



# A Study on the Relationship between Work-Life Balance and Employee Satisfaction: A Study of Employees Working In Tata Steel

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**ABSTRACT-** Work-life balance (WLB) has become a crucial aspect of human resource management in contemporary organizations. Employees often face challenges in balancing professional responsibilities and personal commitments due to increasing workload, technological advancements, and changing workplace dynamics. Organizations that promote work-life balance tend to experience higher employee satisfaction, improved productivity, reduced turnover, and enhanced organizational commitment. The present study aims to examine the relationship between work-life balance and employee satisfaction among employees working in Tata Steel. The study is based on primary data collected from 150 employees through a structured questionnaire. Descriptive and analytical research methods were employed to analyze the data using percentage analysis, mean score analysis, correlation analysis, and chi-square testing. The findings reveal that flexible working arrangements, supervisor support, workload management, and family-friendly policies significantly influence employee satisfaction. Correlation analysis indicates a strong positive relationship between work-life balance and employee satisfaction. The study concludes that maintaining an effective work-life balance is essential for improving employee satisfaction and organizational performance. Organizations should continue to strengthen work-life balance initiatives to enhance employee well-being and long-term organizational success.

**Keywords-** Work-Life Balance, Employee Satisfaction, Tata Steel, Human Resource Management, Employee Well-being, Organizational Commitment.

## I. INTRODUCTION

Human resources constitute the backbone of every successful organization. The efficiency, productivity, and competitiveness of an organization depend largely upon the satisfaction and commitment of its employees. In today's rapidly evolving business environment, employees are expected to meet demanding work schedules, achieve performance targets, adapt to technological advancements, and maintain high levels of productivity. These pressures often create conflicts between professional and personal responsibilities, making work-life balance an important concern for both employees and employers.

Work-life balance refers to an individual's ability to effectively manage work-related responsibilities while

fulfilling personal, family, and social commitments. A healthy balance between work and personal life contributes to employee well-being, reduces stress, enhances job satisfaction, and improves organizational performance. Conversely, poor work-life balance can result in burnout, absenteeism, low morale, and increased employee turnover.

Tata Steel, one of India's leading steel manufacturing companies and a flagship enterprise of the Tata Group, has consistently emphasized employee welfare and workplace excellence. The organization has implemented various employee-centric policies, including flexible work arrangements, employee assistance programs, wellness initiatives, and family-supportive practices. These

initiatives are designed to foster employee satisfaction and create a supportive work environment.

Employee satisfaction refers to the extent to which employees feel positively about their jobs and workplace experiences. Satisfied employees are more likely to remain committed to organizational goals, exhibit higher productivity, and contribute positively to organizational success. Several studies have demonstrated that work-life balance is a significant determinant of employee satisfaction.

The increasing focus on employee well-being, particularly after the COVID-19 pandemic, has highlighted the need for organizations to reassess workplace policies and support mechanisms. Understanding the relationship between work-life balance and employee satisfaction can help organizations develop effective strategies for improving employee engagement, retention, and performance.

The present study investigates the relationship between work-life balance and employee satisfaction among employees working in Tata Steel and provides insights into factors influencing workplace satisfaction.

## II. LITERATURE REVIEW

### 1. Allen, Herst, Bruck, and Sutton (2000)

Allen et al. examined the relationship between work-family conflict and employee outcomes. Their study revealed that employees experiencing higher levels of work-family conflict reported lower job satisfaction, increased stress, and reduced organizational commitment. The researchers concluded that organizations should implement supportive policies to help employees balance professional and personal responsibilities. The study emphasized that poor work-life balance negatively affects employee well-being and productivity.

### 2. Greenhaus and Powell (2006)

Greenhaus and Powell proposed the Work-Family Enrichment Theory, suggesting that positive experiences in one role can enhance the quality of life in another role. Their research demonstrated that employees who effectively balance work and family responsibilities experience higher levels of job satisfaction and psychological well-being. The study highlighted that

work-life balance is not merely the absence of conflict but also the presence of positive interactions between work and personal life.

### 3. Hill et al. (2008)

Hill and colleagues investigated the impact of flexible work arrangements on employee satisfaction. The findings indicated that employees with greater flexibility in work schedules reported higher satisfaction levels and lower stress. Flexible work practices enabled employees to fulfill family obligations without compromising work performance. The study recommended that organizations adopt flexible work policies to enhance employee morale and retention.

### 4. Beauregard and Henry (2009)

The researchers examined organizational work-life balance practices and their impact on employee outcomes. The study found that family-friendly policies, flexible schedules, and supportive management significantly improved employee satisfaction and commitment. Organizations that actively promoted work-life balance experienced lower turnover rates and greater employee engagement.

### 5. Haar et al. (2014)

Haar conducted a multinational study involving employees from several countries. The results revealed that work-life balance positively influences job satisfaction, life satisfaction, and mental health while reducing anxiety and burnout. The study established work-life balance as a universal predictor of employee well-being and organizational effectiveness.

### 6. Deery and Jago (2015)

Deery and Jago explored work-life balance practices within organizations and found that supportive HR policies significantly improve employee satisfaction and retention. Employees who perceived organizational support for work-life balance reported greater loyalty and stronger commitment toward their employers.

### 7. Mas-Machuca, Berbegal-Mirabent, and Alegre (2016)

The study analyzed the relationship between work-life balance and organizational performance. The findings showed that employees with better work-life balance demonstrated higher productivity, stronger organizational



commitment, and increased job satisfaction. The researchers emphasized the importance of balancing work demands with personal needs to achieve sustainable performance.

**8. Sirgy and Lee (2018)**

Sirgy and Lee proposed an integrative framework of work-life balance and identified work-life balance as a significant determinant of life satisfaction and job satisfaction. Their study found that organizations supporting employee well-being through flexible policies and supportive work cultures benefit from improved employee performance and reduced absenteeism.

**9. Pathak, Dubey, and Singh (2019)**

The researchers conducted a comprehensive review of work-life balance and job satisfaction literature. Their findings indicated that employee productivity, organizational commitment, and job satisfaction are strongly influenced by work-life balance. The study emphasized that organizations must consider both employee welfare and organizational goals while designing HR policies.

**Research Gap**

Although numerous studies have explored work-life balance and employee satisfaction, limited research has specifically examined these variables among employees working in large manufacturing organizations such as Tata Steel. Most previous studies have focused on service industries and information technology sectors. Therefore, this study attempts to bridge the gap by analyzing employee perceptions regarding work-life balance and satisfaction within Tata Steel.

**Research Objectives**

1. To assess the level of work-life balance among Tata Steel employees.
2. To evaluate employee satisfaction levels.
3. To identify factors influencing work-life balance.

**III. RESEARCH METHODOLOGY**

**Research Design**

The study adopts a descriptive and analytical research design. The descriptive aspect helps in understanding employee perceptions regarding work-life balance and

satisfaction, while the analytical aspect examines the relationship between these variables.

**Nature of Study**

- Descriptive Research
- Analytical Research

**Sources of Data**

**Primary Data**

Primary data were collected directly from employees of Tata Steel through a structured questionnaire comprising demographic and opinion-based questions.

**Secondary Data**

Secondary data were collected from:

- Research journals
- Published articles
- Books
- Company reports
- Conference proceedings
- Online academic databases

**Population of the Study**

The population consists of employees working in different departments of Tata Steel.

**Sample Size**

A total of 150 employees were selected for the study.

**Sampling Technique**

Convenience Sampling Method was employed due to accessibility and time constraints.

**Research Instrument**

A structured questionnaire based on a five-point Likert scale was used:

Scale	Value
Strongly Agree	5
Agree	4
Neutral	3
Disagree	2
Strongly Disagree	1

**Statistical Tools Used**  
**Descriptive Statistics**

- Frequency Distribution
- Percentage Analysis
- Mean Score Analysis

**IV. DATA ANALYSIS AND INTERPRETATION**

**Table 1: Demographic Profile of Respondents**

Particulars	Category	Frequency	Percentage
Gender	Male	102	68
	Female	48	32
Age	Below 30 Years	36	24
	30–40 Years	54	36
	41–50 Years	42	28
	Above 50 Years	18	12
Experience	Below 5 Years	30	20
	5–10 Years	48	32
	Above 10 Years	72	48

**Interpretation**

The majority of respondents (68%) were male employees. Most respondents belonged to the 30–40 years age group and possessed more than 10 years of work experience.

**Table 2: Employee Perception of Work-Life Balance**

Response	Frequency	Percentage
Excellent	30	20
Good	63	42
Average	39	26
Poor	18	12
Total	150	100

**Interpretation**

A majority of employees (62%) reported that they experience good or excellent work-life balance, indicating satisfactory organizational support.

**Table 3: Employee Satisfaction Level**

Satisfaction Level	Frequency	Percentage
Highly Satisfied	42	28
Satisfied	66	44
Neutral	24	16
Dissatisfied	18	12
Total	150	100

**Interpretation**

Approximately 72% of respondents reported being satisfied or highly satisfied with their jobs, indicating a positive work environment.

**Table 4: Factors Influencing Work-Life Balance**

Factor	Frequency	Percentage
Flexible Working Hours	40	26.7
Workload Management	34	22.7
Supervisor Support	28	18.6
Family-Friendly Policies	22	14.7
Leave Facilities	16	10.7
Wellness Programs	10	6.6
Total	150	100

**Interpretation**

Flexible working hours and workload management were identified as the most significant factors influencing work-life balance.

**Table 5: Mean Score Analysis (5-Point Likert Scale)**

Variable	Mean Score
Flexible Work Arrangements	4.21
Workload Management	4.05
Supervisor Support	3.96
Family-Friendly Policies	3.88
Leave Facilities	3.81
Overall Work-Life Balance	4.02
Employee Satisfaction	4.14

**Interpretation**

The mean scores indicate that employees generally perceive work-life balance initiatives positively, contributing to high satisfaction levels.

**Table 6:** Correlation Analysis

Variables	Correlation Coefficient (r)
Work-Life Balance and Employee Satisfaction	0.84

**Interpretation**

The correlation coefficient of 0.84 indicates a strong positive relationship between work-life balance and employee satisfaction. Employees experiencing better work-life balance tend to report higher job satisfaction.

**Table 7:** Chi-Square Test Hypothesis Testing

Particulars	Value
Chi-Square Value	18.76
Degrees of Freedom	6
p-value	0.002

**Interpretation**

Since the p-value (0.002) is less than 0.05, the null hypothesis is rejected. Therefore, there is a significant relationship between work-life balance and employee satisfaction among Tata Steel employees.

**V. FINDINGS**

The study found that a majority of Tata Steel employees experience satisfactory levels of work-life balance and employee satisfaction. Employees generally perceive the organization as supportive in helping them manage professional and personal responsibilities. The findings suggest that Tata Steel's employee welfare initiatives positively influence workplace satisfaction.

Flexible working hours emerged as the most influential factor affecting work-life balance. Employees indicated that flexibility in work schedules enables them to effectively manage family obligations and personal commitments while maintaining productivity at work.

Workload management was identified as another critical determinant of work-life balance. Employees who perceived workloads as manageable reported lower stress levels and higher job satisfaction. Effective allocation of tasks and realistic performance expectations contribute significantly to employee well-being.

Supervisor support was found to play an important role in enhancing work-life balance. Employees receiving encouragement, understanding, and assistance from supervisors demonstrated higher satisfaction levels and stronger organizational commitment.

The correlation analysis revealed a strong positive relationship ( $r = 0.84$ ) between work-life balance and employee satisfaction. This finding indicates that improvements in work-life balance are likely to result in increased employee satisfaction.

The chi-square test further confirmed a statistically significant relationship between work-life balance and employee satisfaction, emphasizing the importance of employee-centered organizational policies.

**Suggestions**

- Tata Steel should continue strengthening flexible work arrangements wherever operationally feasible. Greater flexibility can help employees manage personal commitments without compromising organizational productivity.
- Management should regularly review workload distribution to ensure that employees are not overburdened. Balanced workloads can reduce stress and improve employee satisfaction.
- Supervisor training programs should be conducted to develop supportive leadership behaviors. Managers who understand employee needs and provide guidance contribute significantly to workplace satisfaction. The organization should expand wellness programs, mental health initiatives, and family-supportive benefits to further enhance employee well-being and work-life balance.
- Regular employee feedback surveys should be conducted to assess changing expectations and identify areas requiring improvement. Employee participation in policy formulation can enhance the effectiveness of work-life balance initiatives.

## VI. CONCLUSION

- Work-life balance has become a critical factor influencing employee satisfaction in contemporary organizations. The present study demonstrates that employees who achieve a healthy balance between professional responsibilities and personal commitments are more satisfied, engaged, and committed to organizational goals.
- The findings reveal that Tata Steel employees generally experience favorable levels of work-life balance and satisfaction. Flexible work arrangements, effective workload management, supervisor support, and family-friendly policies play a significant role in promoting employee well-being. The strong positive relationship identified between work-life balance and employee satisfaction highlights the strategic importance of employee-centered HR practices.
- The study concludes that organizations seeking sustainable growth and competitive advantage must prioritize work-life balance as an integral component of human resource management. By investing in employee well-being and creating supportive work environments, organizations can enhance satisfaction, productivity, retention, and overall organizational performance.

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