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IMPACT OF WORK-LIFE BALANCE ON JOB SATISFACTION AMONG IT PROFESSIONALS WITH REFERENCE TO CHENNAI

Ramya M¹, Dr. R. Ramamoorthy, MBA²

Department of Management Studies, Jerusalem College of Engineering, Chennai – 600 100, Tamil Nadu, India

ABSTRACT :

Work-life balance is a major human resource management concern in the information technology (IT) sector, where long working hours, heavy workloads and tight deadlines are common. This study examines the impact of work-life balance on job satisfaction among IT professionals in Chennai. A descriptive research design was adopted, and primary data were collected from 50 IT professionals, selected through convenience sampling, using a structured Google Forms questionnaire on a five-point Likert scale. Work-life balance was studied through four dimensions: Work-Family Balance, Work Hours, Workload, and Leave and Time Off, with job satisfaction as the dependent variable. Percentage analysis, weighted average analysis, Pearson correlation and multiple regression were applied. Workload recorded the highest weighted mean (3.96), while working hours and job autonomy recorded the lowest (2.28 each). The regression model was significant ($R^2 = 0.52$, $F = 16.88$, $p < 0.001$); recognition ($\beta = 0.58$) and job responsibility ($\beta = 0.29$) significantly influenced overall job satisfaction, whereas working conditions did not ($p = 0.899$). Work-family harmony showed a weak, statistically non-significant positive correlation with job satisfaction ($r = 0.192$, $p = 0.182$). The study suggests that IT organisations should ensure fair workload distribution, reasonable working hours, accessible leave and meaningful recognition.

Keywords: Work-Life Balance, Job Satisfaction, IT Professionals, Work Hours, Workload, Chennai

1. INTRODUCTION

Work-life balance has become an important issue in the modern workplace, particularly in industries where employees are expected to work long hours and respond to work-related requirements beyond normal working time. Work-life balance refers to an employee's ability to manage professional responsibilities along with personal, family and social needs. When employees manage both areas effectively, they may experience greater satisfaction, motivation and well-being; when work continuously interferes with personal life, the result can be stress, fatigue and dissatisfaction.

The Information Technology (IT) industry is one of the major contributors to economic growth and employment in India. IT professionals work in a competitive and rapidly changing environment with demanding workloads, project deadlines, client requirements and continuous digital connectivity. Employees serving international clients may also have to work according to different time zones. These conditions can make it difficult to maintain a proper balance between professional and personal life.

Job satisfaction refers to the level of contentment an employee feels towards the job. It is shaped by working conditions, workload, working hours, recognition, responsibilities, organisational support and work-life balance. Satisfied employees tend to be more motivated and committed, whereas low satisfaction may lead to reduced morale, absenteeism and an intention to leave the organisation, which is costly for IT firms that depend on skilled people.

Chennai is an important IT and business services centre, with major locations such as Taramani, Guindy and the Old Mahabalipuram Road (OMR) corridor. The present study therefore examines the impact of work-life balance on the job satisfaction of IT professionals in Chennai, treating work-life balance as the independent variable and job satisfaction as the dependent variable. Four dimensions are considered: Work-Family Balance, Work Hours, Workload, and Leave and Time Off.

2. OBJECTIVES OF THE STUDY

2.1 Primary Objective

- To identify the impact of work-life balance on job satisfaction among IT professionals in Chennai.

2.2 Secondary Objectives

- To identify the factors influencing employees' work-life balance.
- To assess the level of job satisfaction among employees.
- To examine the relationship between work-life balance and job satisfaction.

- To examine the role of organisational support and flexible work practices.

3. REVIEW OF LITERATURE

Udin (2023) found that good work-life balance improves employee performance and contributes to higher job satisfaction and affective commitment, stressing organisational practices that help employees manage professional and personal responsibilities.

Putri and Sugiarto (2024) reported that employees with better work-life balance have higher job satisfaction, which in turn improves performance, highlighting job satisfaction as an intervening variable.

Vandekan, Aondoakaa and Jabi (2025) reviewed the literature and concluded that work-life balance is closely associated with job satisfaction and performance, recommending supportive work-life practices.

Sharma and Sinha (2025) showed that a healthy work-life balance improves job satisfaction, well-being and performance among higher-education employees in Delhi NCR, especially under high work demands.

Yusuf (2018) compared work-life balance and job satisfaction in the Business Process Outsourcing sector, underlining its importance in demanding work environments.

Abd Hamid, Mohamad and Bahrin (2020) studied 150 factory workers in Pahang and found that balancing work and family responsibilities is associated with higher job satisfaction.

Tamunomiebi and Oyibo (2020) reviewed the literature and found that work-life imbalance harms employees and organisations, while effective practices support performance.

Ahmaddien (2024) studied 150 private-sector employees and found that work-life balance influenced job satisfaction and performance, with job satisfaction mediating the relationship.

Neogi, Jason and Selvakumar (2022) examined 90 employees of selected IT companies before and during work from home using regression, correlation and the Z-test, and highlighted the need to maintain balance to sustain satisfaction in the IT sector.

Biju, Vijaya Kumar and Akhil (2022) studied 200 full-time IT employees at Technopark and Infopark and found that work from home positively affected work-life balance, that satisfaction was similar across genders, and that women faced greater difficulty in balancing roles.

3.1 Research Gap

The reviewed studies link work-life balance with employee well-being, performance and job satisfaction, but many focus on performance, mediation or work-from-home arrangements. There is scope for a focused study of specific work-life balance factors among IT professionals in Chennai. The present study addresses this gap by examining Work-Family Balance, Work Hours, Workload, and Leave and Time Off in relation to job satisfaction, using primary data from IT professionals in Chennai.

4. RESEARCH METHODOLOGY

Research design: A descriptive research design was adopted to describe the perceptions of IT professionals regarding work-life balance and job satisfaction. **Population and sample:** The population comprised IT professionals working in Chennai in software development, testing, support, analytics, consulting and related functions. Convenience sampling, a non-probability technique, was used, and 50 valid responses were analysed. **Data collection:** Primary data were collected through a structured Google Forms questionnaire using a five-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree). Secondary data were drawn from books, journals, research articles, reports and reliable websites. **Variables:** Work-Family Balance, Work Hours, Workload, and Leave and Time Off formed the work-life balance dimensions; job satisfaction was the dependent variable.

Tools for analysis: Percentage analysis was used for the demographic profile and item responses; weighted average analysis (Weighted Average = $\Sigma(W \times F) \div N$) ranked the factors influencing work-life balance; multiple regression ($Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$) assessed the effect of working conditions, recognition and job responsibility on overall job satisfaction; and Pearson correlation measured the relationship between work-family harmony and job satisfaction.

5. DATA ANALYSIS AND INTERPRETATION

5.1 Percentage Analysis

Table 1: Demographic Profile of the Respondents (N = 50)

Variable	Distribution
Gender	Female 66.0% (33); Male 34.0% (17)
Age	Below 25 years 68.0%; 25–30 years 20.0%; 31–35 years 12.0%
Marital status	Unmarried 78.0%; Married 22.0%
Work experience	Less than 2 years 70.0%; 2–5 years 14.0%; 5–10 years 8.0%; above 10 years 8.0%
Work arrangement	Work from office 82.0%; Hybrid 12.0%; Work from home 6.0%
Daily working hours	6–8 hours 60.0%; 9–10 hours 20.0%; less than 6 hours 14.0%; more than 10 hours 6.0%

Table 2: Summary of Responses to Selected Statements (%)

Statement	Disagree*	Neutral	Agree**
Family time	0.0	28.0	72.0
Work interference	6.0	18.0	76.0
Work-family harmony	8.0	42.0	50.0
Reasonable working hours	2.0	26.0	72.0
Personal time	8.0	20.0	72.0
Manageable workload	12.0	12.0	76.0
Workload reasonableness	6.0	20.0	74.0
Job satisfaction	20.0	16.0	64.0
Working conditions	6.0	26.0	68.0
Recognition	12.0	24.0	64.0
Job responsibility	8.0	32.0	60.0
Overall satisfaction	10.0	18.0	72.0

*Strongly Disagree + Disagree; **Agree + Strongly Agree.

Inference: Most respondents were female (66.0%), below 25 years (68.0%), unmarried (78.0%) and had less than two years of experience (70.0%). Most worked from the office (82.0%) for 6–8 hours a day (60.0%). Responses were generally favourable on workload, working hours, personal time and job satisfaction (60–76% agreement), while work-family harmony drew the largest neutral share (42.0%).

5.2 Weighted Average Analysis

Table 3: Factors Influencing Employees' Work-Life Balance

Factor	ΣWF	Mean score	Range
Workload	198	3.96	Agree
Personal time management	168	3.36	Neutral
Working hours	114	2.28	Disagree
Job autonomy	114	2.28	Disagree

Interpretation: Workload had the highest mean (3.96), with 74% of respondents agreeing, making it the most prominent factor affecting work-life balance. Working hours (2.28) and job autonomy (2.28) fell in the “Disagree” range (58% and 62% disagreeing), indicating less favourable perceptions of these factors, while personal time management (3.36) was neutral, with 50% agreeing and 32% disagreeing.

5.3 Multiple Regression Analysis

H₀: Job responsibility, recognition and working conditions have no significant effect on overall job satisfaction. **H₁:** They have a significant effect on overall job satisfaction.

Table 4: Regression Results (Dependent Variable: Overall Satisfaction)

Predictor	B	Beta	t	Sig.	Result
(Constant)	0.76	–	1.40	0.167	–
Job responsibility	0.31	0.29	2.39	0.021	Significant
Recognition	0.57	0.58	5.06	< 0.001	Significant
Working conditions	–0.02	–0.02	–0.13	0.899	Not significant

Model summary: $R = 0.72$, $R^2 = 0.52$, Adjusted $R^2 = 0.49$; $F(3, 46) = 16.88$, $p < 0.001$.

Interpretation: The model is significant ($p < 0.001$), so H_0 is rejected. The three predictors together explain 52% of the variation in overall job satisfaction. Recognition ($\beta = 0.58$, $p < 0.001$) is the strongest predictor, followed by job responsibility ($\beta = 0.29$, $p = 0.021$). Working conditions have no significant effect ($p = 0.899$). Meaningful responsibility and proper recognition therefore contribute significantly to job satisfaction.

5.4 Correlation Analysis

H₀: There is no significant relationship between work-family harmony and job satisfaction. **H₁:** There is a significant relationship. **Interpretation:** Pearson $r = 0.192$ ($p = 0.182$, $N = 50$) shows a weak positive correlation that is not statistically significant at the 5% level, so H_0 is not rejected. In this sample, work-family harmony alone shows no meaningful association with job satisfaction.

6. FINDINGS

- The sample was mainly female (66%), below 25 years (68%), unmarried (78%) and early-career, with 70% having less than two years of experience; 82% worked from the office.

- Most respondents worked 6–8 hours a day (60%); 72% agreed that their working hours are reasonable, and 72% agreed that they have sufficient personal time.
- Workload was viewed favourably in the percentage analysis (76% found it manageable and 74% reasonable), yet it recorded the highest weighted mean (3.96) as a work-life balance factor.
- Work-family harmony received a neutral response from 42% of respondents, indicating scope for improvement.
- Overall job satisfaction was positive: 72% agreed or strongly agreed, 68% for working conditions and 64% for recognition.
- Recognition and job responsibility significantly influenced overall job satisfaction ($R^2 = 0.52$), whereas working conditions did not.
- The correlation between work-family harmony and job satisfaction was weak and not statistically significant ($r = 0.192$, $p = 0.182$).

7. SUGGESTIONS

- Organisations should offer flexible working arrangements and family-friendly policies to help employees balance professional and family life.
- IT companies should set reasonable working schedules, plan work carefully and avoid unnecessary overtime.
- Managers should distribute work fairly, set realistic deadlines and monitor workload and staffing regularly.
- Leave facilities should be accessible and flexible, and employees should be encouraged to use their entitled leave.
- Organisations should recognise employee contributions, give meaningful responsibility, provide regular feedback and offer career development opportunities.

8. CONCLUSION

The study examined the impact of work-life balance on job satisfaction among 50 IT professionals in Chennai. Respondents were generally positive about working hours, personal time, workload and job satisfaction, although workload was the most prominent factor affecting work-life balance and work-family harmony drew many neutral responses. Recognition and job responsibility were significant determinants of overall job satisfaction, while the direct correlation between work-family harmony and job satisfaction was weak and not significant in this sample.

The findings indicate that IT organisations can improve employee satisfaction through fair workload distribution, reasonable working hours, accessible leave, supportive management and meaningful recognition. As the study is based on a small convenience sample, future research with a larger and more diverse sample of IT professionals would help confirm these results.

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