

Job satisfaction and the work-life balance

November 29 2022, by David Bradley



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How does job satisfaction sit with the notion of work-life balance? Writing in the *International Journal of Services and Operations Management*, a research team from Portugal point out that a positive and stable work environment can improve an employee's sense of belonging in an organization. In parallel with such a concept, they say that can

enhance commitment. The counterpoint is that this commitment and belonging should perhaps be balanced by freedom to have an active and enjoyable personal life outside of work too. However, it was not known whether the various factors connect in a positive way.

Álvaro Dias of the Universidade Lusófona de Humanidades e Tecnologias/TRIE, Carolina Feixeira of ISG Business and Economics, Leandro Pereira, Renato Lopes da Costa, and Rui Gonçalves of the Instituto Universitário de Lisboa, all in Lisboa, Portugal, carried out a quantitative study of survey results from workers. They found that workplace environment positively affects [job satisfaction](#). However, perhaps surprisingly, they found that organizational commitment did not correlate with the workers' balance between professional and [personal life](#).

For many workers, professional and personal life is entwined more than ever. Gone are the days of people physically and figuratively clocking in and clocking off. Work pressures spill over into our free time more and more and this issue is exacerbated by the ubiquitous nature of smartphones and the inevitable expectation to respond instantaneously to any notification whether professional or personal.

Job satisfaction is only one component of a person's [mental well-being](#), there has to be satisfaction outside the workplace and there has to be a sturdier dividing line between professional and personal activities if a worker is to achieve a satisfactory [work-life balance](#). It was hypothesized that somehow improving the workplace environment, which does seem to improve job satisfaction would also improve well-being associated with work-life balance. However, the team's results suggest that this is not the case.

They also add that for teleworkers and homeworkers, the issues that might exist are complicated still further where the borders between

personal and professional life may well be more diffuse given that the daily commute might be just a few minutes from the [living room](#) to home office as opposed to a distinct journey from home to workplace.

More information: Renato Lopes Da Costa et al, The Work-Life Balance and Job Satisfaction, *International Journal of Services and Operations Management* (2021). [DOI: 10.1504/IJSOM.2020.10036724](https://doi.org/10.1504/IJSOM.2020.10036724)

Provided by Inderscience

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