.	3.85	.707
4	Taking a positive attitude towards problems at work.	3.92	.694
5	Thinking about how to solve the problems.	3.71	.768
Overall Mean		3.68	

Source: Survey Data (2019)

According to Table (4.7), the overall mean value of 3.68 shows that employees have adequate self-esteem. The highest mean value indicates that employees have positive attitude towards problems at work. The second and third highest mean values show that employees can do things that most other people can and think about how to solve the problems instead of why they happen. The two lowest mean values being able to handle daily arguments well at work at 3.31. Therefore, it can be interpreted that employees at Deco Land Co., Ltd. have positive attitude and self-satisfaction and find the root cause of the problem rather than why they happen.

4.2.2 The Effect of Personal Factors on Work-Life Balance

This section finds out the effect of personal factors on work-life balance. In this study, linear regression is used to test the relationship between independent variables – family

support and self-esteem – and dependent variable – work-life balance. The results are shown in Table (4.8).

Table (4.8) The Effect of Personal Factors on Work-Life Balance

Variables	Unstandardized Coefficients		Standardized Coefficients	t-value	Sig.	VIF
	B	Std. Error	Beta			
(constant)	1.461	.232		6.297	.000	
Family Support	.621***	.062	.688	10.039	.000	1.348
Self-Esteem	-.103	.063	-.112	-1.636	.104	1.348
R	.638					
R Square	.408					
Adjusted R Square	.401					
F Value	58.484***					

Source: Survey Data (2019)

Note: ***Significant at 1% level, **Significant at 5% level, *Significant at 10% level

According to Table (4.8), the model can explain 40.8% about the variation of the work-life balance of the respondents since the value of R square is 0.408. The model can explain 40.1% about the variance of the independent variables (family support and self-esteem) and dependent variable (work-life balance) because adjusted R square is 0.401. The value of F-test, the overall significance of the models, turned out highly significant at 1% level.

The value of R is 0.638 which lies between 0 and 1. It indicates that both independent variables and dependent variable are positively correlated. All VIFs (Variance Inflation Factor) of independent variables are less than 10, so there is no problem of multi-collinearity (correlation between independent variables).

According to the results, family support has the expected positive sign and highly significant coefficient value at 1% level. Self-esteem has their significant values of 0.104 which indicates that self-esteem not significant towards work-life balance.

The standardized coefficient (Beta) indicates that family support has positive relationship with work-life balance of this study. The positive relationship means that a unit increase in family support results in 0.688 increase in work-life balance.

The survey results show that family support has a significance influence on the work-life balance of the employees at Deco Land Co., Ltd. A family plays a pivotal role on the work-life balance of the employees. It can also release tensions from the work pressure of the employees. A family can support an employee not only physically but also mentally to avoid and release from the work pressure of the employees. Moreover, there exists family support although there is conflict between a family matter and the urgency at work.

Besides, the family of studies employees understand them when they have to work overtime due to the urgency of the work. As the competition gets higher, the employees have to pay more focus on their work than ever before, and getting support from their families has become necessary for an employee to have a work-life balance. Therefore, the employees at Deco Land Co., Ltd. have a work-life balance when they receive supports from their families.

4.3 Analysis on Influence of Work-Life Balance on Employee Job Satisfaction

This section finds out the effect of work-life balance on employee job satisfaction. The first part of this section is the employee job satisfaction at Deco Land Co., Ltd. and the second part is the regression analysis on the effect of work-life balance on employee job satisfaction.

4.3.1 Employee Job Satisfaction at Deco Land Co., Ltd.

This section presents the descriptive analysis of employees' job satisfaction at Deco Land Co., Ltd. The five points Likert scale questions are used to ask the respondents. The results of the mean value of the statements are described in Table (4.9).

Table (4.9) Employee Job Satisfaction

Sr. No.	Items	Mean	Std. Deviation
1	Enjoy working at this company.	3.51	0.931
2	Feel satisfied with working life.	3.65	0.932
3	Feel proud to be a part of this company.	3.62	0.942
4	Feel motivated to work here.	3.65	0.881
5	Recommending friends who are looking for a job.	3.30	1.024
6	Having a well-balanced life at this company.	3.64	0.739
7	A wonderful company to work for.	3.49	0.938
Overall Mean		3.55	

Source: Survey Data (2019)

According to Table (4.9), the overall mean value of 3.55 indicates that most of the employees are satisfied at their job. Question no. 2 and 4 with the same highest mean value of 3.65 indicate that employees are satisfied with their working life and feel motivated to work at Deco Land Co, Ltd. Question no. 6 and 3 with the second and third highest mean values show that employees have a well-balanced life working at Deco Land Co., Ltd. are they are proud to be a part of it. Besides, the fourth and fifth highest mean values from question no. 1 and 7 respectively reveals that employees enjoy to work at Deco Land Co., Ltd. and agree that it is a wonderful company to work for. The lowest mean value from question no. 5 is a bit higher than neutral which shows that employees would recommend Deco Land Co., Ltd to friends who are actively looking for a job. As a result, it can be interpreted that employees are satisfied to work at Deco Land Co., Ltd.

4.3.2 Effect of Work-Life Balance on Employee Job Satisfaction

This section finds out the effect of work-life balance on their employee job satisfaction. In this study, linear regression is used to test the relationship between work-life balance and employee job satisfaction. The results are shown in Table (4.10).

Table (4.10) Effect of Work-Life Balance on Employee Job Satisfaction

Variables	Unstandardized Coefficients		Standardized Coefficients	t-value	Sig.	VIF
	B	Std. Error	Beta			
(constant)	.867	.325		2.669	.008	
Work-Life Balance	.784***	.094	.538	8.356	.000	1.000
R	.538					
R Square	.290					
Adjusted R Square	.286					
F Value	69.818***					

Source: Survey Data (2019)

Note: ***Significant at 1% level, **Significant at 5% level, *Significant at 10% level

According to Table (4.10), the model can explain 29.0% about the variation of the employee job satisfaction of the respondents since the value of R square is 0.290. The model can explain 28.6% about the variance of the independent variables (work-life balance) and dependent variable (employee job satisfaction) because adjusted R square is 0.286. The value of F-test, the overall significance of the models, turned out highly significant at 1% level.

The value of R is 0.538 which lies between 0 and 1. It indicates that both independent variables and dependent variable are positively correlated. All VIFs (Variance Inflation Factor) of independent variables are less than 10, so there is no problem of multi-collinearity (correlation between independent variables).

According to the results, work-life balance has the expected positive sign and highly significant coefficient value at 1% level. The standardized coefficient (Beta) indicates that work-life balance has positive relationship with employee job satisfaction of this study. The positive relationship means that a unit increase in work-life balance results in 0.538 increase in work-life conflict.

The survey results show that work-life balance have significance influence on employee job satisfaction. The employees at Deco Land Co., Ltd. meet the role expectations of critical people and their co-workers and family members also accept that they accomplish their tasks. As the industry and market competition gets higher, the employees have to spend more time on their work and less time on their personal, social and family life. Without a balance between work and personal life, the employees get frustrated and becomes unsatisfied with their life. Therefore, having a work-life balance is very important for the employees to have job satisfaction at Deco Land Co., Ltd.

CHAPTER 5

CONCLUSION

This chapter consists of three main parts. The first part the findings and discussions from the previous chapters. It summarized the findings from mean tables and regression analysis tables from the previous chapters. The second part is suggestions and recommendations. In this section, the researcher suggests and recommends things that Deco Land Co., Ltd. should follow in order to improve the work-life balance and job satisfaction of the employees. The last part is the needs for further research in which the researcher presents the limitations of this study and what further studies should focus on.

5.1 Findings and Discussions

This study is based on work factor, personal factor, work-life balance and employee job satisfaction. Both primary and secondary are utilized in this study. To analyze the study, a sample of 173 from 300 employees at Deco Land Co., Ltd. are asked. To collect primary data, structured and self-administered questionnaires were used and Likert five-point scale was applied.

The first part of the study explores the work factor and personal factor of employees at Deco Land Co., Ltd. Work factor includes working hours, work load, role & responsibility and working condition. The survey results show that employees at Deco Land Co., Ltd. spend too much time on company work but they can manage their time to have both development and leisure time enough to create adequate work and personal/ family life balance. In addition, employees do not have much work overload even though they experience excessive work pressure. Employees also have clearly defined role & responsibility and job descriptions. Moreover, company provides a decent working place so that employees can have a good working condition at their job. Personal factor includes family support and self-esteem. The survey results show that most of the employees have great family support physically and mentally regarding with their work. In terms of self-esteem, employees have positive attitude and self-satisfaction and find the root cause of the problem rather than why they happen.

The second part of the study examines the work-life balance of the employees at Deco Land Co., Ltd. The survey results show that employees can meet expectations at work and the

coworkers and family members provide the feedback of accomplishing the tasks. Overall, it can be interpreted that employees at Deco Land Co., Ltd. have a decent work-life balance.

The third and last part of the study looks into the employee job satisfaction at Deco Land Co., Ltd. and it can be found from the survey results that employees feel motivated and have a well-balanced life working at this company. Moreover, employees are also willing to recommend this company to their friends who are looking for a job. Therefore, it can be seen that employees are satisfied to work at Deco Land Co., Ltd.

The regression analysis on the effect of work factor on work-life balance shows that role & responsibility and working condition have significant contribution on employee work-life balance. Any increase in role & responsibility and working condition also increase work-life balance of the employees at Deco Land Co., Ltd. Likewise, the regression analysis on the effect of personal factor on work-life balance shows that family support has significant contribution on employee work-life balance. The higher the family support, the more work-life balance the employees have. Lastly, the regression analysis on the effect of work-life balance on employee job satisfaction shows that work-life balance has significant contribution on employee job satisfaction.

5.2 Suggestions and Recommendations

As per findings of the analysis, some suggestion and recommendations are made as follow so as to improve the employee job satisfaction. The survey results found that role & responsibility has high influence on work-life balance. Therefore, the senior management and HR department of Deco Land Co., Ltd. need to keep carefully manage and clearly define role & responsibility of the employees.

Making role & responsibility clear for the employees is crucial for the employees to have the work-life balance. Therefore, the HR department should keep on monitoring and evaluating the role & responsibility of the employees and revising whenever there is anything to be cleared. Moreover, the HR department should also arrange training programs to train managers and team leaders to clearly set the role & responsibility assigned to their respective team members.

The survey results also demonstrate that employees have work-life balance due to pleasant and comfortable working condition, and thus, the HR department should keep

creating pleasant working condition that can strengthen employees' concentration level at work. Arranging happy workplace activities also should improve the work-life balance of the employees.

Providing flexible working practices also help improve the work-life balance of the employees. Furthermore, the management should revise the policies according to the employee needs and wants. Self-esteem also has significant influence on work-life balance. Therefore, the company should prepare and enhance HR policies and programs that might strengthen self-esteem of the employees.

The company is highly recommended to set up some mechanisms such as flexible working hours. Employees today have more or less stress and pressure at both work and family. Furthermore, the external factors like waste of time to go to work due to the road traffic need to take an account into considering the reducing stress of the employees. By offering the flexibility of working hour would be great to the employees to get a balance life.

It is also recommended that the company should arrange family trips for the employees where they can spend time together with their family members so that they can improve work-life balance thereby increasing employee job satisfaction. Moreover, providing employee welfare policies will also enhance the work-life balance and job satisfaction of the employees.

5.3 Needs for Further Research

This study focuses only on the effect of work factors and personal factors on work-life balance and employee job satisfaction at Deco Land Co., Ltd. However, this study excludes the effect of other factors on work-life balance and employee job satisfaction. Therefore, further studies should observe not only on work factors and personal factors but also on other factors such as training and development and investigate the significance of their effects on work-life balance and employee job performance. And further studies that base on the effect of work factors and personal factors on work-life balance and job satisfaction in different industries with larger sample size can also be a more fruitful research if cost and time allows. Moreover, separate research on the effect of reward and recognition, promotion, and opportunity for growth, etc. on work-life balance and employee job satisfaction will be beneficial. More investigation on the effect of work factors and personal factors on employee job performance and commitment is also worthwhile for further studies.

REFERENCES

- Adikaram, D. S. R., & Jayatilake, L. V. (2016). Impact of work life balance on employee job satisfaction in private sector commercial banks of Sri Lanka. *International Journal of Scientific Research and Innovative Technology*, 3(11), 18-33.
- Alavi, H. R., & Askaripur, M. R. (2003). The relationship between self-esteem and job satisfaction of personnel in government organizations. *Public Personnel Management*, 32(4), 591-600.
- Allen, D. G. (2008). Retaining talent: A guide to analyzing and managing employee turnover. *SHRM Foundation Effective Practice Guidelines Series*, 1-43.
- Aryee, S., Srinivas, E. S., & Tan, H. H. (2005). Rhythms of life: antecedents and outcomes of work-family balance in employed parents. *Journal of applied psychology*, 90(1), 132.
- Aycan, Z., & Eskin, M. (2005). Relative contributions of childcare, spousal support, and organizational support in reducing work–family conflict for men and women: The case of Turkey. *Sex roles*, 53(7-8), 453-471.
- Cinamon, R. G., & Rich, Y. (2005). Reducing teachers’ work-family conflict: From theory to practice. *Journal of Career Development*, 32(1), 91-103.
- Cinamon, R. G., & Rich, Y. (2005). Work–family conflict among female teachers. *Teaching and teacher education*, 21(4), 365-378.
- Doble, N., & Supriya, M. V. (2010). Gender Differences in the Perception of Work-Life Balance. *Managing Global Transitions: International Research Journal*, 8(4).
- Dundas, K. (2008). Work-Life Balance: There is no ‘one-size-fits-all’ solution. *Managing matters*, 3, 7-8.
- Duxbury, L. E., & Higgins, C. A. (2002). *2001 National Work-life Conflict Study, Report One*. Public Health Agency of Canada.
- Edwards, J. R., & Rothbard, N. P. (2000). Mechanisms linking work and family: Clarifying the relationship between work and family constructs. *Academy of management review*, 25(1), 178-199.
- Ernst Kossek, E., & Ozeki, C. (1998). Work–family conflict, policies, and the job–life satisfaction relationship: A review and directions for organizational behavior–human resources research. *Journal of applied psychology*, 83(2), 139.
- Frostig, M., & Maslow, P. (1970). *Movement Education: Theory and practice* (Chicago, Follett Educational).

- Ghalawat, S., & Sukhija, S. (2012). Work-Life balance and Organization Practices-A Study of Selected Banks in Sirsa. *BVIMR Management Edge*, 5(2).
- Glass, J. L., & Estes, S. B. (1997). The family responsive workplace. *Annual review of sociology*, 23(1), 289-313.
- Grandey, A. A., & Cropanzano, R. (1999). The conservation of resources model applied to work-family conflict and strain. *Journal of vocational behavior*, 54(2), 350-370.
- Greenberg, J., Solomon, S., Pyszczynski, T., Rosenblatt, A., Burling, J., Lyon, D., Simon, L. and Pinel, E., 1992. Why do people need self-esteem? Converging evidence that self-esteem serves an anxiety-buffering function. *Journal of personality and social psychology*, 63(6), 913.
- Greenhaus, J. H., & Beutell, N. J. (1985). Sources of conflict between work and family roles. *Academy of management review*, 10(1), 76-88.
- Gutek, B. A., Searle, S., & Klepa, L. (1991). Rational versus gender role explanations for work-family conflict. *Journal of applied psychology*, 76(4), 560.
- Harrington, B. (2007). The work-life evolution study. *Boston College Center for Work & Family*.
- Hashmi, M. S., & Naqvi, I. H. (2012). Investigating organizational commitment as the outcome of job satisfaction: A study of banking sector of Pakistan. *International Journal of Learning and Development*, 2(4).
- Heider, F. (1946). Attitudes and cognitive organization. *The Journal of psychology*, 21(1), 107-112.
- Hobson, C. J., Delunas, L., & Kesic, D. (2001). Compelling evidence of the need for corporate work/life balance initiatives: results from a national survey of stressful life-events. *Journal of employment counseling*, 38(1), 38-44.
- Hsieh, Y. C. (2004). *Lodging managers' perceptions of work and personal life balance*, Doctoral dissertation, Purdue University.
- Hughes, J., & Bozionelos, N. (2007). Work-life balance as source of job dissatisfaction and withdrawal attitudes: An exploratory study on the views of male workers. *Personnel Review*, 36(1), 145-154.
- Innstrand, S. T., Langballe, E. M., & Falkum, E. (2010). Exploring occupational differences in work-family interaction: Who is at risk?. *International Journal of Stress Management*, 17(1), 38.
- James, W. (1890). *The principles of psychology*. New York, NY: Henry Holt.

- Judge, T. A., Locke, E. A., Durham, C. C., & Kluger, A. N. (1998). Dispositional effects on job and life satisfaction: The role of core evaluations. *Journal of applied psychology*, 83(1), 17.
- Kanter, R. M. (2004). The middle manager as innovator. 1982. *Harvard business review*, 82(7-8), 150-152.
- Karthik, R. (2013). A study on work-life balance in Chennai port trust, Chennai. *Advances in Management*. 6(7), 26-31.
- Korman, A. K. (1976). Hypothesis of work behavior revisited and an extension. *Academy of Management review*, 1(1), 50-63.
- Leary, M. R., Tambor, E. S., Terdal, S. K., & Downs, D. L. (1995). Self-esteem as an interpersonal monitor: the sociometer hypothesis. *Journal of personality and social psychology*, 68(3), 518.
- Leiter, M. P., & Durup, M. J. (1996). Work, home, and in-between: A longitudinal study of spillover. *The Journal of applied behavioral science*, 32(1), 29-47.
- Lin, S. C., & Lin, J. S. J. (2011). Impacts of coworkers relationships on organizational commitment-and intervening effects of job satisfaction. *African Journal of Business Management*, 5(8), 3396-3409.
- Luthans, F. (1998). *Organisational Behaviour*. (8th ed.). Boston: Irwin McGraw-Hill.
- Mandhanya, Y. (2015). Training and development strategies: Motivational tool for increasing employee retention. *Training & Development Journal*, 6(1), 15-20.
- McNulty, T., & Ferlie, E. (2004). Process transformation: Limitations to radical organizational change within public service organizations. *Organization studies*, 25(8), 1389-1412.
- Mosadeghrad, A. M., Ferlie, E., & Rosenberg, D. (2008). A study of the relationship between job satisfaction, organizational commitment and turnover intention among hospital employees. *Health services management research*, 21(4), 211-227.
- Mossholder, K. W., Bedeian, A. G., & Armenakis, A. A. (1981). Role perceptions, satisfaction, and performance: Moderating effects of self-esteem and organizational level. *Organizational behavior and human performance*, 28(2), 224-234.
- Newstrom, J. W. (2007). *Organizational Behavior*, (12th ed.). New Delhi : Tata McGraw-Hill Publishing Company Limited.
- Pike, B. (2012). Work/life balance-how to get a better deal. *Herald Sun*.
- Robbins, S. P. (2001), *Organizational Behavior*, (9th ed.). New Jersey: Prentice Hall

- Rodríguez, J., & Griffin, G. (1990). The determinants of job satisfaction of professional drivers. In *Journal of the Transportation Research Forum*, 30 (2), 453-464.
- Samaratunge, R. (2003). Decentralization policies in Sri Lanka: Perceptions and performance. *South Asian Journal of Management*, 10(2), 30-43.
- Samavi, S. A. (2011). Study of Relationship between Job Satisfaction and Organizational Commitment among High-School Managers. *Journal of Life Sci. Biomed*, 1(1), 13.
- Sattigeri, M. R. C. (2016). Employee Retention and Commitment. *International Journal of Engineering Technology, Management and Applied Sciences*, 4(4), 77-81.
- Scholarios, D., & Marks, A. (2004). Work-life balance and the software worker. *Human Resource Management Journal*, 14(2), 54-74.
- Shajahan, D. S., & Shajahan, L. (2004). New Age International Publication. *Organization behavior*, 6(3), 30-41.
- Vedamanickam, J. (2001). Study of Workplace Innovativeness in Manufacturing. *published Ph. D. Thesis, Sailesh J. Mehta School of Management, Indian Institute of Technology (IIT), Bombay, Mumbai*.
- Vogel, S. (2012). Overtime hours threaten work-life balance. *Global Business Knowledge*.
- Xianyu, Y., & Lambert, V. A. (2006). Investigation of the relationships among workplace stressors, ways of coping, and the mental health of Chinese head nurses. *Nursing & health sciences*, 8(3), 147-155.
- Yücel, İ. (2012). Examining the relationships among job satisfaction, organizational commitment, and turnover intention: An Empirical Study, *International Journal of Business and Management*, 7(20), 44-58.

APPENDIX A
YANGON UNIVERSITY OF ECONOMICS
DEPARTMENT OF MANAGEMENT STUDIES
ONLINE MBA PROGRAM

**Survey Questionnaires for Work-Life Balance and Employee Job
Satisfaction of Deco land Co., Ltd.**

Dear Respondents,

My name is Htwe Htwe Linn and I am a student of the Yangon University of Economics, studying Master in Business Administration. I am working on the thesis on the topic of “The Effect of Work-Life Balance on Job Satisfaction”.

I would really appreciate if you could spend a few minutes of your time filling in this survey. Your cooperation is greatly appreciated and obtained information will be treated strictly confidential and anonymously, and only be used for research purpose.

I kindly requested to answer all of the questions to the best knowledge of your understanding.

Thank you for your kindly cooperation,

Sincerely,

Htwe Htwe Linn

Roll No. – 161007

OMBA

Please tick the box that correspondent to your answers.

Gender

- Male Female

Age

- Under 25 25 – 34
 35 – 44 45 and above

Your Educational Level

- Under High School High School
 Bachelor Master

Your Working Experiences

- Less than 2 years 2 Above – 5 years
 6 Above – 9 years 10 Above – 13 years
 13 Years Above

Your Level of Position

- Managerial staff Non-managerial staff

Working Hour

- Less than 8 hours 8 – 10 hours
 10 – 12 hours Above 12 hours

Marital Status

- Unmarried Married
 Divorced

No. of Children

- None 1
 2 3
 4

Please read each statement carefully and decide if you ever feel this way about your work and please choose how much you agree or disagree with each statement by crossing One number for each statement.

Section (A) – Work Factor

1= Strongly Disagreed, 2 = Disagreed, 3 = Neutral, 4 = Agree, 5 = Strongly Agree

Sr.	Statement	Significant Level				
		1	2	3	4	5
Working Hour		1	2	3	4	5
1	Do not spend too much time on company work.					
2	Company allows to control working hour.					
3	Have sufficient time for personal/ family life.					
4	Have enough leisure time to do hobby without worrying about work.					
5	Have suitable working hours for my professional development.					
Work Overload		1	2	3	4	5
1	Experience excessive work pressure.					
2	Work for long hours, on overtime and even on holiday.					
3	Unable to meet out the job demands.					
4	Spend so long at work that outside relationship is suffering.					
5	Feel tired during the day due to excessive work load.					
Role & Responsibility		1	2	3	4	5
1	Role & responsibility is clearly defined.					
2	Supervisor and co-workers temporarily relieve from job in order to attend personal needs.					
3	Work responsibilities are certain to promote a balanced work life.					
4	Not confused with job descriptions.					
5	Know exactly who to contact if some problems arise at work.					
Working Condition		1	2	3	4	5

1	Convenient and comfortable workplace.					
2	Have a sound relationship with peers, supervisors and subordinates.					
3	Understanding and supports in maintaining a good work-life balance.					
4	Can fit in the company's culture.					
5	Providing tools and resources for performing the tasks.					

Please read each statement carefully and decide if you ever feel this way about your work and please choose how much you agree or disagree with each statement by crossing One number for each statement.

Section (B) – Personal Factor

1= Strongly Disagreed, 2 = Disagreed, 3 = Neutral, 4 = Agree, 5 = Strongly Agree

Sr.	Statement	Significant Level				
		1	2	3	4	5
Family Support		1	2	3	4	5
1	Receive better support from family.					
2	Family understands when working overtime.					
3	Family can provide suggestions for work.					
4	Get both physical and mental support from family.					
5	Family does not demand greater attention.					
Self-Esteem		1	2	3	4	5
1	Can handle daily arguments well at work.					
2	Satisfied with myself.					
3	Able to do things as well as most other people can.					
4	Take a positive attitude towards problems at work.					
5	Think about how to solve the problems instead of why they happen.					

Please read each statement carefully and decide if you ever feel this way about your work and please choose how much you agree or disagree with each statement by crossing One number for each statement.

Section (C) – Work-Life Balance

1= Strongly Disagreed, 2 = Disagreed, 3 = Neutral, 4 = Agree, 5 = Strongly Agree

Sr.	Statement	Significant Level				
		1	2	3	4	5
Work-Life Balance		1	2	3	4	5
1	Able to negotiate and accomplish the expected work.					
2	Meeting the role expectations of critical people.					
3	Close people said balancing work and family of me.					
4	Able to accomplish the expectations of supervisors and family.					
5	Meeting expectations of coworkers and family members.					
6	Clear feedback from coworker and family members for accomplishment tasks.					

Please read each statement carefully and decide if you ever feel this way about your work and please choose how much you agree or disagree with each statement by crossing One number for each statement.

Section (D) – Employee Job Satisfaction

1= Strongly Disagreed, 2 = Disagreed, 3 = Neutral, 4 = Agree, 5 = Strongly Agree

Sr.	Statement	Significant Level				
		1	2	3	4	5
Employee Job Satisfaction		1	2	3	4	5
1	Enjoy working at this company.					
2	Feel satisfied with working life.					
3	Feel proud to be a part of this company.					
4	Feel motivated to work here.					
5	Recommend this company to friends who are looking for a job.					
6	Have a well-balanced life working at this company.					
7	A wonderful company to work for.					

APPENDIX B

STATISTICAL OUTPUTS

(1) The Effect of Work Factor on Work-Life Balance

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.601 ^a	.361	.346	.41199

a. Predictors: (Constant), Working Hours, Work Overload, Role & Responsibility, Working Condition

b. Dependent Variable: Work-Life Balance

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	16.133	4	4.033	23.762	.000 ^b
	Residual	28.516	168	.170		
	Total	44.649	172			

a. Dependent Variable: Work-Life Balance

b. Predictors: (Constant), Working Hours, Work Overload, Role & Responsibility, Working Condition

Coefficient^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.407	.320		4.403	.000		
	Working Hours	.084	.074	.076	1.137	.257	.845	1.183
	Work Overload	-.062	.050	-.079	-1.238	.218	.942	1.062
	Role & Responsibility	.233	.074	.251	3.157	.002	.601	1.665
	Working Condition	.309	.066	.364	4.657	.000	.623	1.604

a. Dependent Variable: Work-Life Balance

(2) The Effect of Personal Factor on Work-Life Balance

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.638 ^a	.408	.401	.39445

a. Predictors: (Constant), Family Support, Self-Esteem

b. Dependent Variable: Work-Life Balance

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	18.199	2	9.099	58.484	.000 ^b
	Residual	26.450	170	.156		
	Total	44.649	172			

a. Dependent Variable: Work-Life Balance

b. Predictors: (Constant), Family Support, Self-Esteem

Coefficient^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.461	.232		6.297	.000		
	Family Support	.621	.062	.688	10.039	.000	.742	1.348
	Self-Esteem	-.103	.063	-.112	-1.636	.104	.742	1.348

a. Dependent Variable: Work-Life Balance

(3) The Effect of Work-Life Balance on Employee Job Satisfaction

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.232 ^a	.054	.043	.72618

a. Predictors: (Constant), Work-Life Balance

b. Dependent Variable: Employee Job Satisfaction

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	27.469	1	27.469	69.818	.000 ^b
	Residual	67.279	171	.393		
	Total	94.748	172			

a. Dependent Variable: Employee Job Satisfaction

b. Predictors: (Constant), Work-Life Balance

Coefficient^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.867	.325		2.669	.008		
	Work-Life Balance	.784	.094	.538	8.356	.000	1.000	1.000

a. Dependent Variable: Employee Job Satisfaction