



Work-Life Equilibrium: Key to Enhancing Employee Job Satisfaction

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ABSTRACT

The underlying study aims to explore the relationship between work-life equilibrium and employees' job satisfaction in a private travel agency. This is because some research found that individuals with high work-life equilibrium were in a greater status in their occupations and were emotionally stable. To ensure work-life equilibrium among employees, it is important for public as well as private sector managers to show concern, meaningfulness, and clarification of identities, as these significantly impact their employees. Therefore, the management of private agencies should pay more attention to cultivate and sustain work-life equilibrium among their employees. The study employed quantitative research methods via survey questionnaires to assess the status of employees' work-life equilibrium and job satisfaction. The study found that there is no noticeable contrast in how men and women view their work-life equilibrium and job satisfaction. Furthermore, variables like gender, age, and job role did not display significant differences in their impact on work-life equilibrium and job satisfaction. The study's correlation and regression analyses verified a statistically meaningful association between work-life equilibrium and employee satisfaction, with correlations proving significant at the 0.01 (2-tailed) level. This provides numerical proof of a favorable correlation between equilibrium and job satisfaction, supplying valuable insights for organizations and policymakers seeking to enhance employee satisfaction through work-life equilibrium initiatives.

Keywords: Work-life equilibrium, Job satisfaction, Employee performance Compensation Theory, Spillover Theory, Work/Family Border Theory, Resource Drain Theory, Segmentation Theory, Integration Theory

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Introduction

Today's global business companies focus on managing the work-life equilibrium of their employees. As a result, they receive more humanitarian assistance in their work that not only improves the productivity level but also helps to achieve the organization's purpose over time (Bruder & Baar, 2024). To enhance the performance and motivation levels of each worker, the organization should satisfy its employees as they play a significant role in any organization and formulate strategies for effectively managing employees in this evolving landscape (Paudel, 2024). If these things are not taken care of by the organizations, they might come across several

challenges that hinder the organization in the sector where they belong. Due to this initiative, employee morale was increased, and it was reflected in their performance and productivity (Osborne & Hammoud, 2017; Olabiya, 2023). Job satisfaction may be a level of happiness that staff feels regarding their work, which affects their performance (Dziuba et al., 2020). Various studies have mounted that displeasure with a job may bring higher worker capsizing, nonappearance, unpunctuality, and complaints. Satisfaction, however, affects increased productivity (Inayat & Khan, 2021 ; Razen & Sulistiyaningsih, 2023).

Similarly, dissatisfaction with the work or job leads to a negative impact on people's performance, hampering their personal lives. Some people have a real problem with their work errands and household tasks which causes them to feel displeased with the workplace and arrangement of work, as well as physical and mental tensions increase due to the workload (Cardon & Arwine, 2023). The inconsistency in the work-life equilibrium appears to increase dejected and unsatisfied workers. Even though the work-life equilibrium is a developing issue, which is upsetting the overall productivity of organizations and has led to decrements in employee job satisfaction, efficiency, absenteeism, and intentions of capsizing (Suci et al., 2022).

Hence, this research aims to examine and describe the effects of work-life equilibrium on employees' job satisfaction. Concerned research evaluates the significance of work-life equilibrium on employee job satisfaction in the workplace and highlights the significance of work-life equilibrium and its impact on job satisfaction. To achieve the aims of this study, quantitative research methodology has been used which implies that the survey questionnaire instrument will be used to gather the required data to observe the present status of work-life equilibrium policies and job satisfaction levels and offer the result that should help for the organization to obtain a better work-life equilibrium and higher job satisfaction.

Literature Review

Work-life interaction studies have been deemed necessary to understand work design that seeks equilibrium in an essential area of life better. In fact, not only does management play a role in work-life equilibrium, but work-life conflict also cannot be understood through extrinsic organizational, and job demands (Mattarelli et al., 2022). There is generally a narrow relationship between work and life, regardless of how this interaction can be perceived as a stressor. Faced with an uncertain and turbulent environment, organizations that focus on internal and external infrastructure are particularly centered around their employees. In addition, organizations should concentrate on the dimensions of job content. At this time, there is evidence that organizations should highlight their human capital, which is likely to have greater performance in the broad sense of adaptation to work. The determinants of employee job satisfaction have long been a major issue in management and human resource management literature. Indeed, according to different degrees of job satisfaction among employees may have a negative impact on their level of personal effort or productivity. But efforts also must be made to motivate employees who can feel negatively about both monetary and non-monetary rewards. Therefore, job satisfaction or job stress are not the only contributing factors to employee performance and should be limited to the job setting. Being responsible for job and non-work responsibility loading may not always fulfill employee needs and expectations (Ali & Anwar, 2021; Paudel & Sherm, 2024).

1. Concept and development of work-life equilibrium from a work-related perspective

With the extensive application of emerging information technologies, work and family life have been greatly affected, progressively buried winded, and can never again be treated as sovereign dominions. While Beauregard et.al (2009) investigated the acts of work-life equilibrium, adopted in several firms, to lessen the contention of work- and life amongst current employees to escalate the performance of their firms. Also, to improve the introduction of the firm by diminishing the clash of work and life. It is recommended that the organizations are required to modify themselves to redirect further changes so that the organization's work-life equilibrium practices can be persuaded of their introduction and brand. Work-life equilibrium has also been characterized contrastingly by various scholars. Recently, the term work-family equilibrium is also known as work-life equilibrium (Mohanty & Jena, 2016). Clarke (2004) determined work-life equilibrium as the most defiant idea which is for the most part connected with work and individual life. It is contended that such challenging thoughts are generally connected with work and individual action and offsetting them with the measure of time and quantity of exertion.

Bedarkar and Pandita (2014) defined work-life equilibrium as an act of motivation for the satisfaction of employees who have a nexus with different roles and activities associated with various factors. An individual needs to assume numerous roles throughout their life, for example, employee, employer, father, mother, and life partner. Successful overall performance in every role decides the satisfaction of the work-life equilibrium, subsequently, every role needs to be checked to have equilibrium throughout everyday life (Blanch & Aluja, 2012). Despite the way that work-life equilibrium is an unyieldingly progressive region to investigate, however, "a very much recognized importance and definition for work-life equilibrium" has not been found yet (Lyness & Judiesch, 2014, p. 96). This implies that work-life equilibrium can be efficiently managed by properly positioning paid work and all other individual activities that relate to family, indoor and outdoor exercises, purposeful work, personal development, relaxation, and amusement. Similarly, the quality of working life and

its connection to personal life and activities highlights the subjective perception of individuals of how effectively they work, and how the rest of life is equilibrium (Haar, et al., 2014).

Distinctive researchers straightforwardly characterize work-life equilibrium as a capacity to manage time and vitality among three diverse angles of work and life and having an understanding and mindfulness of this. How, when, and where individuals work through the right percentage of control and how family and work needs are fulfilled by the individual is another viewpoint of the meaning of work-life equilibrium. Companions, family, work, self, and well-being are the first 5 components that Byrne (2005) identified with work-life equilibrium and the perspectives that an individual should shuffle whenever throughout his life. Greenhaus et al. (2003) defined work-life equilibrium as the 'level to which an individual is correspondingly involved in and equally content with their work role and family role', which contains three diverse modules such as the equilibrium of time, the equilibrium of psychological involvement equilibrium, and equilibrium of satisfaction. Work-life equilibrium possesses several definitions, many of which use the term equilibrium to suggest a combination of work and social interaction in life. So, the equilibrium between the different supplements and improved terms could be considered to maintain a social and private life.

1.2 The measurement of work-life equilibrium

Various strategies and methods are applied to quantify the work-life equilibrium. Greenhaus et al. (2003) depicted a portion of work-life equilibrium dependent on a trio of following explicit parts: equilibrium of time (equally divided time between work and family parts), involvement equilibrium (equal mental participation in work and family roles), and satisfaction equilibrium (equal gratification with work and family roles), which consider it contributory in recognizing the idea of 'equilibrium' from work-family struggle and help: 'that people can – and should – show similarly constructive duties to various life jobs; that is, they should hold a fair direction to numerous jobs. Correspondingly, Taşdelen-Karçkay and Bakalım (2017) inspected the work-lifecycle of 15 items scale adjusted from and finished up three modules of work-life equilibrium: work impedance with individual life, individual life obstruction with work, work/individual life and this upgrade was the best estimation apparatuses to calculate the work-life equilibrium.

Similarly, Murphy and Doherty (2011) uncovered that it is quite difficult to quantify work-life equilibrium in an outright manner as close-to-home conditions are also there, and they impact the way that is seen yet build up a congruity that mirrors people's needs. The individual who participates in the work should set up a decent connection and lop-sidedness between their home and work lives and be guaranteed that relations are inside the correct position. Due to the additional importance of the topic, various tools are developed to measure the work-life equilibrium of target groups that are unique to different contexts. A large part of these tools has valid validity and consistent quality in the custom settings that were created. Reilly et al. (2012) has also recommended that the Work- consists of four factors including:

- i. Time: Time indicates the quantity of time invested in work depending on time consumed in activities other than work.
- ii. Behavior: Behavior that demonstrates that one's behavior at work has an impact on one's behavior in one's private life and the other way around.
- iii. Strain: Strain is the cause of the conflict between work life and private life (Greenhaus & Beutell, 1985)
- iv. Strengths: The power of a limited and appropriate resource for an employee's capability to accomplish work and/or unrelated goals.

According to Mukherjee (2015), the work-life equilibrium may measure accordingly:

- v. Personal and Social Needs: Personal and social needs include exercise, leisure activities, and entertainment activities.
- vi. Time Management: Time management demonstrates an individual's ability to maintain a time equilibrium between work and personal life.
- vii. Group work: Group work is calculated by the work environment and culture found in the workplace.
- viii. Organizational Benefits and Support: This limit contains the profits and support provided by the organization to employees.
- ix. Job type: This comprises the type of work that an employee should do.

Similarly, Greenhaus et al. (2003) determines three dimensions for example, time, engagement, and satisfaction to measure work-life equilibrium. Hill et al. (2004) critiqued the concept of measuring consciousness with managerial capacity while simultaneously managing work needs and personal / family life.

1.3 Theories of work-life equilibrium

The labor market outcomes of the imposition of working hour flexibilization on the work-life equilibrium are largely open to empirical investigation. Understanding whether perceived or actual work-life equilibrium outcomes are believed to have an impact is very important. Improving the public and providing an incentive to extend working lives could then be the key point. Due to legal and institutional departures, the use of flexibilization of working time is very different between countries. A comparative analysis can be made through case studies in different sectors and/or settings, such as regional or cross-national, by examining flexibility implementation using varied supervisory and measurement methods. Data which can be used to estimate and

construct changes in working time flexibilization will then be measured using employer-employee matched databases. A part of hypothetical concepts arose within the late 1980s that depicted the interaction between work and private life, so several theories have been suggested to educate the concept of work-life equilibrium. Within the intervals, many theories have been propounded by distinctive ideas to clarify the work-family connection and the perspective of the association between work, individual, and family that included spill-over compensation, work-family conflict, segmentation, and integration theories (Clark, 2000; Edwards & Rothbard, 2000; Zedeck & Mosier, 1990). Some ideas are mentioned below:

A. The Compensation and Spillover Theory

Several different theories exist describing how work and family life might be related. These include the conflict, compensation, segmentation, spillover, and international theories. The compensation theory argues that work compensates for the loss of respect and power that occurs with the loss of community and family in industrial society. Spillover theory suggests that vocational commitment is important to create financial stability and build social and human capital to support the family system. Status is the link through which the compensation and spillover theory drives occupation and utility trade-offs. The arguments particularly apply to couples where each partner is a heterogamous wage earner. These couples face compensation and spillover trade-offs with their range of work and family choices (Radcliffe et al., 2014).

The compensation and spillover theory sees compensation and spillover as two conflicting aspects of work and career. Compensation represents the resources that work brings to a family. Work provides status that is essential for the individual and individual's dependents. These dependents are a vulnerable social institution that continuously requires familial, social and human capital to fulfill their inherent responsibilities. Compensation includes education and on-the-job training, investments in human needs, long hours of work, and a high income, whereas spillover represents the cost of time, relation to a partner, and diminished societal roles in other spheres of life (Lott & Wöhrmann, 2022). These studies concluded that the greatest appreciated interpretation of the association between work and family is given by spillover theory. Spillover is generally good or bad. A good spillover refers to the contentment and accomplishment of a particular dominion that brings contentment and accomplishment to another dominion. Negative spillover discusses the fact that the complications and stresses of one dominion may carry a similar feeling to some other. Meetings in one place have an impact on encounters and behaviors in a particular place or situation, resulting in variations, in anger, behavior, values, and skills from one area to another.

B. The Work/Family Border and Resource Drain Theory

No less than six theories propose to explain work-life boundaries and how workers make daily work/life choices. The debate is not merely between work/family and work/life issues but extends to competing demands within and outside of work and family. The border and resource drain theory posits that the demands of work and family draw on the same limited pool of resources (Adisa et al., 2019). Role demands at work pull mental and emotional resources out of the family and vice versa; these are not separate silos of energy. Also, different role personalities or mood states are evoked at work and affect home life and vice versa. Moreover, one of the roles can be prescribed norms, which inhibit role-occupying behaviors at work and family.

According to Aw et al. (2021), resource drain theory is a reaction to role theory which suggests that managing and integrating the roles of worker and family are mutually beneficial. An optimal balance between the two makes the worker a better family person and the caregiver to worker more productive. However, work and family do compete for the same pool of resources, so equilibrium is not easily achieved. Such normative prescriptions contradict the reality of what happens in worker/family situations outside of the upper or upper-middle class. New managerial models are required because of such resource drain and demand theory findings. These theories suggest that stereotypical views of workers should be hedged with care. Provided they are refuted emphatically and frequently enough, stereotypes of gender and race differences in demand flexibility could affect worker productivity, especially worker ethics and loyalty (Sarwar et al., 2021). Studies also revealed that every individual's role occurs in a selected dominion of life. These dominions are differentiated by limits which will be bodily, sequential, or mental. According to this theory, the flexibility and permeability of the boundaries between people's work and family spheres will impact the standard of assimilation, the ideas of alterations, and the level of skirmish between concerned realms. When realms are consolidated, the transition becomes stress-free, but family conflict can occur. As per to Resource drain theory, persons allocate restricted assets accessible to get an equilibrium between work and life from one field to another to bring in used assets that are accessible at optimal levels (time, money, and attention).

C. Segmentation and Integration Theory

Segmentation and Integration Theory by Greenhaus and Beutell (1985) is one of the most powerful work-family theories. It consists of antecedents and consequences of work-life-balance and two strategies which employees use to cope with job demands and family responsibilities: segmentation and integration. Integration, another form of boundary management, entails boundaries that are permeable and easily crossed (Cho et al., 2020). Integration means allowing the demands of one role to have spillover effects into another role. Integration also means work and family time can be combined so employees can meet family demands and handle extra work

demands, when necessary, within a 24-hour period. Integration is considered working both at work and at home and involves more conflict. Integration is further divided into work integration (work injecting and family spillover) and family integration (family dumping and work spillover). According to Bozzon and Murgia, (2020) work integration means that stress from family can penetrate job performance at work and the work-life boundary, while spillback or relief at job can be taken back into family life, whereas family integration means adding a family component to the job role, offering family services, getting support and education about work outside work (family injecting), promoting overinvolvement in work in both family life and free time (spillover). Within the realm of integration, there are two distinct categories - work integration and family. Also, work integration involves the intertwining of work and family spheres, encompassing scenarios where stress from the family domain can impact job performance and the overall work- life equilibrium (Cho et al., 2020; Kossek & Lee, 2017).

Conversely, spillback or relief experienced at work can be carried back into family life. On the other hand, family integration focuses on incorporating a family component into the job role, providing essential family services and support, and imparting education about work outside of the workplace. This aspect of integration also encourages over involvement in work, both during family life and free time, thus creating a spillover effect (Vaziri et al., 2020). By embracing integration, individuals can effectively navigate the complexities of their work and family domains, allowing for a seamless blending of responsibilities, support, and resources. This integration not only enhances the overall work- life equilibrium but also fosters a harmonious synergy between work and family, resulting in greater well-being and satisfaction for employees and their families (Bozzon & Murgia, 2020; Kossek & Lee, 2017).

Segmenting is divided into two subcomponents: work segmenting and family segmenting. Work segmenting is defined as having two autonomous, unchanging, self-reinforcing, formally structured job and family roles. In other words, what happens in one role does not influence what happens in another role. It is designed to reduce turnover and facilitate more independence. However, it leads to longer work and home hours, more time pressure, and higher intention to quit. Family segmenting includes its subdomain, family protecting. Family protecting is an intentional form of segmenting which involves suppressing thoughts, actions, and difficulties brought home so they do not intrude into family roles (Victoria O. et al., 2019). When individuals engage in work segmenting, they create a clear boundary between their work life and their personal life. This allows them to focus solely on their professional responsibilities during work hours and maintain a separation between work and family. By compartmentalizing their roles, individuals can avoid the overflow of emotions and stress from one domain to another, which can be detrimental to their well-being (Althammer et al., 2021). On the other hand, family segmenting involves shielding the family from the challenges and pressures of the work domain. It requires individuals to suppress any negative thoughts, actions, or difficulties they may have encountered at work, ensuring they do not intrude into family interactions and responsibilities. By doing so, individuals aim to maintain harmony and prevent work-related issues from impacting their family life (Wayne et al., 2016).

However, while segmenting can offer some benefits by enhancing autonomy and reducing conflict between work and family, it also comes with its own set of consequences. Work segmenting can result in longer work hours and increased time pressure, as individuals strive to meet the demands of their work roles without any interference from their personal lives and which can lead to higher levels of stress, burnout, and ultimately, a greater intention to quit the job (Park et al., 2020). Similarly, family segmenting may require individuals to suppress their true emotions and difficulties, which can take a toll on their well-being and strain their relationships with family members. Overall, while segmenting can provide short-term benefits in terms of independence and boundary management, it is important to recognize and address the potential negative repercussions it may have on individuals' work- life equilibrium and overall happiness.

Methodology

In this research, the quantitative method has been adopted. 160 employees of the companies have been founded and the objective is to measure the level according to the objective. Analysis has been done numerically or statistically. By the groups of the people, data has been collected and gathered in a numerical way to meet the quantitative method of assessment and clarifying. The best thing about this method is that it is a very easy, flexible, and satisfactory method with progressive results and result can be applied to the concerning issues (Paudel, 2023). The purposive sample technique was adopted within the selection of the company which consists of the focus of this research and therefore the sort of organization that qualified for this study required a working operational and organizational system and several working staff. Enough working staff, its location, proximity, and area, the author's workplace considered the variables that make the ultimate selection of the organization. Sampling has been done by using some effective techniques to divide people into different groups so that they can be assessed easily (Campbell et al., 2020).

In this sampling, it has been taken into notice that the employees must be selected because they all belong to different departments, so every department has the right to take part in this research activity. 160 people have been selected from different departments' staff. So, during this research stratified sampling was wont to reduce the heterogeneity of the population. Employees' availability, easy accessibility, subject relevance, and willingness to answer the questionnaire were also taken under consideration during the sampling process.

Table 1. Calculation of Sample Size

n	N	E	1	$n = N / (1 + N(e)^2)$
Sample size	Total population	Margin of Error	Const. Number	
	160	0.05	1	115

Additionally, organization was selected to support its proximity and its operational structure with a required number of working staff who can function as the respondents to the present study's questionnaire survey also added the worth of choosing the organization that this study required to enable the successful conduct of the study. However, proper communication and day to day interaction between the authors and authors' co-workers and therefore the requirements in terms of the specified operational and organizational structure, also because of the number of staff and was consequently selected because of the study's main population. Thus, the entire employees 160 were served because of the study population of this research. Similarly, to work out the sample size of the study, Taro Yamane's formula (cited by (Osahon & Kingsley, 2016)) was applied and calculated as follows: Hence, in a bid to gather their responses about equilibrium work-life and satisfaction of job, 115 members of staff are chosen as the study sample population.

Results and Discussion

This chapter of this research is focused on the presentation and discussion of results and is compartmentalized into two main sections. The initial part contains the descriptive analyses, which consist of respondents' demographic constituents such as age group, gender, and job type in the organization. Simple frequency and percentage are counted, and their descriptive statistics will be presented. Additionally, the significance between different demographic variables including gender, age, and the working position of an employee will be calculated and compared with a significant level of 0.05. The second section is the analyses of the responses to questions from the research instrument, all of which are designed to provide answers to this study's research questions.

Table 2. Demographic Information of the Respondents

Demographic variable		Frequency	Percent
Gender	Female	77	63.1
	Male	45	36.9
	Total	122	100.0
Age	18 to 26 Years	43	35.2
	27 to 35 Years	61	50.0
	36 to 44 Years	18	14.8
	Total	122	100.0
Job Position	Temporary	40	32.8
	Permanent	82	67.2
	Total	122	100.0

Correlation Analysis

Correlation is a statistical measure of the relationship between two variables, whether positive or negative. The ranges of concerning possible correlation are from -1 to +1. A zero correlation indicates there is no relationship.

Table 3. Correlation Analysis of work-life Equilibrium and Job Satisfaction

		Job Satisfaction
Work Life Equilibrium	Pearson Correlation	.657**
	Sig. (2-tailed)	.000
	N	122

** . Correlation is significant at the 0.01 level (2-tailed).

The purpose of the correlation analysis result presented in Table 3 is to gain insight into the nature of the relationship among the variables – work-life equilibrium and job satisfaction of employees. A positive relationship has been shown by the research between a equilibrium work life and job satisfaction. The value of correlation is more than +0.5 which means the Correlation between job satisfaction and equilibrium work-life is 0.657. In addition, the correlations found at the 0.01 (2-tailed) level are statistically significant because the correlations are significant. Thus, there is statistical evidence to prove that work-life equilibrium and job satisfaction are strongly related and positively correlated. The data in Table 4 illustrate the model summary of regression between the dependent variable (Job satisfaction) and predictors (Constant, work-life equilibrium). Where R-squared statistical measure of how close the data are to the fitted regression line. In addition, the R-

square (The coefficient of determination) value (.432) shows that most of the estimates, to the extent of 0.432 fit less than the assumed values and implies that 43.2 % of the variation in job satisfaction is determined by work-life equilibrium status of employees. On the other hand, the Regression Coefficient 'R' = .657 which implies that 65.7% of relationships exist between the independent variable (work-life equilibrium) and the dependent variable (job satisfaction).

Table 4. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.657 ^a	.432	.427	44304
a. Predictors: (Constant), Work-life equilibrium				

Table 5. ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	17.895	1	17.895	91.929	.000 ^b
	Residual	23.554	121	.195		
	Total	41.449	122			

- a. Dependent Variable: Job satisfaction
 b. Predictors: (Constant), Work-life equilibrium

The ANOVA table 5 indicates that the regression model predicts the dependent variable (job satisfaction) is statistically significantly where the regression is less than 0.05 ($0.000 \leq 0.05$). This result proves that the overall regression model is statistically significant, valid, and fit and implies that the independent variable (work-life equilibrium) has a positive and significant relationship with dependent variable i.e. job satisfaction.

Table 6. Coefficient of Regression

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.435	.037		2.371	.013
WLE	.844	.088	.657	9.548	.000

- a. Dependent Variable: Job satisfaction

The "Sig" column of the table indicates that the two independent variables are having a significant impact on dependent variables as the values are less than 0.05 and hence are a good fit in this model. It has been observed that the calculated standardized coefficient, namely the beta (β) values of all the independent variables is less than 0.5, in this scenario, we can state conclusively that the impact on the dependent variable based on the change in any of the independent variables is less. This implies that if one percentage increment in work-life equilibrium indicators increases 65% job satisfaction. Thus, the work-life equilibrium has a significant Impact of 0.657 on job Satisfaction. From the various analyses above, it can be concluded that work-life equilibrium has a real impact and has a very considerable effect on employees' job satisfaction in an organization.

Factors determining work-life equilibrium and Job satisfaction

Various things affect the work-life equilibrium and several researchers state differently. Various authors argue that these items may be associated with in individual, family, and work. In this paper, an attempt was made to provide an overview of the various aspects consider as the determining factors of work-life responses were analyzed, and only the most important factors will be discussed to determine the results of the identified work-life equilibrium factors which address the second research question of the study. The study concluded that there is a significance and positive relation between work-life equilibrium and job satisfaction. Besides, a portion of the elements utilized in proportions of work-life equilibrium where some are not.

According to the analysis, 86% of the entire sample of the respondents accept that the organization's workplace policies match up with the working conditions like fire and safety precautions, and safety at working during pregnancy. Thus, it tends to be accepted which will be assumed that workplace safety policy is often considered as an element that determines the work-life equilibrium of the worker; where an association can guarantee the safety approach which will help employees to all or the more likely parity their work. Similarly, leave policy is taken-into account as a second factor that addresses the worker work-life equilibrium. 67% of the respondents revealed that the office provides leave if they must require care of their children or dependents. This means that an organization can look-out of the employees' families and may help facilitate work-life equilibrium for its or her employees is thru work-life practices like leave policies such as annual leave, parental leave, care leave, paid family and medical leave, sick leave, and study leave.

This also giving many abilities to the employees to get the idea that the stress of work and the family activities need some equilibrium between them so that they can get effective time. These both are the most important

life activities (Victoria O. et al., 2019). Moreover, 74% of the respondents claim that there's a supportive culture within colleagues (boss/member) concerning ending the tasks of their work. this means that a supportive culture is considered together of the determining factors of work-life equilibrium. It also shows that the managers of the organization play an important role in the success of this program of balancing both lives of employees. Supervisors must notice and have a keen interest in handling the issues faced by the employees in their personal and professional lives. Management must support them in different responsibilities and handle these programs which will help them to maintain equilibrium. Mohanty and Jena, (2016) further suggested that even in 'family-friendly' organizations, managers may send negative signals indicating that the utilization of flexible benefits may be a problem for them, their colleagues, and therefore the organization as an entire 65% of respondents reacted that working hours are flexible in their organization, it will in general be acknowledged and accepted that the flexibility of working hours is another factor for work-life equilibrium.

Table 7. Descriptive Statistics

Work-life variables	%	Mean	Std. Deviation
Organization's workplace safety policies match up with working conditions (Fire & Safety precautions, Safety at work during pregnancy).	86.00	4.20	.792
Does office provide leave if you need to take care of your children or dependents?	67.00	3.98	.818
There is supportive culture within staff members to finish tasks (boss/colleague)	74.00	3.97	.881
Do you think that there is flexibility of working hours in your company?	65.00	3.66	1.161
Are you looking for new vacancies these days?	34.00	3.07	1.115
Do you have more pressure of work?	34.00	3.07	.951

Note: % indicate the total responses respondents of work-life variable with point 4 and 5; i.e. agree and strongly agree.

The work-life equilibrium survey conducted by (McNall et al., 2009) likewise found that flexible working practices improve work environment resolve, which could emphatically impact work-life equilibrium. It may be reasoned that adaptable working hours enable the employee to manage when, where, and how much time to accomplish their work, adaptability unquestionably adds to progress inside the designation of work and life obligations. In addition, the desire of employees such as promotions, additional vacancies, promotions, and opportunities is another significant factor that determines the worker's work-life equilibrium. 32% of the respondents' overall response, considers a desire towards the working company associated with potential prospects, self-improvement, and vacancies. In the final paragraph, work pressure is considered another factor responsible for deciding the work-life equilibrium; where 34 percent of respondents agree with the assertion "Have you got more job pressure? "This will show that organizations, by assigning job duties according to the expertise of the employee, will encourage employee work and explain their roles to each employee which will help them to perform their role properly.

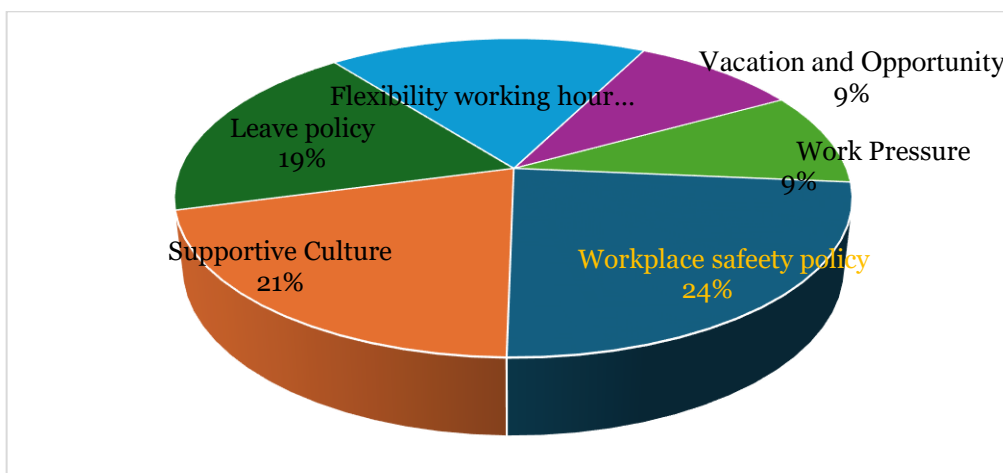


Figure 2. Factors influencing to the work-life equilibrium

Work-life equilibrium among workers is the most important factor. It is because of the lack of work-life equilibrium activities that reduces the employees' satisfaction. The most rationale of this segment was to check what variables can impact the work-life equilibrium. The result reveals that occupational safety policy, leave policy, supportive culture with staff members employee desires such as promotion, additional vacancies,

promotion and opportunities, and work pressure influence the work-life equilibrium. Finally, the successful accomplishment of obligations within the workplace and outside the workplace contributes to a work-life equilibrium that enhances the overall satisfaction of life. It is important to maintain the relation of job satisfaction and the personal life of the employees. Some individual factors including marital life, education, and personality can be handled and managed with the collaboration of co-workers and teamwork. Some organizational factors are also taken into consideration by the employees and the management of the organization. These all factors whether individual or organizational are discussed in Table 8.

Table 8. Descriptive Statistics of Responses Towards the Job

Job Satisfaction Variables	%	Mean	Std. Deviation
You are treated well by management?	77.00	3.73	.996
In the organization, the working hours are satisfactory	70.00	3.85	.933
Progress and satisfaction of working will be increased by equilibrium work life policy	65.00	3.79	.902
Supervisors are encouraging you to be best	64.00	3.68	1.062
Physical working condition in your organization is satisfactory	62.00	3.71	.949
Personal accomplishment has been felt by your working in the organization?	58.00	3.58	1.051
Backbiting and fighting is the part of the organizational working activities.	54.00	2.34	1.104
You are well paid for your effort at work?	46.00	2.73	1.164

Note: % indicate the total responses respondents of work-life variable with point 4 and 5; i.e. agree and strongly agree.

Table 8 shows the important factor determining job satisfaction that treating the manner of management of the organization got 77% responses as the most concerning factor. It acknowledged the reality that treating the manner of management creates positive or negative affection toward the organization. Free and equal manner brings about more occupation satisfaction. Exacting strategies will cause disappointment among the employees since they feel that they are not being dealt with decently and may feel compelled. Physical working hours in the organization standing as the second factor have got 70% responses of the entire respondents. Various researchers presumed that there are distinctive factors which are identified with the working hours affect job satisfaction; people who are happy with the length of their working hours will, in general, be increasingly happy with their job as a rule however in no way, shape or form, every, long hour laborers were discontents with their work-life equilibrium and that their working examples negatively affected their domestic relation. Additionally, physically long hours working was related to different pessimistic effects in the poor health of employees with low performance and lesser motivation in working.

Similarly, work-life equilibrium policy takes the third position as the determining factor of job satisfaction in the organization which occupied 65% of total respondents, where respondents not only accepted the fact that work-life equilibrium helps in job satisfaction but also it helps to increase productivity. If the organization emphasizes proper work-life equilibrium policies, it can lead to better performance and employee satisfaction. Imperious and exceptionally legitimate strategies cause disdain among the staff when contrasted with a progressively open strategy and majority rule in nature. Likewise, 64% acknowledged that they were inspired by supervisors in their company to be the best. It is recognized that the supervisors who build up a strong individual relationship with the working staff and take an individual enthusiasm for them, add to the workers' satisfaction.

Another factor relates to the physical working conditions in the organization where 62% of entire respondents were satisfied with it. Each worker anticipated a healthy and safe environment in which to work. Temperature, humidity, ventilation, lighting and noise, workplace tidiness, and appropriate tools and equipment are all the factor that influence job satisfaction. While the attractive working conditions are underestimated and may not contribute intensely towards work satisfaction. Poor working conditions do turn into a source of employment disappointment. This recognizes the reality that works conditions and conditions contribute stunningly to the staff's motivation, and accordingly to their execution. It also shows that a dynamic workplace and prevalent work conditions will diminish staff turnover. Personal achievement of work holds another deciding factor of work satisfaction where 58% of respondents reacted that they feel glad for their work accomplished.

At the point when their work and work accomplishment profoundly perceived or reward it shows the trust of the organization to its staff (Lin et al., 2024); (Thanh & Quang, 2022); (Elrehail et al., 2020). This assistance incremented the natural inspiration which implies satisfaction as well. The seventh factor that emerged through analysis was work issues, which is thought of as workplace conflict, however, 54% of participation disagreed with the statement that there is an excessive amount of bickering and fighting at work. But within the indisputable fact that conflict can occur in any organization at any time because the organization could be a diverse place were there presented form different backgrounds and priorities work together (Fallah Shayan et al., 2022). Sometimes insulting manner, noncorporation, bullying, and anger also create a conflict within the organization among the team and management and which cause the bad imprecation towards the task and organization. As a result, it decreased the extent of productivity and employee turnover. Salary is another issue

for the level of satisfaction because each person has their calculation of the pay and comparison continuously between the colleagues (Davidescu et al., 2020); (Touma, 2022); (Inegbedion et al., 2020), in this manner either overpaid or come up short on will influence the employees' level of satisfaction. In this way, this statement was also agreed by the complete respondent of the overview that 46% claimed that the organization isn't paid well for their work. So, there's no question that salary or wage will unquestionably decide the work satisfaction level.

Conclusion

Today, many organizations have acknowledged the value of work-life equilibrium in the enterprise for their workers and are attempting to establish strategies for maintaining a work-life equilibrium. Companies are looking for innovative ways to keep their workers satisfied and happy, thereby enhancing the working atmosphere for the workforce and thus having a positive impact on employee productivity. The study aimed to investigate and explain the impact and significance of work-life equilibrium on job satisfaction of Travel agency employees by addressing the two main issues: What relationship exists between work-life equilibrium and job satisfaction, and what factor decides the work-life equilibrium and job satisfaction of Travel agency employees? The positivity of the relationship between satisfaction of job and equilibrium work-life has been concluded that $r = 0.657$ ($p = 0.000$) which shows that both are directly proportional to each other. It shows that if one part is disturbed, the other will automatically become wrong and if one is increased perfectly and positively then the other will also. Similarly, it is also more verified by the coefficient of determination and regression coefficient analysis, where the Regression Coefficient 'R' = .657 which implies 65.7%. It is the percentage of concerning relation between the dependent variable which is job satisfaction, and the independent variable means work-life equilibrium. To conclude the whole work and discussion regarding research, it can be said that work-life equilibrium and job satisfaction are the most important factors for any organization. These important factors can manage the employees' satisfaction and sustainability of in any organization. Policies for handling issues of employees and their family and personal life needs must be managed and made by the organization so that they can satisfy their employees.

Organizational safety policy, leave policy, the culture of support, the flexibility of working hours, and pressure at work. Similarly, care of management, physical working hours, work-life equilibrium policies, supervisor motivation and support, the physical state of work, professional achievement from work, and conflict in the workplace are the main factors that must be on the notice of upper management of any organization so that they can equilibrium work-life of the employees and their satisfaction regarding their jobs. These new and positive policies will not only help sustain the number of good employees' force in the company but also increase the working level in the organization. Employees will work with full courage and strength to achieve the objectives and goals of the organization.

Recommendations

In an evolving economy, dealing with employees' demands is more challenging than fulfilling them. Work-life equilibrium affects each business enterprise and individuals. Therefore, organizations and employees are under exquisite pressure to improve their performances and achievements in today's competitive world. This additionally causes numerous adjustments throughout everyday life and organization that have prompted a dramatic rise in work responsibilities and work-life equilibrium has gotten one among the preeminent concerning issues to the worker and organization that compelled the organization to consider many things and to assume twice earlier than action. The not only organization but also the employees need to include distinctive arrangements that assist them to have a higher and more sophisticated lifestyle and assist the business enterprise to be more successful. Before shutting comments, upholding the finding and examination, the consequent recommendation made by the authors is as follows:

- i. Management (organization) must encourage to use of holidays and time off for sick leave. Supervisors should remind staff to take advantage of their holidays and sick leave opportunities when symptoms of burnout or sickness occur. The organization needs to introduce use-or-lose policies to allow workers to take time off. Obiageli et al. (2015) conclude in their study that such policies allow the employees the opportunity to relieve themselves from job pressure support workers to fulfill certain tasks and maintain the equilibrium between work and life.
- ii. Other benefits related to employee health and well-being, insurance to the worker and their dependent, and access to programs or facilities that support physical and mental well-being need to be given greater consideration by the organization. However, different approaches can support education for children, participation in volunteer work, or gradual retirement. Hartel et al. (2007) claimed that some work-life equilibrium strategies should be introduced to help workers better manage their work and family roles, increase well-being, and provide organizational benefits.
- iii. Similarly, the organization must create an appropriate work plan that satisfies the needs of environmental workers such as conservation (both sides communication), self-management (Time management between work and family), personal life (Privacy, freedom and no stress, family conflict) and life policies, financial

support (Loan, grant, study allowance) workload, work support (Bloom et al., 2007). If the organizations will practice some new and perfect activities for the employees to equilibrium their work-life, they will make their employees sustainable for a long time. This practice will help them to maintain the culture of the organization with positive impacts. Bedarkar and Pandita (2014) also support this and reveals that equilibrium work-life is very helpful in retaining the employee force. This not only improves the satisfaction level of the employees but also decreases politics, issues, and problems among employees, maintains their family life, and equilibriums work for the organization. On the other hand, human resources sector must be effective and aware to select candidates who are committed, with ethics, jobs and are guided by company values, which helps improve the strategic management ability of the company to respond to business challenges (Paudel et al., 2024).

- iv. According to the responses of the employees, it is also recommended that organizations must be more concerned and conscious about the happiness of employees. The employees are not that much happy with their ordinary compensations so companies must announce some indirect or direct financial compensation so that they can manage their homes and family lives. These are also called direct or indirect monetary or non-monetary benefits including bonuses, increments in salary, educational and development training, paid training sessions, pay for overtime, personal cost management, gifts, etc. Research done by Azeem and Akhtar (2014) also shows that these practices including compensations, rewards, and promotions will increase the satisfaction of the employees and they will not only spend their time and struggle in working for the organization but also apply some new ideas while working happily to meet the goals of the organization. They will work with great courage and happy moods so that they can complete their task on the given deadline and achieve the objectives of the organization.
- v. Finally, the organization must adopt different working practices rather than going into duties every day. It should be an alternative to telework and half working days. Work priority, workplace protection approach assurance time and job flexibility, conflict resolution, relation with subordinates and superiors, job appreciation, zero-tolerance policies for sexual harassment, and no discrimination (equal treatment) policies must follow honesty and efficacy.

Conflicts of Interest

The authors declare no conflict of interest.

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