



THE IMPACT OF WORK LIFE BALANCE ON EMPLOYEE SATISFACTION: A STUDY ON SELECTED LOGISTIC COMPANIES IN ODISHA

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ABSTRACT :

The study examined the equilibrium between the occupational and personal health of an individual and its impact on employee performance, particularly in the case of employees in selected logistic companies in Odisha. Today's challenge is to identify the factors affecting well-being in the workplace and the growing irregularity in professional and personal health issues, especially among employees in the selected logistic units of Odisha. This research helps to raise awareness and develop a solution to the mounting problem of employees today. The purpose of the study is to assess the effect of the working life of employees on personal life and vice versa. The impact on employees' overall performance and productivity is being identified. Data were collected from primary sources (experts) from selected logistics for preparing an ISM model. Multi-criteria Decision Making (MCDM) has been used to analyze selected data from 12 experts. The study identifies the driving, dependent, and linkage factors contributing to work-life balance. The study found an Interpretive Structural Modeling for better decision-making.

Keywords: Performance, Satisfaction, Work-life balance, Employee Personal life, Employee Professional life, ISM, MCDM

INTRODUCTION

Work-life balance itself is a burning issue in modern human resources which focuses on maintaining parity between professional and personal affairs. The factors i.e. demographic and biographic profile, organizational supports, and professional satisfaction are some that play a pivotal role in the Indian context to maintain work-life balance. Both direct consequences (Poor productivity, accidents at work, lower involvement of workers) and indirect factors (apathetic attitude at work, poor interpersonal relations, and work pressure) spoil the overall working environment, Gokhroo et. al. (2019)[11]. The employees should be provided with such an arrangement that helps for the timely completion of given tasks like telework technology. The employees who are working for long hours find it difficult to spend quality time with their families and this ultimately leads to employee turnover and grievance Shantha et. al. (2019)[8]. DHL employee review reveals work-life balance report indicates both the pros and cons i.e. great place and work environment but long hours depending upon various factions, particularly among floor employees. Identifying the objectives of the study:

- (1) To identify the numerous factors affecting work-life balance and employee satisfaction.
- (2) To study the driving, dependent, and linkage factors contributing towards work-life balance.
- (3) To finally create a model using ISM this can clarify the levels and beautify the interrelationship within the factors.



LITERATURE REVIEW :

This current section of the study provides a schematic format that highlights the process adopted for accessing a 'Literature Review (LR)' document. Literature Review is a relatively well-defined and robust process of reviewing books in a more formal way than the usual systematic evaluation of texts (Cronin, P., Ryan, Frances and Coughlan, Michael, 2008) [13].

This segment of the study provides practical information on work-life balance for both men and women in the logistics business. Firstly, 50 research papers on work-life balance in the service sector were sequentially analyzed and further categorized into 35 significant journals on work-life balance from different journals and different researchers. About 25 abstracts can be corresponding and 15 issues of other journals are important. They are all suggested because their work is relevant, especially to the logistics and shipping industry. Image Table summarizes the literature review process for peer-reviewed journals.

Arif Mohammed Shaikh (2022) [14] examines the relationship between perceived organizational support (POS) and work-life balance (WLB) in the background of the Indian banking sector and their following impact on employee engagement levels. The results revealed a positive impact of POS on WLB. In addition, this relationship was set up to be partially mediated by organizational commitment (OC). Megha Raju et.al., 2021 [15], A weak work-life balance often manifests itself in a number of psychological and physical stresses such as low self-esteem, low productivity, mental imbalance, low morale, depression, anxiety, insomnia, burnout, fatigue, hypertension, high blood pressure, and even relationship growth. Milan Andrejić et. al., (2020) [3] Large companies should work on enhancing internal communication, while smaller companies should work on improving the capability and knowledge of their employees. The outcome of the survey shows that employees in the position of logistics assistant cite short deadlines as the main source of stress.

Huynh Thi Thu Suong (2020) [5] strongly confirms three variable scales: “job dissatisfaction” ,“job stress” and “turnover intention” remain reliable and valid. Furthermore, there is a significant relationship between them. Boine, Byoung-Goo (2020) [7] employee Satisfaction is influenced positively by participation in training and education, participation in the HRD system and the impact of the HRD system on work. Similarly, organizational commitment is positively influenced by participation in training and education, participation in the HRD system, the effect of education and training on the workplace, and the effect of the HRD system on the workplace. Akintokunbo Oluwarotimi et. al., (2020) [10] flexible working options has been positively relate on the efficiency of logistics company employees. Prasadja Ricardianto et. al., (2019) [9] Employee engagement and work efficiency on employee growth prospect at the national shipping crew. The outcome of this study states that each change in the quality of the ship's officer's leadership style, the quality of work-life balance and employee engagement directly and positively affected the work efficiency of the crew in Indonesia National Shipping.

A. ArunaShantha (2019) [8], it seems that most employees are hardly satisfied with their work and as a result they find difficulty to maintain right balance between work and private life. In such a work atmosphere, they are extremely stressed. As a result, the efficiency and effectiveness of workers decreases at work and they have a poor work-life balance. Ms.V.KrishnaPriya(2018) [4] The major strength of logistics companies in India is that employees are very satisfied with the policies like canteens, medical facilities, leave and transport. Amrita Jhavar., et. al., (2014) [6] job insecurity is negatively related to organizational attitudes, work and as well as employee health and well-being.



Edgar M. Nierras (2012) [2] work-life balance and labor relations are widespread and based on company rating calculations in various aspects of employee management.

Work-life balance and work relationships are very widespread and are based on calculations of the company's evaluation of various aspects of its employees, Edgar M. Nierras (2012)[2]. Job insecurity is negatively related to work and organizational attitudes as well as employee health and well-being in the Turkish logistics industry, MuratYasioglu AliOzgurKaragulle (2013)[1] Experience is the main category with the most important in the logistics company; here it is an asset privilege to keep its employees for a longer period of time, which reflects on their success factor. The key strength of the logistics company in India is that the employees are very satisfied with the medical facilities, canteen, transportation and leave policy etc., Ms.V.KrishnaPriya (2018)[4]. This paper evaluates the effect of flexible work options as an indicator of work-life balance on employee productivity in logistics companies in Rivers State, Nigeria. There is a positive relationship between flexible work options on employee productivity in logistics companies, Akintokunbo Oluwarotimi Odunayo et. al(2020)[10].

Work effectiveness and employee engagement among national shipping ship crews. Every improvement made to the worklife balance, employee engagement, or leadership style of a ship officer directly and favorably affected the ship crew. Ricardianto Prasadja et al. (2019)[9]. Job satisfaction and organizational commitment, particularly through involvement in and impact on HRD systems and programs. Participation in education and training, the HRD system, and the HRD system's impact on the workplace all positively impact job satisfaction. involvement in education and training, HRD system involvement, education and training effect toward the job, and HRD system effect on the job all favorably impact organizational commitment. Byoung-Goo Boine (2020) [7].

Research Gap

The aforementioned literature review makes clear that no important study has looked at every important element influencing the factors impacting Work-Life Balance on Employee Performance. Examine the connection between stress at work, job satisfaction, and job insecurity in the Turkish logistics sector. Yasioglu, Murat, et al. (2013)[1]. Amrita Jhavar et al. (2014) [6] voiced opposition to examining how the logistics performance index might be affected by investments in welfare, wages, working conditions, and training that would generate a skilled labor force. Recognize the psychological well-being and stress levels of employees in their personal and professional lives, and identify the causes and consequences of their QWL, V. Krishnapriya (2018) [4]. Thus, there is a study deficit in this area to determine the variables influencing work-life balance.

Table 2: Analysis of Factors

SINo	Factors	Description	Authors
1	Work-Life Gratification (WLG)	The disadvantages of job insecurity and stress associated to one's job are experienced by logistics organizations, as they are a physically and mentally taxing and stressful profession.	Murat Yasioglu, Ali Ozgur Karagulle (2013) [1], A. ArunaShantha (2019) [8], Boine, Byoung-Goo (2020) [7]
2	Institutional Support (IS)	The hypothesis indicated that there would be a positive association between IS and	A. Aruna Shantha (2019) [8]



		WLB, and the results show that there is a positive relationship between Management Support and Work-Life Balance. Based on their research, they came to the conclusion that WLB and IS have a beneficial relationship.	
3	Support from Family (SF)	A positive correlation has been found in the study between work-life balance and family support. Support from family members is a major factor in WLB. Employee women with adult children are likewise more adept at juggling than those with younger children. Likewise, female professionals who are responsible for the health of aging parents or in-laws experience a lower work-life balance than their peers. In conclusion, an employee's WLB is impacted by the support of family members.	A. Aruna Shantha (2019) [8]
4	Personal Life Gratification (PLG)	Stress from anticipating the issues that come with losing a job, the emotional strain of being helpless, and uncertainty about the future can all contribute to a worker's perception of job insecurity and lower employee satisfaction.	Murat Yasioglu, Ali OzgurKaragulle (2013) [1]
5	Family Job Interference (FJI)	Recommendations for personnel management can be developed with the aid of employee behaviors and their factors. Employee behaviors and the factors that influence them can be used to create people management guidelines. [5]. Compared to their peers, female professionals who must	A. ArunaShantha (2019) [8], Murat Yasioglu, Ali OzgurKaragulle (2013) [1], Milan Andrejić, VukašinPajić, MiloradKilibarda(2020) [3], Huynh Thi Thu Suong (2020) [5]



		care for aging parents or in-laws have poorer work-life balance. [8]	
6	Job-Family Interference (JFI)	In order to balance personal and professional life, family support will be crucial. Support from family members is a major factor in WLB. Employee women with adult children are likewise more adept at juggling than those with younger children. [8]	A. ArunaShantha (2019) [8], Murat Yasioglu, Ali OzgurKaragulle (2013) [1], Milan Andrejić, VukašinPajić, MiloradKilibarda(2020) [3], Huynh Thi Thu Suong (2020) [5]
7	Job Sovereignty (freedom) (JS)	Workplace stress and job instability have a direct impact on job satisfaction, which is a crucial component of a company's performance. A loss of competitive advantage may arise from this.	Murat Yasioglu, Ali OzgurKaragulle (2013) [1]
8	Institutional Policies related to Work Life Balance (IPWLB)	The link analysis between HRD involvement, HRD effect toward employment, job satisfaction, and organizational commitment is the main emphasis of this study. Three HRD were taken into consideration: self-directed learning, HRD system, and education and training.	Boine, Byoung-Goo (2020) [7]
9	Work-Life Balance (WLB)	Work-life balance, ship crew engagement, and ship officer leadership style all have a direct impact on how well a ship performs at its job in national shipping corporations. through the ship crew's involvement in the dimension of loyalty and through work-life balance in the area of balancing work and family	Edgar M. Nierras (2012) [2], A. Aruna Shantha (2019) [8], PrasadjaRicardianto, RidhoBramulyalkhsan, RiniSetiawati (2019) [9], Akintokunbo Oluwarotimi Odunayo (2020) [10]
10	Flexible Timing (FT)	Employees who want to work fewer days a week but are unable to cut back on their hours worked are especially	PrasadjaRicardianto, RidhoBramulya Ikhsan, Rini Setiawati (2019)[9], AkintokunboOluwarotimi Odunayo (2020) [10]



		benefiting from flexible work arrangements.	
11	Work place Harmony (WPH)	When compared to other market segments, experience is regarded as the most significant category in the logistics industry. Employees with more experience will have a higher success factor than those with less experience.	Ms.V.KrishnaPriya (2018)[4]
12	Work Hardship (WH)	Managers at Logistics Companies' noncompliance with work-life balance policies is a significant issue affecting workers' productivity. It is still not understood by management that an imbalanced work-family life brought on by greater work expectations raises stress levels, and that stress brought on by increased job demands results in conflicts between work and family.	Akintokunbo Oluwarotimi Odunayo, ObomanuFubara Kelvin (2020) [10]

METHODOLOGY :

This study focuses on a variety of variables that affect employee behavior and workplace culture either directly or indirectly. The motivating components that require analysis include things like Work-life Gratification (WLG) and Personal-life Gratification (PLG). While job-family interference (JFI), family-job interference (FJI), and work hardship (WH) are personal factors, institutional support (IS), institutional policies related to work-life balance (IPWLB), flexible timing (FT), workplace harmony (WPH), and job sovereignty (JS) are organizational factors. The relationship between various Work-Life Balance (WLB)-related characteristics and employee performance and satisfaction is shown in Table 2.

3.1 ISM Modeling

Table III: Factors considered for the Study

One well-known multi-criteria decision-making technique for understanding and creating a structure for a complex situation is interpretive structural modeling. The proven relationships between the factors influencing work-life balance and employee happiness are enhanced by this tool [12]. Twelve factors that were identified through a systematic literature review were taken into account for this study, and the results are shown in Table III below. A total of twelve specialists from logistics firms in Odisha were taken into consideration for creating the Structural Self-Interaction Matrix (SSIM). From the SSIM, further reachability matrices, level partition iterations, and driver dependency diagrams were created. Ultimately, after taking into account each stage, Interpretive Structural Modeling was created.

3.1.1 SSIM Matrix

There are four English alphabets. Using the formula $N = n(n-1)/2$, where n is the number of components and N is the number of transactions, VAXO are used to find the link between 12*12 factors. This, when divided by N , equals 66 transactions ($12(12-1)/2 = 66$). The factors are grouped as (i,j) in rows and columns: If factor I affects factor J, then (a) V. If factor j affects factor i, then (b) A. If i and j have mutual influence, then (c) X. (d) O in the event that i and j don't interact. Table IV displays the SSIM matrix in a simple manner. Experts from various Logistics companies like Movers and Packers; Amazon; Flipkart; etc were considered to cross verify the factors

Table IV: Structural Self-Interaction Matrix (SSIM)

FACTORS	WLG	IS	SF	PLG	FJI	JFI	JS	IPWLB	WLB	FT	WPH	WH
WLG		A	A	X	A	A	A	A	V	A	A	A
IS			X	V	V	V	V	A	V	V	V	V
SF				V	V	V	V	O	V	V	V	V
PLG					A	A	A	A	V	A	A	A
FJI						X	A	A	V	A	A	A
JFI							A	A	V	A	A	A
JS								A	V	X	X	X
IPWLB									V	V	V	V
WLB										A	A	A
FT											X	X
WPH												X
WH												

3.1.2 Reachability Matrix

From the SSIM, the Reachability matrix is created. Two binary numbers, 1 and 0, were used to replace all 66 transactions made with VAXO. The Reachability Matrix rule was applied to all other criteria, with 1 being assigned to those that were self-transiting.

- (a) In the reachability matrix, (i,j) would be 1 and (j,i) would be 0 if (i,j) is V in the SSIM.
- (b) In the Reachability Matrix, (i,j) would be 0 and (j, i) would be 1 if (i,j) in the SSIM is A.
- (c) In the Reachability Matrix, (i,j) would be 1 and (j, i) would be 1 if (i,j) in the SSIM is X.
- (d) In the Reachability Matrix, (i,j) would be 0 and (j, i) would be (j, i) if (i,j) in SSIM is O. Table V:

Reachability Matrix

Factors	1	2	3	4	5	6	7	8	9	10	11	12	
	WLG	IS	SF	PLG	FJI	JFI	JS	IPWL B	WLB	FT	WPH	WH	Drivin g Power
1	WLG	1	0	0	1	0	0	0	1	0	0	0	3
2	IS	1	1	1	1	1	1	0	1	1	1	1	11
3	SF	1	1	1	1	1	1	0	1	1	1	1	11
4	PLG	1	0	0	1	0	0	0	1	0	0	0	3



12	Industrial Engineering Journal	F7,F10,F11 LINKAGE ,F12 ○
E8	ISSN: 070-2555	
F1	F3	
	Volume: 54, Issue 1, January:2025	
10	DRIVER	
9		

5	FJI	1	0	0	1	1	1	0	0	1	0	0	0	5
6	JFI	1	0	0	1	1	1	0	0	1	0	0	0	5
7	JS	1	0	0	1	1	1	1	0	1	1	1	1	9
8	IPWL B	1	1	0	1	1	1	1	1	1	1	1	1	11
9	WLB	0	0	0	0	0	0	0	0	1	0	0	0	1
10	FT	1	0	0	1	1	1	1	0	1	1	1	1	9
11	WPH	1	0	0	1	1	1	1	0	1	1	1	1	9
12	WH	1	0	0	1	1	1	1	0	1	1	1	1	9
Dependence		11	3	2	11	9	9	7	1	12	7	7	7	

3.1.3 Level Partitions



D R I V I N G P O W E R	8												
	7												
	6												
	5	AUTONOMOUS	F5, F6										
	4		DEPENDENT F1, F4 ○										
	3		F9 ○										
	2												
	1												
	0	1	2	3	4	5	6	7	8	9	10	11	12
	DEPENDENCE												

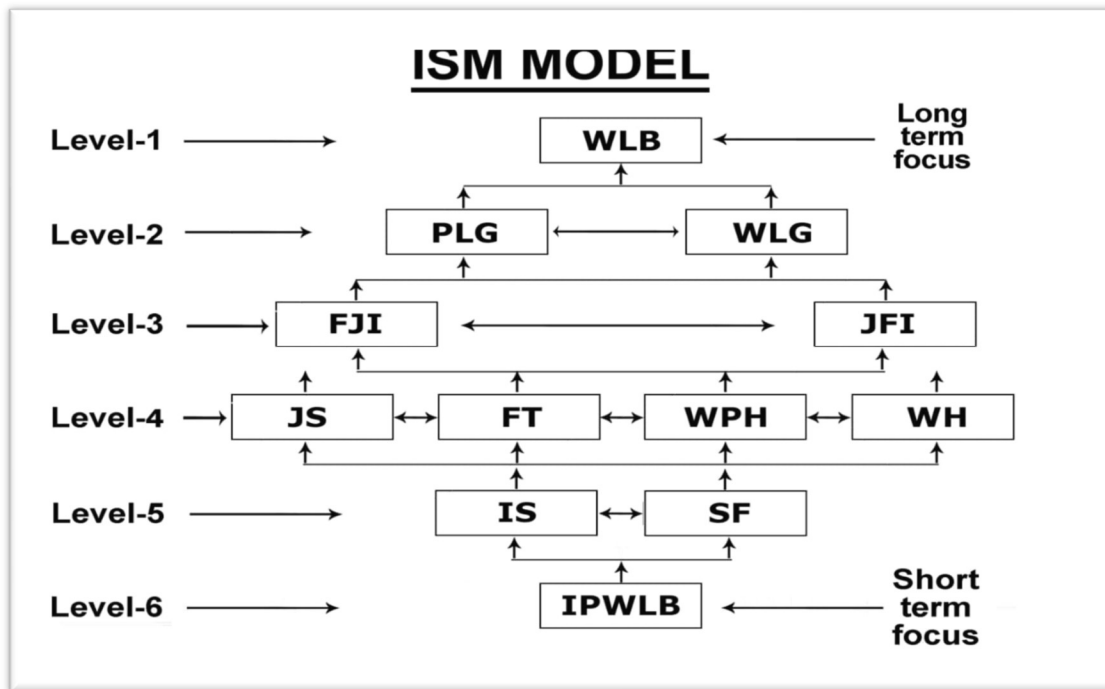
The reachability matrix is used to determine each factor's driving force and dependence, which are then used to construct the reachability set and antecedent sets. The elements that are taken into account for the driving power comprise the reachability set. The elements that are taken into account for dependence make up the antecedent set in a similar manner. The intersection set is formed taking into account the factors that intersect in both the antecedent set and reachability. Whichever features the intersection set and reachability set have in common are regarded as Level 1. All reachability and intersection sets exclude those intersecting factors. Subsequently, we must look for shared characteristics between intersection sets and reachability and designate it as Level 2. Until each factor has received its level, the same procedure is repeated.

Table VI: Level Partitions
Table VII: Driver Dependence Diagram
3.1.4 Driver Dependence Diagram

There are essentially two axes in this stem: the y-axis represents driving power and the x-axis indicates dependence. There are four quadrants: high driving power and high dependency is linkage; low driving power and high dependence is autonomous; low driving power and high dependence is dependent; and low dependence and high driving power is the driver.

3.1.5 Interpretive Structural Modeling (ISM)

Figure I: Interpretive Structural Modeling (ISM)



A level partition table and driver dependence diagram are used in the construction of an interpretive structural model (ISM). The level partition table's recognized levels are used to carefully design this model. The ISM model is shown in Figure 1 below. It has six levels, with work-life balance at level 1. Level 3—Job-Family Interference and Family-Job Interference—contributes to work-life balance and can be attained through level 2, which is Personal Life Gratification. These have a substantial reliance while being weak drives. Job Sovereignty, Flexible Timing, Workplace Harmony, and Work Hardship are the unstable components of Level 4. The model's bottom factors include Work-Life Balance-related Family Institutional Policies and Institutional Support.

RESULT AND DISCUSSION :

An independent factor does not exist. Typically, autonomous variables manifest as both weak dependents and weak drivers. The other variables in the system are not significantly impacted by these factors. Relatively speaking, the autonomous components are not integrated into the system. They have few, possibly weak, linkages and have no effect on other factors. Since none of my factors fit this description, we can conclude that all of the factors support work-life balance and that none of them are poor. Work-Life Gratification (F1) and Personal Life Gratification (F4) may have a role in Work-Life Balance (F9). Job-Family Interference (F6) and Family-Job Interference (F5) can lead to the fulfillment



of Personal Life Gratification (F4) and Work-Life Gratification (F1). These elements heavily rely on other variables and are not very good drivers. They are regarded as being at the pinnacle of the ISM model's hierarchy. These factors are categorized as dependent variables and indicate desirable goals for each company. Job Sovereignty (F7), Flexible Timing (F10), Work Place Harmony (F11), and Work Hardship (F12) are the four unstable linkage variables. Both a strong driving force and a strong dependence exist for these components. These variables are unstable since any modifications have an impact on other people as well as self-reflection. Work-Life Balance (F9) has considerable driving force since factors including institutional support (F2), family support (F3), and institutional policies linked to work-life balance (F8) are at the bottom of the model. These factors, which are categorized as independent variables or drivers, will assist firms in achieving their ultimate goal, which is employee satisfaction. Job Sovereignty (F7), Flexible Timing (F10), Workplace Harmony (F11), and Work Hardship (F12) are the four unstable linkage variables. Both a strong driving force and a strong dependence exist for these components. Strong motivators include things like Work-Life Balance Institutional Policies (F9), Family Support (F3), and Institutional Support (F2). Higher driving power factors tend to be more strategically oriented.

CONCLUSION :

The subject of work-life balance is highly delicate. Any small imbalance, whether personal or professional, has the potential to upset the balance as a whole. Thus, it is imperative that every firm carefully integrates all the aspects that are accountable for employee performance, productivity, and satisfaction, whether directly or indirectly. Work-life balance can be attained by family and job interference, as well as job-family interference. These factors, while weak drivers of work-life balance, are clearly correlated with each other and have a significant impact on personal life gratification and work-life gratification. There are four unstable connection variables: job sovereignty, flexible timing, workplace harmony, and work hardship. The Work-Life Balance will directly benefit from any adjustments made to these factors. These elements are highly dependent on one another. At the base of the paradigm that leads to work-life balance are elements like institutional support, family support, and institutional work-life policies. They can dive very well. These elements have a major role in the strategic orientation. Therefore, by continuously enhancing the driving factors, performance can be raised.

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