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AN EMPIRICAL INVESTIGATION OF THE RELATIONSHIP BETWEEN WORK-LIFE BALANCE AND JOB SATISFACTION AMONG RETAIL EMPLOYEES

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Abstract

Achieving a work-life balance has become a key area that affects employee attitudes, health, and performance, including in the retail industry. The purpose of this study was to empirically examine the correlation between work-life balance and job satisfaction of retail workers. The retail sector is known for its long work hours, rotating shifts, extensive clientele engagement, and high performance expectations, making it difficult to balance work and life. In this light, the study aims at exploring the impact of work-life balance on the job satisfaction of workers in retail shops.

The research is quantitative and the data collected is primary data as structured questionnaires were given to the retail staff members. The study explores different aspects of WLB such as workload management, family support, hours worked, flexibility and personal well-being, as well as their connection to job satisfaction. The data are analyzed using statistical techniques like descriptive analysis, correlation, and regression analysis to identify the type and the degree of the relationship between the variables.

The results indicate that there is a strong positive correlation between WLB and job satisfaction. If the employee feels that his/her work and life are balanced, he/she is more likely to be satisfied with his/her work. Flexibility, management support, workloads and time for personal and family interests are identified as significant factors for employee satisfaction. On the other hand, work-life imbalance causes stress, decreased motivation, and diminished job satisfaction.

The study emphasizes the significance of employee-friendly policies and work-life balance measures in retail organizations, to boost employee wellness and organizational performance. The results offer great insight for retail management and HR professionals in creating a successful and supportive workplace, as well as ways to boost employee retention and satisfaction. In conclusion, fostering a work-life balance can be a strategic approach to ensure sustainable productivity of the workforce and the success of the organization.

Keywords: Work-Life balance, Job Satisfaction, Retail Workers, Employee Well-being, Human Resource Management.

Introduction

The retail industry is a vital part of the economic development process as it provides employment opportunities and helps to distribute goods and services to consumers. Retail is one of the fastest expanding industries and it is essential that their employees are able to provide high-quality customer service and ensure the company runs smoothly*(Son et al., 2021).* With the increase of rivalry, worker satisfaction is now one of the crucial aspects that can affect the efficiency of the enterprise and its future growth.

Job Satisfaction is the level of the employees' contentment, fulfillment and motivation about the job. It can be affected by performance incentives, working environments, career development opportunities, organizational culture and relationships with others*(Wahdiniawati et al., 2024).* Employees who are happy with their work tend to be more productive, committed, and loyal, which helps in improving the organization's performance.

The idea of work-life balance has become significant in the last few years for the research and practice community. Work-life balance is the way that every person is able to balance their work commitments with their personal and family life*(Michael et al., 2023).* Given changes in work patterns, the rise of technology and changing employee expectations, a balance between work and life has become more significant.

The retail industry has particular issues that make keeping a healthy work-life balance difficult. Often, retail workers have to change shifts, work overtime and rotate between weekends and holidays to accommodate customers*(Dordoni 2022).* This type of work hours can disrupt family routines, interfere with personal life, and cause stress, fatigue and poor health. As a result, the issue of a balance between work and personal life is now a key concern of retail staff.

Maintaining a good work-life balance is a key factor in improving employees' physical, emotional and psychological health. Companies that give employees flexibility in scheduling, policies for leave and supportive management practices tend to have better employee engagement and morale*(Duba et al., 2024).* Such efforts enable staff to be effective in their roles and promote good workplace culture.
A number of research studies have revealed the high correlation between work-life balance and job satisfaction. Staff who have a positive work-life balance tend to be happier and more engaged in their work and organizations. However, when it comes to the opposite side, work-life imbalance may result in stress, burnout, absenteeism and ultimately, employee turnover, which can impact the organization's performance.

In order to be relevant, there is a need to consider work-life balance in the retail industry since quality of service to customers is significantly dependent on employee's attitudes and motivation. Happy workers will be more likely to engage positively with customers leading to improved customer experiences and an increase in the reputation of the organization*(Butt et al., 2023).* Thus, it is important to know what factors affect employee satisfaction in order to run a successful human resource management.

In the context of Kanyakumari District, the retail sector has witnessed substantial growth due to urbanization, changing consumer preferences, and increasing commercial activities*(Kumar 2023).* The growing retail sector has created many jobs, but there are still concerns about the workload, hours and work-life balance issues for employees. These challenges can impact their job satisfaction, as well as their overall performance.

Therefore, the present study attempts to find the empirical link between work-life balance and job satisfaction among the employees of retail sector. The study aims to offer insights to retail managers and policymakers of the impact of work-life balance on employee satisfaction levels by evaluating how this relationship affects satisfaction. The results are anticipated to be of benefit to the literature and to help develop best practices for employees to improve well-being and organizational effectiveness.

Review of Literature

(Aruldoss et al.,2021, 2022) argued that quality of work life (QWL) is vital to employee outcomes and organizational effectiveness, as is work-life balance (WLB). Their research indicated that work-life

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balance has a negative correlation with work stress and positive correlation with job satisfaction and job commitment. In addition, job stress negatively affects job satisfaction while job commitment has a positive effect on employee satisfaction. The authors also discovered that the relationship between work-life balance and outcomes is significantly moderated by the workplace, training, and development. These results show how vital foundational organizational practices are to enhancing employee well-being and satisfaction in the workplace.

Likewise, (*Bharti et al., 2020)* studied impact of life stress and coping strategies among retail workforce and concluded that work-life balance is one of the significant factors that influence employees' job satisfaction and stress management. They found that the high stress levels among retail store workers are caused by high work pressure, competition, and organizational demands that can have a significant impact on their job satisfaction. Similarly, *(Sharma et al., 2025)* identified three factors, namely the work schedule flex, organization support, and personal coping strategies that are important in determining work-life balance in the retail sector. Those who were given more flexibility and support in the organization reported higher morale and job satisfaction, whereas the employees who experienced more rigid working conditions showed higher levels of stress and intentions of leaving their jobs. The study also showed that women are having more challenges to balance work and personal responsibility.

In support of this, *(Mashavira et al., 2023)* explored the relationship between work-life balance and job satisfaction among retail workers and found that there is a positive relationship between work-life balance and job satisfaction. They also found that a positive work-life balance positively impacts employee attitudes and engagement. *(Thakre et al., 2024)* also highlighted major differences between the work-life balance and life satisfaction of retail employees, highlighting the importance of tailoring organizational policies to better support employees' well-being. Moreover, *(Kumar 2026)* found that fair wages, supportive supervision and positive work environment were the prominent factors affecting job satisfaction of the retail employees of Kanyakumari District. Furthermore, *(Machova et al., 2022)* concluded that financial incentives, communication, supportive leadership, recognition and decision-making opportunities are important factors affecting employee motivation and satisfaction. In sum, these studies reveal a link between work-life balance, workplace supports, employee development programs, and employee satisfaction and organizational performance in retail.

Statement of The Problem

It is no surprise that the retail industry has become one of the economically most significant industries to boost economic growth and create jobs, offering a variety of employment opportunities in different regions. Retail employees are vital to the satisfaction of their customers, the business's sales and the organization's success*(Sharma et al., 2025).* But retail jobs can be grueling and involve long hours, shift work, weekend work, customer interaction and performance based stresses. Such working environments often make it challenging for workers to manage their work and personal lives. This leads to stress, fatigue, work overload and less personal time among many employees, which negatively impacts their health and well-being. Work-life balance is therefore one of the key issues that not only is a concern for employees in retail but is also a concern for employers *(Jaman et al., 2022).* To boost employee well-being and job satisfaction, it is crucial to have a balance between work demands and personal life*(Pienaar et al., 2026).* Job satisfaction is seen as an important measure of employees' attitude towards their jobs and closely linked to other variables like motivation, productivity, commitment and retention.

Contented workers produce better results, are more engaged, and are more effective in general in achieving organizational goals. Conversely, poor work-life balance can lead to dissatisfaction, absenteeism, not only low morale, but also to higher intentions of leaving the workplace *(Maphanga et al., 2024).* With competition in the business world growing by leaps and bounds, businesses are increasingly turning to policies that benefit their employees by fostering a work-life balance and making them more satisfied with their job. While work-life balance is an important topic, many retail companies still struggle to achieve workplaces that are supportive and flexible to the individual needs of their employees both personally and professionally. In addition, the connection between work-life balance and job satisfaction could be contingent on organizational culture, management practices, and employee attributes. While the retail industry has created significant jobs in Kanyakumari District, working individuals still face issues of work pressure, time management, and personal commitments*(Kumar 2026).* Few empirical research studies have been carried out to explore the impact of work-life balance on retail workers' satisfaction in this area. Hence, the need to research on this relationship in order to give the meaningful insights to the retail organizations. Factors affecting work-life balance and job satisfaction enable the employers to develop a good human resource policy to boost employee satisfaction, retention and organizational performance. Therefore, the present study aimed to explore the relationship between work-life balance and job satisfaction among retail employees of the selected retail stores in Kanyakumari district in an empirical study.

Objectives of The Study

1. To find out the extent of work life balance among the employees in selected retail outlets in Kanyakumari District.
2. To analyze the Job Satisfaction of retail staffs in the selected retail sector.
3. To find out the relationship between work-life balance and job satisfaction of the retail employees in Kanyakumari District.

Methodology

The study was descriptive research design as it aimed to explore the relationship between work-life balance and job satisfaction among the employees in retail sector of Kanyakumari District. Structured questionnaires were used to gather primary data from employees of selected retail shops. Convenience sampling technique used in the selection of the respondents. The data collected were statistically analysed, using percentage analysis, mean, correlation and regression analysis. The results were analyzed in order to evaluate the effect of work-life balance on job satisfaction of employees.

Population And Sampling

The study population was all the employees present in selected retail stores in Kanyakumari District. These workers ranged from salespeople and cashiers to supervisors, customer service representatives and others involved in retail work. A sample was used for the study as it was not possible to get information from the entire population. A convenience sampling technique was used to select respondents who were easily available and easily reached. A total of 150 retail employees from different retail outlets in the district were used.

The information were gathered by using a structured questionnaire which was directly applied to the respondents. The retail force of the selected sample was regarded as a representative sample of the retail force of the study area. The answers that were obtained were very helpful in gaining an insight into employees views of work-life balance and job satisfaction. The obtained sample was therefore used to determine the relationship of the study variables.

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Data Collection And Sources

The data in the study used were primary and secondary data. A structured questionnaire was used to collect primary data from the employees of retail stores in selected retail shops in Kanyakumari District. The questions that were included in the questionnaire concerned the work-life balance, job satisfaction and the demographic characteristics of the respondents. Secondary data were extracted from books, journals, research articles, dissertations, internet and work-life balance and job satisfaction related reports. Theoretical support and determining research gaps have been done through these sources. The data obtained in the course of the study were systematically arranged and analysed with the use of proper statistical tools to meet the objectives of the study.

Analysis and Findings

Table 1: Distribution of Respondents Based on Level of Work-Life Balance (n = 150)

Work-Life Balance Level	Number of Respondents	Percentage (%)
Low	28	18.7
Moderate	47	31.3
High	75	50
Total	150	100

The table shows that 50.0 percent experienced high level of work-life balance, 31.3 percent experienced a moderate level and 18.7 percent experienced low level of work-life balance. This means that most retail workers can cope with their work and home obligations. A high level of work-life balance indicates that there may be good working practices at work and manageable demands on the job. Well-being will likely be better among employees that have better work-life balance, and stress will be lower. The relatively small proportion of workers who are not coping well with their work-life balance suggests that there is a small group who will have some problems in this area. In conclusion, the results indicated good work-life balance conditions for the retail workers of the study area.

Table 2: Distribution of Respondents Based on Level of Job Satisfaction (n = 150)

Job Satisfaction Level	Number of Respondents	Percentage (%)
Low	22	14.7
Moderate	53	35.3
High	75	50
Total	150	100

As per the table, 50.0 per cent of the participants are highly satisfied with their jobs, 35.3 per cent have moderate job satisfaction, and 14.7 per cent are less satisfied with their job. The findings show that the majority of retail staffs are happy with their occupations and working environment. Why employees are satisfied with their work could be due to supportive management, compensation, work environment, and growth opportunities. When employees are happy, they will show commitment and productivity. Although most staff members are moderately satisfied, a significant number believe there is still a need for organizational improvement. In summary, the results show that the job satisfaction of retail workers is generally positive and promising.

Table 3: Impact of Work-Life Balance on Job Satisfaction (Regression Analysis)

Particulars	Coefficient (β)	t-value	p-value
Constant	1.284	4.126	0
Work-Life Balance	0.658	9.842	0
R^2	0.507	-	-

The results of regression analysis show that in the case of retail workers, work-life balance is a significant positive determinant of job satisfaction. The beta value is 0.658 which indicates that there is a relationship between job satisfaction and improvement of work-life balance. The p value is highly significant (0.000) which means that the relationship is not random but real. In addition, the R^2 value of 0.507 means that 50.7 per cent of the variation in job satisfaction can be accounted for by the work-life balance. This is emphasizing the need to balance work with life to improve employee satisfaction. There is a link between having a healthier work-life balance and increased motivation and commitment. Hence, a work-life balance comes to the fore as an important factor in retail job satisfaction.

Results And Discussion

The results of the study indicate that most retail store workers have a satisfactory level of work-life balance and job satisfaction. It suggests that workers who are successful in achieving a balance between their work and personal lives are more satisfied with their work. The correlation analysis results showed that there was a positive relationship between the work-life balance and job satisfaction of the respondents. Moreover, regression analysis showed that work-life balance is a significant predictor of job satisfaction and accounts for a significant amount of the variance in job satisfaction. The conclusions drawn indicate that employee-friendly work practices, flexible working hours and employee support from management have a positive impact on employee well-being. Retail companies are thus advised to focus on work-life balance programmes to improve workplace satisfaction, retention and organizational performance.

Suggestions

Retail companies need to implement flexible working hours to enable staff to manage both their work and personal lives. Management should establish a positive work culture which can help to improve employees' health and mitigate stress at work. Regular counseling and stress-management programs may be conducted to enhance employees' mental health and job satisfaction. Employers should provide equal workloads and breaks among the employees. Employee feedback should be periodically collected and considered while formulating workplace policies. Additionally, employee satisfaction can be boosted by offering career growth, rewards, and acknowledgment. Retail companies can use effective work-life balance strategies to improve employee retention, productivity and overall company performance.

Conclusion

The study has shown that work-life balance is an important factor for employee job satisfaction in retail industry. The results indicate that there is a relationship between maintaining a healthy balance between work and life and job satisfaction among employees. There was a strong positive correlation between the respondents for work-life balance and job satisfaction. The study emphasizes the importance of the role of supportive work environments and employee-friendly policies in the overall success and effectiveness of an organization and employee well-being. Stress reduction, motivation and commitment to work are among the benefits of work-life balancing. Hence, Retail businesses need to adopt effective work-life balance programmes to create a happy and productive workforce. In conclusion, fostering work-life balance may contribute to the long-term success of the organization and sustainable employee performance.

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