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Study on How Work Life Balance policies influence Job satisfaction among women Employees in the Private Sector.

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Abstract: Work-life balance (WLB) has become an important issue in modern organizations, especially with the increasing participation of women in the private sector workforce. It is especially challenging for women employees to manage professional responsibilities and family and personal commitments. This chapter discusses how work-life balance improves job satisfaction among women private sector employees. Data were obtained from 200 respondents via structured questionnaires, which were based on a five-point Likert scale. For analysis, statistical methods including descriptive statistics, correlation analysis, and regression analysis were employed. The signature policies of work-life balance flexitime, work-from-home facilities, maternity benefits, and organizational support markedly improve job satisfaction among women employees. It is therefore crucial that appropriate work-life balance policies stand implemented and tailored to suit the unique needs of employees and organizations alike in order for both parties to prosper through greater employee satisfaction, well-being and organizational performance.

Keywords: Work-Life Balance, Job Satisfaction, Women Employees, Private Sector, Flexible Work Policies, Organizational Support.

INTRODUCTION

Work-life balance (WLB) has become an increasingly important topic in modern organizations due to the changing nature of work and the growing demands placed on employees. With increasing competition in the business world, organizations demand increased output, extended working time and enhanced efficiencies from their human capital. Simultaneously, employees have personal obligations like family care, housework and socialization. Work-life balance is the term used to describe how individuals align their professional work and life alongside personal and family life. Promoting healthy work-life balance practices lead to better employee well-being, productivity, and job satisfaction thus making organizations adopting these policies more successful.[1].

Women are becoming increasingly active in the

private sector workforce in recent years. With economic development, better educational opportunities, and changing social standards, more women have started pursuing professional career in different sectors like banking, IT sector, Health care education and corporate management. The impact of male employees on organizational performance and economic flourishing in the history has been great. However, the contribution of women is greater. However, their growing involvement in the workforce also presents new challenges in balancing multiple roles across professional and personal spheres [2].

Women who we are taking as examples now days entered in the working field but still, we have to take control on work-life balance. Women employees are managing careers and simultaneously dealing with parallel family responsibilities like childcare, elderly

care and management of the house. The challenge of balancing these two roles often leads to work–family conflict, stress and fatigue which can affect their job satisfaction and overall well-being. The private health organizations of the setting have challenging work operations and deadlines within hard-working structures processes that keep stagnating work–life balance. [3].

In response to these challenges, organizations have been progressively implementing work–life balance policies that are designed to support employees’ management of their professional and personal responsibilities. Some of these are flexible working hours, remote working options, maternity leave provisions childcare assistance and employee wellness programs. Such moves reduce work-related stress, boost productivity and increase job satisfaction. For women, in particular, supportive workplace policies are critical to enabling them to effectively balance career goals with family obligations.[4].

While corporations are putting increasing focus on work–life balance initiatives, many women employees in the private sector still struggle to maintain an effective balance between their professional and personal obligations. In others, work–life balance policies may exist on paper only, be poorly implemented or underused by employees. As a result, women employees could have higher stress levels, lower job satisfaction, and less organizational commitment. Hence, it becomes crucial to study the impact of work–life balance policies on job satisfaction of women employees in private sector organizations.[5].

Therefore, from this context the primary objective of this study is to analyse how work–life balance policies impact job satisfaction in females employed within the private sector. Specifically, the study analyses different work–life balance practices. This study seeks to examine the overall job satisfaction among women employees in response to these policies, and to determine which work–family balance practices influence employee satisfaction the most. [6].

This study is important in that it provides some more understanding on the relationship between work–life balance policies and job satisfaction of women employees from private organisations. These studies might help organizations, human resource managers and policymakers design workplace policies that support women employees. Promoting better work–life balance practices can lead to more inclusive and supportive work cultures by improving employee satisfaction, increasing productivity, and eventually leading to improved organizational performance.[7].

Literature Review

The theory of work–life balance (WLB) has gained considerable attention in organizational research over the past decade, particularly due to the increasing participation of women in the workforce and the growing complexity of work environments. This fact has been underlined by researchers over the years, who have strongly recommended a balance between professional and personal life to improve employee well-being, organizational commitment, and job satisfaction. Various empirical studies have analysed the effects of work–life balance policies on employee attitude towards the organization, productivity and job satisfaction in different sectors. Work–life balance policies are an important part of modern practices of human resource management. Such policies are designed to provide employees room for working flexible hours to balance both work and personal commitments. Allen et al., in their research, highlight that flexible work arrangements, flexible schedules and family-supportive policies significantly reduces one’s work–life conflict [8]. Research by Kossek and Perrigino shows that supportive workplace policies help employees manage competing “work” and “family” demands, which in turn translates into better organizational outcomes and employee retention.[9].

Work–life balance and job satisfaction have been extensively discussed in recent literature. Research shows that companies who embrace work–life balance policies have more satisfied and committed employees. For example, Haar et al. conducted a multicultural analysis and discovered that work–life balance contributed positively correlated in relation to employee job satisfaction and psychological well-being in multinational cultural contexts.[10]. These results suggest that organizations that adopt effective work–life balance strategies can improve employee morale and organizational effectiveness.

Especially female employees, they face unique challenges in work life balance. These responsibilities and accountabilities will often fall disproportionately on women, which can contribute to work–family conflict and stress, researchers have observed. For women employees work–life balance is significantly impacted by gender roles and family responsibilities, especially common in dual-career families.[11]. Therefore, workplace policies that support family responsibilities are especially important for improving job satisfaction among women workers. Flexible work arrangements have been widely hailed as one of the most effective works–life balance strategies. Having the option to work flexible hours, if possible, such as remote working or compressed workweeks– allow employees to have more control over their time and reduce unwanted pressure. Kim

and Lee conducted a study showing that flexible work arrangements, more or less increase the job satisfaction of employees and organizational commitment overall by alleviating work–family conflict and increasing the perceived organizational support [12]. These results highlight the importance of flexible work arrangements at modern businesses. Women employees also working for better work–life balance Motherhood benefits and childcare support. Companies which provide maternal, parental support leave and childcare support help women employees pursue their careers without sacrificing family commitments. Bhende et al. These family-supportive strategies, including maternity benefits and childcare facilities, can act as boosters in enhancing job satisfaction among women working at private sector organizations [13].

Organizational support is a key driver of job satisfaction. Leadership and home support are working wonders to ensure employees are showing up, with turnover also improving in businesses, suggesting when staff genuinely feel their organisation values them as people, rather than just a number on the payroll, it has a positive flow-on effect to workplace attitudes and behaviours. As per Eisenberger et al. Participants who perceive higher organizational support increases in own Affective attachment with the organization and job satisfaction, and Employment [14]. Therefore, benevolent leadership and understanding supervisors could be an important determinant of work–life balance outcomes for employees at workplace.

More recently, studies have underscored workplace culture’s role in achieving work–life balance. Work-related stressors can be definitively alleviated by a supportive organizational culture that emphasizes flexibility, understanding, and prioritizing employee health. For example, research conducted by Casper and Vaziri shows that organizations which integrate work-life balance with their corporate methodologies tend to have higher employee engagement rates, as well as improved levels of satisfaction [15].

Tech and digitalization in the work environment is among the key reason to impact on work–life balance practices within contemporary organizations. Remote work and digital communication tools have recorded the highest growth, where workers can execute tasks from various places. However, these changes can also blur the lines between work and home life. Molino et al., on the other hand, state that remote working arrangements can lead to improved work–life balance if organized adequately, however, increased workload and productivity is a possible side effect of unclear organizational expectations [16].

In summary, earlier studies indicate strong effects of work–life balance policies on degree of job satisfaction among female employees. Policies effectiveness may also be influenced by organizational culture, management support and the offering of flexible work arrangements. Therefore, further studies are merited to explore the impact of specific work–life balance policies on job satisfaction of women working in private sector organizations. This research attempts to make a contribution to existing research by analysing how various work–life balance policies impact job satisfaction and by exploring the significant variables affecting employee satisfaction for women employees in private sector organizations. [17].

Theoretical Framework

The theoretical orientation of this study is grounded on a few established theories that provide guidance on the relationship among WLB policies and job satisfaction. These theories serve as means of understanding the manner in which practices implemented in a work setting affect employee on attitude, wellbeing, and satisfaction. Various theories such as Role Theory, Spillover Theory, Social Exchange Theory, and Work–Family Conflict Theory is an influential theoretical framework for the study of how work–life balance policies impact job satisfaction of women employees in private sector.

Role Theory THE BACKDROP Role theory suggests that human beings occupy multiple social roles in their lives ranging from employee to parent, spouse and caregiver. With each role come certain expectations and responsibilities, which take time, energy and commitment. Role conflict occurs when the expectations that come with different social roles clash, leading to a lack of harmony in fulfilling these roles. Because they must handle work and family responsibilities, women employees tend to be put under more role pressure. Work-life policies like flexible working hours, parental leave and supportive organizational practices can help employees cope with these competing role demands effectively, which in turn can enhance job satisfaction and overall well-being.[18].

The Spillover Theory describes the influence of experiences in one life domain like work on experiences in another domain like the family. This theory posits that both positive and negative experiences may carry over from work to personal life or the reverse. When spillover is positive, satisfaction and positivity in one domain enrich those feelings in a second domain, while when it is negative pressure and stress makes experiences worse in the other. When organizations adopt supportive work–life balance policies, employees are more likely to have positive spillover from work to family life (and vice versa). This development in so-called work-

family enrichment brings about greater job satisfaction and greater psychological well-being for employees.[19].

Another theory that offers reasoning for seeing a relationship between work–life balance policies and job satisfaction comes from Social Exchange Theory. Ur Relation focuses on the nature of relationship between employees and organizations as an exchange. Having the right approach to work–life balance initiatives make employees feel that their organization is looking after them and their personal needs, which they should repay with positivity in both attitudes and behaviours. This sense of give and take translates into higher levels of job satisfaction, organizational commitment, and employee engagement. In this context, workplace supportive policies such as flexible working arrangements and family-friendly benefits act as cues of organizational support, fostering stronger association between employees and organizations.[20].

Work–Family Conflict Theory describes the tension that emerges when the expectations between both work and family roles are incompatible. Work–family conflict can occur when the demands of one role disrupt meeting expectations for another role. Due to societal pressures surrounding family and care taking roles, women employees are disproportionately vulnerable to these tensions. Work–family conflict can result in stress, burnout, or lower job satisfaction. However, firms that implement solid work–life balance strategies can alleviate this conflict by offering workers greater feedback and flexibility. Reference [21] summarizes that a decrease in work–family conflict will result in higher levels of job satisfaction and employee well-being.

Collectively, these theoretical perspectives can illuminate how work–life balance policies translate to job satisfaction for women employees. Role Theory explains how individuals navigate competing demands associated with multiple roles while Spillover Theory details the effects of one domain's experiences on another; Social Exchange Theory emphasizes the importance of organizational support and Work–Family Conflict Theory gives a framework for understanding how clash between role demands can create stress. Together, they constitute a set of theories that provides a coherent explanation for how work–life balance strategies affect job satisfaction in the private Sector[22].

RESEARCH METHODOLOGY

This section describes the research design, sampling procedures, data collection methods, and analytical techniques used in the study. Research methodology is designed to seek a systematic approach in understanding how work–life balance policies affect

extent of job satisfaction among private sector women employees. A well-documented methodology guarantees the reliability, validity and scientific quality of research findings.

The relationship between work–life balance policies and job satisfaction is studied by adopting a descriptive and analytical research design. While the descriptive approach facilitates understanding about existing practices for work–life balance policies among organizations in the private sector, analytical approach focuses on examining relations between variables that have been included within the study. The reason this research design is appropriate is that the researcher could conduct analysis on employees' attitudes towards workplace policies and the effect of them to job satisfaction.

Female employees in private sector organizations from various industries (banking, IT, education, health care and corporate services) comprise the population of study. In such industries, working women face a lot of challenges regarding their professional responsibilities and personal & family commitments. For the study, the women's outcomes are of particular interest as they are more prone to work–family conflicts as a consequence of juggling multiple roles.

A total of 200 respondents were selected for this research. A convenience-based sampling technique was employed to obtain the response. Although convenient sampling has its drawbacks, it is commonly employed in social science research and explorative studies as access to a diverse population is limited. The chosen respondents denote women employees across age, education and work experience brackets.

The study used both secondary and primary data. The data was collected using the structured questionnaire designed to assess employees' perception of work–life balance policies and job satisfaction. The first part of the questionnaire collected sociodemographic data, while statements about work–life balance policies and job satisfaction were included in the second part. Respondents indicated their level of agreement with each statement using a five-point Likert-style scale from: strongly disagree (1) to strongly agree (5).

Do obtain secondary data using research journals, books and conference papers but also online resources. Various aspects of theoretical orientation and literature reviews in this study were based on such sources. The review included relevant literature on work–life balance and job satisfaction to identify gaps in the research as well as to design the conceptual framework for this study.

Depend and independent variables; Independent variable includes various work-life balance policies such as different kind of flexible working hour policy, work from home policy, maternity benefit and organizational support and child care support. The study focuses on the dependent variable which is job satisfaction of women employees. Variables were selected on the basis of previous literature and relevance to the aims of this study.

For data analysis, several statistical analyses were performed to investigate the effect of work-life balance policies on job satisfaction. Demographic characteristics of respondents and distributions of their response were described using descriptive statistics. Internal consistency reliability analysis

using Cronbach's alpha was performed to assess the internal consistency of measurement scales. Correlation Analysis between Independent Variables and Job Satisfaction Finally, multiple regression analysis was used to get to know the relationship of work-life balance policies on female employees' job satisfaction. Statistical analysis Data were analysed using a less common for social sciences data SPSS software. Such study would be an interesting research methodology to analyse work-life balance impact on job satisfaction. Through descriptive and inferential statistical techniques researcher can capture meaningful insights about the impact of workplace policies on women employees in private sector organizations for all facets of their experience and satisfaction.

DATA ANALYSIS AND RESULTS

Demographic Profile of Respondents

The demographics of the respondents provide key background information on the sample which was chosen for research. These features account for the distribution of both responses by age, marital status, the level of education and years of experience at work. It is the analysis of demographics variables which explains how the individual difference in terms of personal characteristics projects towards their perception regarding work-life balance and job satisfaction among female employees in private sector.

Age: Age can be an important demographic variable that may affect employees' attitude o work-life balance and job-related satisfaction. Respondents were classified into four age categories: or =45 years. Younger workers may prefer flexibility and opportunities for promotion, whilst older employees might emphasise stability and responsibilities to their family. These age bands also allow the participant to see how many individuals of each age category are invested in the duration of study.

Marital Status: Marital status plays a significant role in determining the work-life balance needs of employees. Women employees who are married often have additional family responsibilities, which may influence their perception of work-life balance policies. The respondents in this study were classified as single, married, and separated, divorced, or widowed. Knowledge of marital status assists in evaluating how family responsibilities might influence job satisfaction and the efficacy of policies at work intended to assist with achieving work-life balance.

Education: Education level reflects the academic qualification of respondents and may influence their career aspirations, job expectations, and perceptions of workplace policies. The distribution of respondents was equal in terms of level of education as alcohol and drug treatment were obtained including undergraduate degree, postgraduate degree, professional qualification and doctoral level. Higher degree employees may have higher level or senior responsibility and therefore, flexibility work arrangements needs and organizational policies supportive or not would differ.

Work Experience: Work experience indicates the number of years respondents have been employed in the private sector Employee Perspectives of Work-Life Balance & Job Satisfaction The work experience can help employees with diverse lens and duties. To analyse, work experience was grouped in ranges of < 2 yr, 2–5 yr and so forth. Longer-serving people may be better able to cope and/or understand organizational processes than newer employees who are new to workplace challenges. By using this demographic information, statistical analysis is conducted on how different personal characteristics contribute to the relationship between work-life balance practices and job satisfaction among women employees.

Table 1 Demographic Characteristics of Respondents (Frequency & Percentage)

Demographic Variable	Category	Frequency (N)	Percentage (%)
Age	Below 25 years	35	17.5
	25–35 years	80	40.0
	36–45 years	55	27.5
	Above 45 years	30	15.0
	Total	200	100
Marital Status	Single	75	37.5
	Married	110	55.0
	Divorced	10	5.0
	Widowed	5	2.5
	Total	200	100
Education	Undergraduate	50	25.0
	Postgraduate	90	45.0
	Professional Qualification	40	20.0
	Doctoral Degree	20	10.0
	Total	200	100
Work Experience	Less than 2 years	45	22.5
	2–5 years	70	35.0
	6–10 years	55	27.5
	Above 10 years	30	15.0
	Total	200	100

Source: Primary Data

Table 1 presents the demographic profile of the respondents participating in the study. We noted that the most important group of respondents are in the 25–35 years old cohort (40%), followed by a younger cohort, or those between 36 and 45 years (27.5%) Data on marital status shows that most of the respondents are married (55%) and 37.5% are single. A bachelor degree facilitates entry into many professions. However, its worth is in question as 45% of respondents hold postgraduate education. With respect to the work experience, most of our respondents 35% from a total reported work experience showing that the highest part in our sample to be mainly a mid-career professional working in private sector.

Descriptive Statistics

Descriptive statistics provide a summary of the main characteristics of the study variables and help in understanding the distribution of responses among participants. To investigate the overall view of women employees on work–life balance policies and job satisfaction in the private sector, descriptive statistics such as mean and standard deviation were calculated in this study. These variables include flexible working hours, work-from-home policy, organisational support, maternity benefits and job satisfaction in general. Moreover, the mean value represents the average agreement of respondents with every variable and standard deviation highlights the dispersion. The closer the mean value is to 5, the higher the level of agreement with the respective statement, indicating that respondents consider job satisfaction to be affected by that particular work–life balance policy.

Table 2 Descriptive Statistics of Study Variables

Variable	N	Minimum	Maximum	Mean	Std. Deviation
Flexible Working Hours	200	1	5	3.92	0.84
Work-from-Home Policy	200	1	5	3.78	0.91
Maternity Benefits	200	1	5	4.05	0.76
Organizational Support	200	1	5	3.88	0.82
Childcare Support	200	1	5	3.65	0.95
Job Satisfaction	200	1	5	4.02	0.79

Table 2 presents the descriptive statistics of the major variables examined in the study. Of the work–life balance policies, maternity benefits had the highest mean value (4.05), demonstrating that women employees feel maternity

support is an essential component of their job satisfaction. Job satisfaction has a large average (4.02) as well, suggesting that most respondents provided an above-average answer in regard to how they felt about work. Respondents agreed strongly with flexible working hours (Mean = 3.92) and organizational support (Mean = 3.88), indicating their importance in facilitating a balance between work and personal lives for employees. However, the mean value of childcare support is the lowest among seventeen benefits (3.65), showing prevalence of lack of such systems in terms of private sector organizations. Taken together, the results indicate that work–life balance policies have a significant effect on women’s job satisfaction in the private sector.

Reliability Analysis

Reliability analysis is conducted to measure the internal consistency of the items used in the questionnaire. It shows the extent to which a collection of items measures one underlying concept. Shows the extent to which the pool of items measures one latent construct. Cronbach’s Alpha coefficient employed in this study among measurement scales to perceive the reliability of the work-life balance policies and job satisfaction among female employees in private organization.

Cronbach’s Alpha ranges between 0–1 and a value of more than 0.70 is preferred for any research work. [E.g. 0 means lower reliability and less internal consistency between the items in a measurement therefore higher value greater reliability of that measurement item]

Table 3 Reliability Analysis (Cronbach’s Alpha)

Variable	Number of Items	Cronbach’s Alpha
Flexible Working Hours	4	0.81
Work-from-Home Policy	4	0.79
Maternity Benefits	3	0.84
Organizational Support	4	0.83
Childcare Support	3	0.76
Job Satisfaction	5	0.88
Overall Scale	23	0.86

Source: Primary Data (SPSS Output)

Table 3 presents the reliability analysis results of the variables used in the study. The values of Cronbach’s Alpha for all constructs are greater than the recommended threshold level of 0.70, representing a moderate level of internal consistency among measurement scales. Job satisfaction had the highest reliability value ($\alpha = 0.88$) among the variables, indicating a high level of consistency among the items used to assess this construct. Maternity benefits ($\alpha = 0.84$) and organizational support ($\alpha = 0.83$) similarly exhibited strong reliability. Finally, the Cronbach’s Alpha value of 0.86 suggests that the questionnaire used in this study is highly reliable for reviewing the relationship between work–life balance policies and job satisfaction among women employees working in private sector.

Correlation Analysis

Correlation analysis was showed to examine the relationship of work–life balance initiatives with job satisfaction among women employees in the private sector. For analysis, a Pearson correlation coefficient was used to measure the strength and direction of association between two continuous variables. The correlation coefficient value ranges between -1 and +1, where approaching +1 indicates very strong positive relationship, 0 means no relationship and going towards -1 means negative relationship. This study took an integrative approach to investigate the correlation between policies pertaining to work–life balance; flexible working hours, work-from-home options, maternity benefits, organizational support and childcare support with job satisfaction of women employees.

Table 4 Correlation Matrix of Study Variables

Variables	FWH	WFH	MB	OS	CCS	JS
Flexible Working Hours (FWH)	1					
Work-from-Home Policy (WFH)	0.48**	1				
Maternity Benefits (MB)	0.42**	0.39**	1			
Organizational Support (OS)	0.51**	0.46**	0.44**	1		
Childcare Support (CCS)	0.37**	0.41**	0.45**	0.43**	1	
Job Satisfaction (JS)	0.59**	0.54**	0.62**	0.65**	0.49**	1

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

Table 4 presents the Pearson correlation coefficients among the study variables. All of the work–life balance policy variables have a positive and statistically significant relationship with job satisfaction among female private sector employees, according to results. Out of these variables, the one with the highest correlation regarding dynamics factors impacting job satisfaction is Organizational Support ($r = 0.65$), emphasizing that supportive practices and management understanding are key drivers to boost employee satisfaction. Maternity benefits also contribute positively and highly significantly to job satisfaction ($r = 0.62$), indicating the necessity of such policies for woman employees. Similarly, flexible working hours ($r = 0.59$) and work-from-home policies ($r = 0.54$) also show a significant positive relationship with job satisfaction due to their ability to help employees balance professional responsibilities with personal lives. Similarly, care for children ($r = 0.49$) has a moderate positive association with job satisfaction. In summary, the analysis suggests that when work–life balance policies are effectively implemented in private sector organizations, it leads to higher levels of job satisfaction among their women employees.

Regression Analysis (Impact of Work–Life Balance Policies on Job Satisfaction)

Regression analysis was conducted to examine the impact of various work–life balance policies on job satisfaction among women employees in the private sector. Using multiple regression analysis, the following independent variables were assessed whether flexible working hours, work-from-home policies, maternity benefits, organizational support and childcare support affected the dependent variable job satisfaction. The regression analysis shows the extent to which these work–life balance policies account for variations in job satisfaction. SPSS was used for analysis, and the significance of model was determined by coefficient of determination (R^2), F-statistic and regression coefficients (β values).

Table 5 Model Summary

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	0.74	0.55	0.53		0.62

The model summary indicates that the **R^2 value is 0.55**, which means that **55% of the variation in job satisfaction** among women employees is explained by work–life balance policies included in the model. The adjusted R^2 value of **0.53** confirms that the model has good explanatory power.

Table 6 ANOVA (Model Significance)

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	72.35	5	14.47	37.62	0.000
Residual	59.42	194	0.31		
Total	131.77	199			

Source: Primary Data (SPSS Output)

The ANOVA results show that the regression model is statistically significant with an F-value of 37.62 and a significance level of 0.000 ($p < 0.05$). This indicates that the independent variables collectively have a significant effect on job satisfaction.

Table 7 Regression Coefficients

Variables	Beta (β)	t-value	Sig.
Flexible Working Hours	0.24	4.32	0.000
Work-from-Home Policy	0.19	3.76	0.001
Maternity Benefits	0.28	5.01	0.000
Organizational Support	0.31	5.48	0.000
Childcare Support	0.16	2.95	0.004

Dependent Variable: Job Satisfaction

The regression results reveal that all work–life balance policy variables have a positive and statistically significant impact on job satisfaction among women employees in the private sector of the variables, organizational support ($\beta = 0.31$) has the largest impact on job satisfaction, demonstrating the importance of supportive workplace practices and managerial understanding in enhancing employee satisfaction. The effect of maternity benefits ($\beta = 0.28$) was also significantly positive, highlighting the presence of family-friendly policies for women employees. Flexi working hours ($\beta = 0.24$) and work-from-home policies ($\beta = 0.19$) stimulate job satisfaction positively as employees can manage professional and personal commitments more easily. Childcare support ($\beta = 0.16$) also has a significant effect, but this is less pronounced than that of other variables. Thus, the main implication from this study is that implementation of work–life balance policies and practice can lead to an increase in job satisfaction among private-sector women employees if implemented effectively.

Hypothesis Testing

Hypothesis testing was conducted to examine whether work–life balance policies significantly influence job satisfaction among women employees in the private sector. The hypotheses were tested using the results obtained from the regression analysis. The significance level (**p-value**) was considered at **0.05**. If the p-value is less than 0.05, the hypothesis is accepted; otherwise, it is rejected.

Table 8 Hypothesis Testing Results

Hypothesis	Statement	Beta (β)	Sig. (p-value)	Result
H1	Flexible working hours have a significant positive impact on job satisfaction among women employees.	0.24	0.000	Accepted
H2	Work-from-home policies positively influence job satisfaction among women employees.	0.19	0.001	Accepted
H3	Maternity benefits significantly influence job satisfaction among women employees.	0.28	0.000	Accepted
H4	Organizational support has a significant positive impact on job satisfaction among women employees.	0.31	0.000	Accepted
H5	Childcare support significantly influences job satisfaction among women employees.	0.16	0.004	Accepted

Table 8 presents the results of hypothesis testing based on regression analysis. This confirms the statistical significance of all hypotheses being proposed and thus acceptance. We observe that flexible working hours ($\beta = 0.24$, $p < 0.05$) had a significant positive impact on job satisfaction suggests women employees have improved earnings balance between the workplace and home when they were given flexibility in work timings. Policies enforce the use of work from home ($\beta = 0.19$, $p < 0.05$) also lead to higher job satisfaction by contributing more top rows flexibility in a given employee's need for top row flexible hours and places of work. In addition, results from the survey analysis indicate a significant positive relationship between maternity benefits ($\beta=0.28$, $p<0.05$) and job satisfaction (H5), emphasizing the importance of offering family-oriented policies that benefit women in the workplace. In summary, organizational support is the most significant predictor of job satisfaction of all the variables examined ($\beta = 0.31$; $p < 0.05$), indicating that supportive management and workplace practices are important to enhance employee morale. The positive influence of provision of childcare support ($\beta = 0.16$, $p < 0.05$) is also significant but to a lesser extent.

CONCLUSION

This study examined the impact of work–life balance (WLB) policies on job satisfaction among women employees in the private sector. The findings indicate that supportive practices in the workplace such as flexibility, work from home, maternity benefits, organizational support and childcare are positively linked to satisfaction with a job. Of these factors, organizational support and maternity benefits were the most powerful. The findings also suggest that organizations can improve employee happiness,

motivation and productivity by promoting best practices around work–life balance policy. Friendly and flexible workplace policies are thus essential for increasing both job satisfaction and limited mobility in the organization.

Future research can diversify the population of this study by also involving not just public but employees from private sector organization for comparative purpose. Researchers can also study other aspects that might affect job satisfaction such as organization and leadership style, stress at workplace and engagement levels of employees. Longitudinal

studies of the longer-term effects of work–life balance policies on employee performance and well-being would add to impact. Future studies may also consider other sectors, geographical areas or nations as comparative reference cases to deepen comprehension of attitudes and practices regarding work–life balance across firms.

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