Predicting the Relationship between Job Satisfaction and Work-Life Balance

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Abstract: This research aims to predict job satisfaction and work-life balance using correlation method. The research population included employees of Iran Khodro Parsian Insurance Services Co. in Tehran. A sample of 240 people was selected using convenience sampling based on research variables. The research instruments included Kendall & Hulin's (1969) questionnaire of job satisfaction and work-life balance questionnaire of Mousavimajd, Ghasemi & Younesi (2014). The results showed that work-life balance variables can predict job satisfaction in insurance employees. Work-life balance components can also predict improvement of job satisfaction in insurance employees. The research concluded that job satisfaction of insurance employees can be predicted by work-life balance, and organizations should consider the role of this variable in job satisfaction.

Keywords: Job Satisfaction, Work-Life Balance

Introduction

Today, organizational citizenship behavior and its unique role as a strategic source designing and implementing organizational systems and processes have achieved a much higher position than before. Hence, today organizations, for their survival, discipline and growth, attempt to achieve rapid growth, continuous improvement, efficiency, profitability, flexibility, adaptability, readiness for the future and a privileged position in their field of activity through educated human resources worldwide. Job satisfaction is a set of feelings and beliefs regarding people's current job. Also, job satisfaction means loving job condition and equipment (Samani, 2013).

Work-life balance is one the factors affecting job satisfaction. Work and family can have a mutual effect and play a complementary role for each other. Family needs are met by working, and family support strengthens employees mentally and physically to be successful in their work (Mahmoudi, 2017). Thus, according to the above-mentioned categories, this research tries to predict job satisfaction by examining work-life balance variables.

Today, high productivity and performance of organizations cannot be achieved without their employees' support and participation; hence, it has always been emphasized on different needs of employees determining their efficiency and effectiveness (Nwosu & Gbadamosi, 2015). According to many thinkers of social and behavioral sciences, job satisfaction is one of the most challenging organizational concepts and the basis of many policies of management to increase organizational productivity and efficiency, and it is an important factor in organizational development and workforce health (Naderi, 2017).

Experts believe that employees' job interest and satisfaction increases their performance and efficiency, because interest and positive attitude towards job leads to redoubled efforts and cost reduction which affect performance of the whole organization (Williamson & Williams, 2014). Job satisfaction also affects the whole society, and employees who are satisfied with their job take steps to satisfy clients, have a more positive attitude towards life and represent healthier community psychologically (Zahedi, Kouhak & Houman, 2014).

The study of factors affecting job satisfaction and its effects on individuals and their performance has always been of interest to humanities and social researchers. Since job satisfaction is a complex and multidimensional concept and is related to various psychological, social and physical factors, different combinations of various factors lead to job dissatisfaction (Baloch, 2016). There are several theories and factors related to job satisfaction attributing job satisfaction to internal and external satisfaction (Ginzberg, 2012), and some attribute it to job context (Walker & Guest, 2011). Fisher & Hanna consider job satisfaction as a psychological factor and describe it a kind of emotional adjustment to job and career conditions (Qtd by Shafiabadi, 2017).

According to Lambert, Hogan & Griffin (2013), it is important to identify antecedents as well as the effects of job satisfaction. In other words, instead of considering job satisfaction as an exogenous variable or final endogenous variable, it is important to look for causes and effects of job satisfaction. It is also necessary to create a comprehensive model for complex behavior of human that has direct and indirect effects on job satisfaction (Park & Kim, 2014). Various studies on job satisfaction show that many variables such as mental health and work-life balance are associated with job satisfaction. Meanwhile, George & Jones (1999) consider four basic factors affecting job satisfaction, including job and career position, social impact, values and commitment and personality and personality traits (Mirdrikundi, 2013).

In many cases, people fail to perform their duties effectively in the organization not because of lacking intelligence or technical skills, but the mismatch of their personality traits with their job which puts their mental health at risk (Aminbidokhti, Salhpour, 2016).

Today, imbalance between job and family responsibilities is a common experience by many employees. This conflict may intensify when people are pressured to succeed in both work and personal life. Since last two decades, work-life balance has become one of the most important issues and concerns of political, professional leaders and media, as well as one of the priorities of human resources units of organization and has attracted attention of many researchers, employers and employees (Maxwell, 2012). Frone (2013) considers work-life balance as low levels of interrole conflict and high levels of interrole facilitation. While Kirchmeyer (2014) considers balance as sufficient energy, time and commitment to satisfying experiences in all aspects of life, and Voydanoff (2015) regards balance as effective performance in both work and life, when there are sufficient resources to meet demands of both. Gurvis & Patterson (2015) also defined work-life balance as having enough time in regard with all experiences, including work, family, friends, community and leisure. The most comprehensible definition of work-life balance may refer to Greenhouse et al. (2013) who defined it as balance between time spent and satisfaction of various working and non-working roles.

Flextime and work autonomy are considered in controlling working. Flextime refers to the ability to change the staring and finishing times of work, and work autonomy depends on individual's decision in prioritizing works and the method in doing them.

Regarding very harmful effects of psychological disorders and high level of financial costs imposed on patients, their families and society, efforts to prevent such disorders have always been of interest to many researchers. According to the results of this study, psychological interventions along with training programs are included to control and reduce harmful personality and psychological traits in employees as important forces in the country. Regarding the importance of the subject and its effects on families and organizations, the researcher intends to answer the question whether work-life balance can predict job satisfaction in insurance employees or not.

Farhangi (2017) conducted a research with the title of investigating the relationship among spiritual intelligence, psychological hardiness and job satisfaction in Gorgan's teachers. The results of data analysis showed that there is positive relationship between spiritual intelligence and job satisfaction, and between job satisfaction and psychological hardiness. Teachers' job satisfaction can be predicted by their spiritual intelligence and psychological hardiness. Also, the data showed that there is no difference between male and female teachers' psychological hardiness, but there is difference between their job satisfaction.

Mirmousavi (2017) conducted a research with the title of investigating the relationship between emotional and cognitive factors and employees' performance with mediating role of job satisfaction. According to the results of this research, there is a significant relationship between motional and cognitive factors and employees' performance with mediating role of job satisfaction.

In a research with the title of investigating the relationship between job satisfaction and happiness and vitality among faculty members, Taghizadeh (2016) showed that there is a positive relationship among working nature, colleagues, salary, promotion opportunities and job satisfaction.

In a research with the title of investigating the relationship between teachers' personality traits and demographic characteristics with their job satisfaction, Memar (2015) showed that the control item has a negative relationship with job satisfaction.

In a research with the title of investigating the relationship between general health and managers' leadership style and its effect on job satisfaction in Shiraz University of Medical Sciences staffs, Banihashemian, Golestanjahromi, Ghanbari Pirkashani & Sharafi (2011) showed that there is a positive relationship between managers' general health and their leadership style, and between managers' leadership style and their employees' job satisfaction.

In a research aimed at investigating the relationship between social support (from personal resources and workplace) and psychological distress (depression, anxiety and stress symptoms) as well as examining the mediating role of work-family balance satisfaction in nurses working at hospitals, Barnett, Martin & Garza (2019) concluded that social support has an important role in nurses' psychological distress, and there is a direct relationship between work-family balance and mental health.

Boamah, Laschinger, Wong & Clarke (2018) conducted a research on the effect of transformational leadership on job satisfaction and patient safety outcomes. The results showed that managers' transformational leadership is considered as a useful strategy in creating work environment conditions, resulting in better safety for patients and nurses.

In a research by Skalli, Odissiou & Vasileiou (2014), dimensions of job satisfaction, the extent and importance of each component of job satisfaction were considered, and it was concluded that overall job satisfaction is determined by combination of job satisfaction components, which relate to various job characteristics such as salary, guarantee, job context, working conditions, working hours and the like. In fact, job satisfaction relates to different dimensions of jobs, and this overall satisfaction is determined by the value and attention given to each dimension by individuals.

Tokal & Subich selected a sample of 395 employed adults in their studies to investigate the effect of adjustment and personality dimensions with job satisfaction. They concluded that there is a significant relationship between extraversion and low neurosis with job satisfaction, meaning that there is a positive relationship between extraversion and job satisfaction and a negative relationship between neurosis and job satisfaction.

In a research aimed at investigating emotion and job satisfaction and a sense of confidence in the University of California staffs, Dung & Howard (2011) concluded that there is a relationship between emotion and job satisfaction, and emotion is able to predict job satisfaction.

Research method

This is a descriptive-correlational research. The research population included 240 employees of Iran Khodro Parsian Insurance Services Co. in Tehran. A sample of 240 employees were selected using convenience sampling according to the minimum appropriate sample size in the structural equation model and based on Klein (2010). The research data were analyzed using correlation statistic and stepwise multiple regression.

Demographic characteristics

58% of subjects are employed men, and 42% employed women.
24% of subjects were younger than 25, 42% between 25 and 40, and 34% were 40 and higher.
36% of subjects have diploma and associate degree, 42% bachelor's and 22% hold master's and higher.

Research tools

Gannon job satisfaction questionnaire (2007)
This questionnaire is a translation of Martin J. Gannon's questionnaire (2007), translated by Moghimi in 2013. In this 35-item questionnaire, a number of factors related to job satisfaction evaluate individuals' job satisfaction ranging from 1-5.

Work-life balance questionnaire

A 26-item questionnaire developed by Mousavimajd, Ghasemi & Younesi (2014) will be used to measure work-life balance. This questionnaire is based on the existing background on work-life balance and considers four dimensions of work, family, leisure and personal growth.

Research findings

Research tools consist of descriptive statistics including mean, standard deviation, minimum, maximum, and skewness.

Table 1. Summary of descriptive statistics

Group	Index	Mean	Standard deviation	Minimum	Maximum	Skewness
employment status	Employed men	81.20	10.51	45	152	٦٧.٠
	Employed women	58.74	9.36	38	77	٣٣.٠
Age	Lower than 25	42.10	10.79	35	58	٠٠٨.٠
	Between 25-40	77.32	17.71	38	101	٠٠٠.٠
	40 and higher	50.42	12.64	36	81	٠٠٠.٠
Education	Diploma & associate degree	58.20	11.04	42	86	٥٤.٠
	B.A.	88.36	12.54	46	101	٣٣.٠
	M.A.& higher	42.30	9.73	39	53	١٨.-٠

Table 2. Descriptions

Variable	Minimum	Maximum	Mean	Standard deviation
Work-life balance	2.59	3.91	3.38	0.38
Job satisfaction	2.12	4.35	3.23	0.52

Since, answers in the questionnaire are ranked between 1 and 5, the theoretical mean of answers is equal to 3. As shown on the Table 2, the mean score of subjects' viewpoints on research variable is higher than 3, indicating appropriateness of this variable's level descriptively among others.

Table 3. Summary of descriptive statistics related to job satisfaction components within the whole group n=240

Component	Mean	Standard deviation	Minimum	Maximum	Skewness
Confidence	٣٢.٣	٣٢٣.١٠	٢٠.٣٢	٥٧.٨٥	٢٤٢.٠
Common norm network	٥٨.٢	٢٠٢.٩	٢١.٢٨	٢٠.٧٠	٣٥٢.٠
Two-sided cooperation	٣٦.٣	١٢٥.١١	٤١.٣٥	٧٣.٨٨	٨٧٤.٠
Collective cohesion and solidarity	٣٠.٣	١٢٣.١٠	٢٦.٣٣	٥٨.٨٢	٣٦٥.٠
Mutual respect	١٢.٣	٤٥٨.٩	٥٠.٣٠	٠١.٨٠	٢٢٥.٠
Social capital	١٠.٣	١٢٣.٩	٤١.٣٠	٨٨.٧٩	٢٦٥.٠
Intellectual capital	١٤.٣	٥٤٦.١٠	٥٦.٣٠	٧٥.٨٢	٣٦٨.٠
Job satisfaction	٣٣.٣	٣٢٦.١١	٢٥.٣٦	٦٧.٨٧	٢٨٣.٠

Table 3 shows that the highest mean 3.36 with a standard deviation of 11.125 belongs to two-sided cooperation, and the lowest mean 2.58 with a standard deviation of 9.202 belongs to common norm network.

Table 4. Summary of descriptive statistics related to work-life balance within the whole group n=240

Components	Mean	Standard deviation
Work	3.32	0.58
Family	3.42	0.64
Leisure	3.40	0.62
Personal growth	3.44	0.67

Table 4 shows that the highest mean 3.44 with a standard deviation of 0.67 belongs to personal growth, and the lowest mean 3.32 with a standard deviation of 0.58 belongs to work.
Kolmogorov-Smirnov test is used to evaluate normality of research variables and to select the appropriate statistical test.

Table 5. Kolmogorov-Smirnov test

Variables	Z value	α	Asymp Sig (2-tailed)	Normality status
Work-life balance	1.332	0.05	0.058	Normal
Job satisfaction	1.192	0.05	0.117	Normal

As shown on table 5, since sig value is more than error level of 0.05, it is concluded at 95% confidence level that all research variables have a normal distribution. Hence, parametric tests can be used in the analysis of research hypotheses.

Table 6. Summary of regression model

R^2 (Coefficient of determination)	R (correlation among variables)
0.206	0.454

As can be seen, the correlation between research variables is equal to 0.454, indicating an average correlation between research variables. Also, according to coefficient of determination, it is concluded that independent variables account for 0.20 of dependent variable changes (job satisfaction), and the rest relates to other components which have not been studied in this research.

Table 7. Regression coefficients

Model	Sig	t	Standard coefficients	Non-standardized coefficients	
			Beta	Standard error	B
Constant value	٠٢٣.٠	٧٣٥.١		٢.٠٥.٠	٣٥٦.٠
work	٠٠٠.٠	٨٢٢.٠	٣٣٨.٠	٠٤٥.٠	٠٣٧.٠
Family	٠٠٠.٠	٦٩٦.٠	٣٦٥.٠	٠٤٣.٠	٠٧٢.٠
leisure	٠٠١.٠	١٨٧.٠	٢٣٤.٠	٠٣٩.٠	٠٣٧.٠
Personal growth	٠٠٠.٠	١٣٩.١	٥١٠.٠	٠٣٩.٠	٧٨٤.٠

As shown on Table 7, given the sig. value, it is concluded that work-life balance components remain in the regression model, and the research hypothesis is confirmed at 95% confidence level. It is also concluded that work-life balance components can predict employees' job satisfaction. Due to the beta value, personal growth has a greater role in predicting employees' job satisfaction.

Conclusion

Data analysis shows that work-life balance components can predict employees' job satisfaction. Due to the beta value, personal growth has a greater role in predicting employees' job satisfaction. This result is consistent with findings of Farhangi (2017), Mousavimajd et al. (2016), Taghizadeh (2015), Barnett et al. (2019), Hanfeld et al. (2019) and Adday et al. (2016). It can be said that work-life balance is achieved when there is enough time for both work and personal interests. However, when it is felt that one side is heavier than another side, and one side takes up more energy, productivity decreases, and private relationships and leisure are disrupted. There are many reasons for long work hours, including higher income, career advancement, keeping the current job, competing with colleagues for higher positions, serving the community and escaping from home stress and the like. Interestingly, long working hours do not have much effect on increasing productivity. Excessive work not only reduces family members' leisure time, but also reduces parental control over the family and increases tension between them and their children, especially young people. It also changes cultural and social values, especially values related to family and personal growth. In a study examining the effect of work-life balance on life quality in hospital staff in Sanandaj, Mousavimajd et al. (2016) concluded that the effect of all three non-working dimensions on life quality in hospital staff has been confirmed, which can be due to economic conditions and restrictions in Sanandaj. In this regard, it can be said that the higher the productivity of employees, the sooner they can finish work and return home. While achieving the maximum productivity is of special importance, it should not be forgotten that long and continuous working hours can be tiring. Regular breaks should be taken throughout the day, so more efficiency can be achieved. This relaxes employees' minds

and makes them feel fresh. When time is out of control, it leads to fatigue and illness. For example, a study shows that work-life imbalance causes stress and leaving work, leading to productivity reduction. Another study shows that work-life imbalance is the main cause of job dissatisfaction (Halden & Ransho, 2007).

The limitations of this research can be mentioned as follows:
- The scope of research was limited to employees working in Iran Khodro Insurance Services Co.
- This research was conducted in Tehran
- The effect of perceptual differences in regard with questionnaire concepts on subjects' answers.

A number of 240 employees of Iran Khodro - Parsian Insurance Services Co. was participated in this research to investigate job satisfaction and work-life balance. Mental disorders are traumatic events that play an important role in the onset and persistence of physical and psychological problems. Most people do not experience traumatic events in life, but they face many great changes and deal with chronic problems throughout their lives. Regarding work-life balance, employees can study alongside their work, or spend their free time on work-related activities in order to advance in their careers. These people show better psychological and social performance and enjoy more job satisfaction, have a positive attitude towards their life and work, have higher self-esteem and a high sense of effectiveness. They usually have appropriate physical and mental health. It is recommended that job satisfaction component is investigated based on mental health and work-life balance in law enforcement personnel. It is suggested that other variables be considered in predicting employees' job satisfaction. Other researchers are also encouraged to conduct this research in other cities extensively.

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