

Mediating Effect of Job Factors, Employee Commitment and Organisational Initiatives for Maintaining Work-Life Balance

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Abstract

This study aims to investigate the factors influencing work-life balance (WLB) among employees at Satluj Jal Vidyut Nigam Ltd. (SJVN). Using a quantitative approach, the study examines the impact of personal attributes, organisational elements, job characteristics, and workplace practices on WLB. The findings highlight key dimensions such as departmental factors, external influences, family care responsibilities, and organisational policies as significant contributors to work-life conflicts. The study underscores the importance of individual and organisational measures in reducing work-life conflicts and enhancing employee well-being. Recommendations include adopting family-friendly policies, flexible work arrangements, and effective grievance-handling mechanisms to improve WLB, job satisfaction and organisational performance. This research provides valuable insights for public-sector organisations striving to enhance employee satisfaction and productivity.

Keywords: Workplace Stress, Organisational Climate, Flexible Work Arrangements, Factor Analysis, Public Sector Enterprises.

JEL Code: J28, M12, J81, M54, I31

1. Introduction

An effective work-life balance facilitates the attainment of personal objectives. The six fundamental quadrants of an individual's life encompass profession, family and friends, community, hobbies, sleep, and physical activity/exercise. Work-life balance promotes stability across multiple dimensions. A fundamental aspect of an employee's life is their profession. Integrating work-life balance inside an organisation effectively retains personnel and enhances their quality of life. Making time for work and personal life is an organisational principle in which employees allocate their emotional, intellectual, imaginative, spiritual, and physical energies across essential domains. Work-life balance does not entail equal time distribution across all life aspects; this is impractical and unfulfilling. Instead, it embodies the "art of living" through the equilibrium of accomplishments and pleasure. At its inception, labour was a matter of survival. The composition of the workforce and the very definition of "work" have evolved. Shifting economic conditions and social pressures have transformed the nature of labour globally. Work-life balance typically involves two primary factors: insufficient time and schedule conflicts and feeling overburdened, overloaded, or stressed due to the demands of various tasks, which can diminish performance levels. Currently, employment

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is broadly regarded as a source of personal fulfilment. An effective equilibrium between work and life can significantly influence achieving personal and professional objectives. A balanced work-life dynamic is crucial for mitigating stress and securing individual and organisational success.

The rapidly evolving global landscape and diverse economies have created numerous difficulties in the corporate environment. Intense competition, innovation, and research are pivotal variables influencing performance in contemporary organisations; nonetheless, these changes concurrently induce significant stress among personnel. They struggle to reconcile their professional responsibilities with personal commitments due to work-related stress on one side and familial duties on the other. The organisations are downplaying the necessity of organisational initiatives and work-family policies and programs.

1.1 Significance of Research

A healthy work-life balance promotes mental well-being, enhances self-esteem, and fosters overall satisfaction and harmony. It shows successful professional-personal balance. Achieving an optimal work-life balance offers numerous benefits, including increased motivation, higher job satisfaction, improved employee morale and productivity, adequate time for individual and family obligations, and better physical and mental health. Furthermore, it yields positive outcomes for both employees and organisations. Therefore, the main factors affecting work-life balance must be identified and examined.

1.2 Research Problem

Even though work-life balance is vital for improving employee well-being and organisational performance, a considerable gap persists in the execution and efficacy of work-family policies. Numerous firms neglect to prioritise or sufficiently support efforts that enable employees to reconcile professional and personal obligations. This oversight can increase stress, reduce job satisfaction, and higher employee turnover rates (Panda and Sahoo, 2021). Research indicates that

organisations with robust work-life balance policies experience higher employee retention and engagement. However, the lack of tailored strategies to address the workforce's diverse needs often results in ineffective outcomes. Furthermore, the rapid pace of technological advancements and the evolving nature of work have intensified employees' challenges in managing work-life boundaries. These concerns must be addressed by studying the factors that support a healthy work-life balance and their effects on worker well-being and organisational success. Understanding these interactions can help create workplace health treatments.

1.3 Research Questions

- What are the key personal and organisational factors influencing work-life balance in SJVN Ltd.?
- How do job-related factors and organisational-level initiatives aid in promoting work-life balance among employees in SJVN Ltd.?

1.4 Research Objectives

- To identify key personal and organisational factors contributing to work-life balance in Satluj Jal Vidyut Nigam Ltd.
- To examine the impact of job-related factors and organisational-level initiatives on employees' work-life balance within SJVN Ltd.

1.5 Scope of the Study

The present paper aims to address the research questions and illuminate work-life balance strategies and their effects on employee well-being, satisfaction, and organisational performance. The scope of the present study has been limited to examining the mediating effect of job factors, employee commitment and organisational initiatives for maintaining a work-life balance of employees working in SJVN Ltd.

2. An Examination of Existing Literature

Dubey Supriti et al. (2010) asserted that an inspiring workplace enhances staff efficiency and performance. Achieving a successful work-life balance relies on

organisations and comparable efforts from families. They proposed that organisations must establish favourable conditions enabling individuals to reconcile work with their needs and aspirations. The main factors impacting Indian women entrepreneurs' work-life balance, according to Matthew & Panchanatham (2011), include caregiving obligations, health quality, role overload, time management issues, and a lack of social support. His study also demonstrated considerable disparities in the work-life balance challenges encountered by different types of women entrepreneurs. Similarly, Chandel, K., & Kaur (2015) identified organisational initiatives as key contributors to WLB, advocating stress-preventive strategies to reduce occupational stress and foster a balanced work culture. Kumar Rakesh (2014) indicated that an organisation's inability to foster a conducive environment for its employees may result in diminished loyalty and satisfaction among its most valuable assets, namely the employees. Rai Rashmi (2014) proposed that the corporation can sustain a positive working environment characterised by high satisfaction, dedication, organisational commitment, and engagement by emphasising these elements more. Chandel, S., Chanda, K., & Chandel, K. (2023) highlighted that organisational commitment and job involvement significantly influence work-life balance (WLB), emphasising the need for sector-specific strategies to reduce conflicts and improve work-life integration in the banking sector. Vijayalakshami Ch. and Dr Das Tulsi (2016) noted that providing employees with internal, personal, physical, and spiritual working

environments enhances organisational efficiency. The working conditions and organisational culture significantly influence Quality of Work Life. Agha K, Azmi F T, and Irfan A. (2017) stated that life outside of work must be seamlessly interwoven to prevent adverse impacts on one another. This equilibrium or disparity influences both the individual's performance and the organisation's overall efficacy.

WLB positively and significantly correlated with job performance among Sri Lankan private bank employees, according to Thevanes (2018). Similarly, Johari et al. (2018) reported that WLB significantly impacted job performance among teachers, highlighting the importance of balance in educational settings. Balance is crucial in the maritime business, as Preena and Preena (2021) showed a strong positive association between WLB and staff performance in a leading Sri Lankan shipping company. Inegbedion (2024) found that WLB affects employee commitment, with job satisfaction as a mediating variable, suggesting that balanced employees are more dedicated to their companies. The WLB-performance nexus is mediated by employee well-being, as Medina-Garrido et al. (2023) found that work-family policies indirectly boost job performance. These studies underscore the imperative for organisations to implement and maintain effective WLB practices, as they are instrumental in fostering a satisfied, productive, and committed workforce, ultimately driving organisational success. Moreover, a broader overview can be drawn from the Table 1.

Table 1: Analysis of Literature on Work-Life Balance: Key Dimensions and Findings

Author(s) and Year	Focus Area	Methodology	Key Findings	Contribution to Study
Dubey Supriti et al. (2010)	Workplace Environment and Employee Efficiency	Conceptual Analysis	Inspiring workplaces enhance efficiency and performance. Organisations should facilitate work-life balance through supportive environments.	Highlights how workplaces promote work-life balance and efficiency.

Matthew & Panchanatham (2011)	Women Entrepreneurs and WLB	Survey-based Empirical Study	Caregiving duties, role overload, and lack of social support impact women entrepreneurs' equilibrium between work and personal life.	Identifies personal and social barriers affecting work-life balance, especially for women entrepreneurs.
Kumar Rakesh (2014)	Organisational Support and Employee Loyalty	Empirical Analysis	A poor organisational environment reduces employee satisfaction and loyalty.	Emphasises the importance of organisational support for worker happiness and retention.
Rai Rashmi (2014)	Positive Work Environments and Employee Engagement	Empirical Analysis	Positive work environments foster satisfaction, commitment, and engagement.	Stresses the role of positive work environments in boosting employee engagement and commitment.
Chandel, K., & Kaur, R. (2015)	Exploring contributors to WLB and managing occupational stress.	Factor analysis and descriptive analysis.	Organisational initiatives reduce stress and enhance WLB; stress-preventive strategies are critical.	Highlights organisational initiatives and stress-reduction practices as facilitators for promoting work-life balance.
Vijayalakshami Ch. and Dr Das Tulsi (2016)	Work Conditions and Quality of Work-Life	Conceptual Analysis	Personal and spiritual work environments improve organisational efficiency and Job Satisfaction.	Links internal and external work conditions to Quality of Work Life and efficiency.
Agha K, Azmi F T, and Irfan A. (2017)	Work-Life Integration and Organisational Efficacy	Theoretical Framework	Interweaving work and life prevents negative impacts, improving performance and organisational efficacy.	Reinforces the need for seamless work-life integration to improve overall performance.
Thevanes (2018)	Banking Sector and Job Performance	Quantitative Analysis	WLB is positively correlated with job performance in Sri Lankan private banks.	Provides evidence of a direct link between WLB and performance in banking sectors.
Johari et al. (2018)	Education Sector and Job Performance	Quantitative Analysis	WLB significantly affects job performance among teachers.	Demonstrates how WLB impacts performance in teaching professions, generalising findings.

Preena and Preena (2021)	Maritime Industry and Employee Performance	Survey-based Empirical Study	WLB positively impacts performance in the maritime business.	Proves WLB's significance in specialised industries, highlighting performance improvements.
Inegbedion (2024)	Job Satisfaction and Employee Commitment	Quantitative Analysis	WLB enhances commitment, with job satisfaction mediating the relationship.	Shows how job happiness improves WLB outcomes.
Medina-Garrido et al. (2023)	Work-Family Policies and Employee Well-Being	Quantitative and Mediation Analysis	Work-family policies indirectly improve performance through employee well-being.	Confirms that work-life policies affect performance indirectly through employee well-being.
Chandel, S., Chanda, K., & Chandel, K. (2023)	Organisational commitment, job involvement, and work-life balance in banks.	Exploratory and descriptive; primary and secondary data.	Organisational commitment and job involvement significantly influence WLB; the banking sector needs strategies.	Provides insights into organisational culture, rules, and job involvement as factors influencing WLB.

Source: Authors' Compilation

The literature review in Table 1 highlights that work-life balance (WLB) is a multidimensional construct influenced by workplace environments, organisational policies, and personal attributes (Dubey et al., 2010; Vijayalakshami & Das, 2016). Research emphasises the importance of supportive workplace environments and organisational initiatives in fostering employee satisfaction, loyalty, and performance (Kumar, 2014; Rai, 2014). Studies focusing on women entrepreneurs identify caregiving responsibilities, role overload, and lack of social support as significant barriers to WLB (Matthew & Panchanatham, (2011)). Empirical findings further confirm the positive correlation between WLB and job performance across banking, education, and maritime sectors (Thevanes, 2018; Johari et al., 2018; Preena & Preena, 2021). Recent studies also show that work satisfaction and employee well-being mediate WLB and organisational outcomes (Inegbedion, 2024; Medina-Garrido et al., 2023). These results

highlight the necessity for tailored WLB strategies and organisational-level interventions to improve employee productivity and commitment, making it a critical area for ongoing research and policy development.

2.2 Research Gap

Work-life balance (WLB) affects employee well-being, work satisfaction, and organisational effectiveness; thus, a recent study has focused on it (Dubey et al., 2010; Vijayalakshami & Das, 2016). Previous research has examined how organisational contexts, work-life policies, and individuals affect WLB. Dubey et al. (2010) stressed the relevance of supportive workplaces in employee efficiency, while Kumar (2014) highlighted that a lack of organisational support reduces job satisfaction and loyalty. Similarly, studies have identified specific challenges, such as role overload and caregiving responsibilities, particularly among women entrepreneurs, as significant barriers to

achieving balance (Matthew & Panchanatham, (2011). Although these studies establish the positive association between WLB and employee performance across sectors like banking, education, and maritime industries (Thevanes, 2018; Johari et al., 2018; Preena & Preena, 2021), research remains fragmented regarding the combined influence of personal, organisational, and job-related factors in public-sector enterprises. Studies have primarily examined private-sector organisations, creating a gap in understanding how WLB tactics affect public-sector companies like SJVN.

Moreover, recent research has shown that worker happiness and contentment with the work strengthen the WLB-performance link (Inegbedion, 2024; Medina-Garrido et al., 2023). However, insufficient empirical evidence examines how organisational-level initiatives, such as grievance-handling mechanisms, flexible work arrangements, and participative decision-making, influence WLB, specifically within public-sector enterprises. This study tackles this gap by examining how personal, organisational, and professional factors affect work-life balance in SJVN Ltd. It contributes to the discourse on sustainable human resource practices in public-sector firms by examining the effectiveness of organisational-level initiatives and how they influence the happiness and productivity of workers.

3. Research Methodology

This descriptive study examined aspects of SJVN work-life balance. Descriptive research is adequate for understanding phenomena and analysing relationships between variables (Creswell and Creswell, 2018). Quantitative data analysis was chosen to capture insights into organisational and personal factors affecting employees' work-life balance. Stratified random sampling was employed to pick 399 respondents, ensuring adequate representation across various demographic groups such as age, education, background, work experience and job status. For extensive populations, a minimum sample size of 384 provides 95% confidence with a 5% margin of error (Memon et al., 2020). Primary data were also collected from SJVN Ltd. employees via a standardised questionnaire. The questionnaire addressed essential aspects of work-life balance, encompassing human traits, organisational elements, and job-related qualities. Items were created using a 5-point Likert scale, commonly employed to assess attitudes and perceptions due to their dependability and straightforwardness (Robinson, 2014). After that, data were evaluated utilising SPSS version 26, which facilitates robust statistical methodologies, encompassing factor analysis and reliability assessments (Pallant, 2020). Factor analysis identified work-life balance variables, and Cronbach's alpha assessed internal consistency, demonstrating reliability over 0.837 (Nunnally, 1978).

4. RESULTS AND DISCUSSIONS

4.1 Respondent Demographics

Table 2: Summary of Respondents' Demographics

Sr. No.	Demographic Variables	Associated Factors	Frequency	Percentage (%)
1	Age	Less than 30 years	94	24
		Between 30 to 50 years	205	51
		More than 50 years	100	25
2	Education Qualification	Graduation	140	35
		Post-Graduation	219	55
		Any other	40	10

3	Background	Rural	197	49
		Urban	202	51
4	Experience	Less than 5 years	74	19
		Between 5 to 10 years	150	38
		More than 10 years	175	43
5	Job Status	Executives	212	53
		Supervisors	122	31
		Workmen	65	16

Source: Authors' Compilation

The demographic profile in Table 2 indicates a diverse workforce with a majority (51%) aged 30–50 years, suggesting a mature and experienced employee base. Educational qualifications show 55% of postgraduates, reflecting a highly skilled workforce suitable for strategic and managerial roles (Dubey et al., 2010). The urban-rural distribution is almost balanced (49% rural, 51% urban), ensuring representation of different

social contexts (Kumar, 2014). Work experience reveals 43% with over 10 years, highlighting a stable and experienced workforce, while 19% with less than 5 years suggest ongoing employee additions. Regarding job roles, 53% of executives dominate, indicating a management-oriented sample, with supervisors and workmen accounting for 31% and 16%, respectively.

4.2 Work-Life Balance: Reliability Analysis

Table 3: Testing for KMO and Bartlett's

KMO Sampling Adequacy Measure	.756
Bartlett's Sphericity Test Approx. Chi-Square	1726.081
Df	120
Sig.	.000

Source: Authors' Compilation

Work-life balance factors were identified using factor analysis. This technique is renowned for data reduction and condenses many variables into a limited set of principal components. Baseline factor analysis must pass Bartlett's Sphericity Test KMO sample adequacy tests. Kaiser-Meyer-Olkin measures sample adequacy with values between zero and one. Values around 1 are

ideal, while 0.6 is the bare minimum that should be met. Bartlett's measure verifies the identity matrix nature of the initial correlation matrix. Factor Analysis works well with this data set since the KMO value 0.756 indicates sufficient sample size in Table 3. The Factor Analysis is validated using Bartlett's Sphericity Test, indicating a Sig. of < 0.05.

4.3 Testing for Communalities

Table 4: Communalities

Key Variables	Initial	Extraction
Managing household responsibilities	1.000	.634
Child care responsibility	1.000	.612
Elder care responsibility	1.000	.648

Time for personal activities	1.000	.786
Time for social, religious or spiritual activities	1.000	.759
Relations with colleagues	1.000	.613
Relations with supervisors	1.000	.622
Unproductive committee work	1.000	.507
Unrealistic departmental objectives	1.000	.602
promotional opportunities	1.000	.596
Discrimination over workload	1.000	.573
Relationship with other departments	1.000	.625
Problem with outsiders/ clients	1.000	.577
Institutional policies and procedures	1.000	.712
Change in the organisational climate (policy changes, mergers, acquisitions, etc.)	1.000	.518
Changes in technology and system	1.000	.570

Source: Authors Compilation

All variables in communalities table 4 have sufficient variance extraction, ranging from 0.507 to 0.786, justifying factor analysis. Personal (0.786) and social, religious, or spiritual (0.759) activities had the most significant extraction values, indicating their importance to work-life balance. Family demands

are emphasised by household obligations (0.634) and childcare (0.612), whereas institutional policies (0.712) and supervisor interactions (0.622) emphasise the organisational environment. Committee work (0.507) meets the threshold, confirming that all elements can be included in the model.

4.4 Explanation of the Variables

Table 5: Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of variance	Cumulative %	Total	% of variance	Cumulative %	Total	% of variance	Cumulative %
1	4.221	26.379	26.379	4.221	26.379	26.379	2.522	15.763	15.763
2	1.716	10.726	37.104	1.716	10.726	37.104	2.043	12.769	28.532
3	1.596	9.973	47.077	1.596	9.973	47.077	1.977	12.354	40.886
4	1.409	8.804	55.881	1.409	8.804	55.881	1.957	12.232	53.118
5	1.012	6.323	62.204	1.012	6.323	62.204	1.454	9.086	62.204
6	.807	5.044	67.249						
7	.788	4.923	72.171						
8	.742	4.640	76.812						
9	.660	4.122	80.934						
10	.598	3.734	84.668						
11	.553	3.457	88.126						

12	.476	2.972	91.098						
13	.443	2.766	93.864						
14	.397	2.483	96.346						
15	.306	1.911	98.257						
16	.279	1.743	100.000						

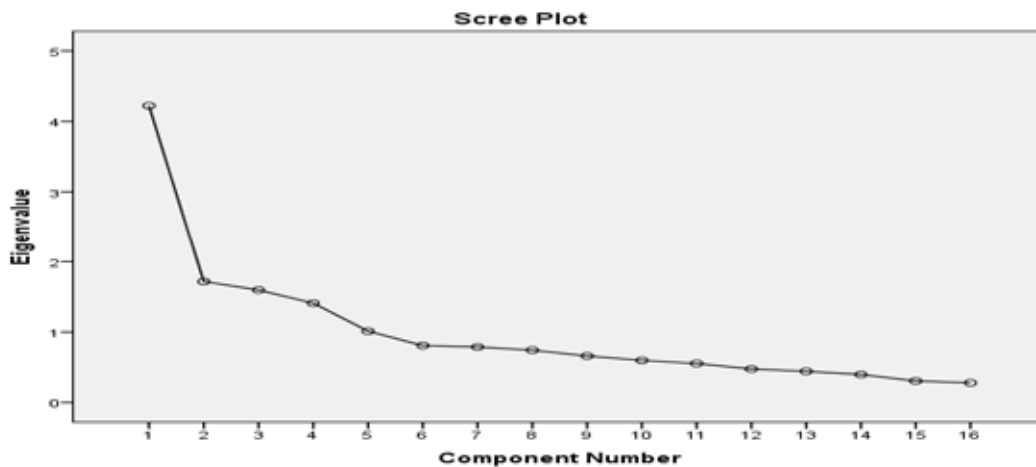
Source: Authors Compilation

The primary elements are the numerical values of the variables employed in the Factor Analysis. Nevertheless, not all 16 variables can be preserved. Initial eigenvalues are produced in the process. Table 5 indicates that only five components have been derived by amalgamating the pertinent data. An eigenvalue signifies the degree of variance linked to the factors.

Only factors with eigenvalues exceeding one are preserved. The eigenvalues represent the variances of the factors. The initial factor consistently explains the most variance and possesses the highest Eigenvalues. The subsequent component accounts for as much of the remaining variance as possible, continuing until the last factor.

4.5 The Scree Plot

Figure 1: Scree Plot



Cattell’s scree plot in Figure 1 determines the final solution’s component count. The eigenvalues of each extracted variable are shown against each variable. Only five elements can be kept, as they possess an eigenvalue of one or above. Consequently, varimax

rotation was employed to analyse the generated data in a factor way. A factor loading shows the associations between variables and factors. This shows factor-variable correlation.

4.6 The Component Matrix

Table 6: Rotated Component Matrix: Personal and organisational factors and work-life balance

Key Variables	Component				
	1	2	3	4	5
Relations with supervisors	.747	.089	.012	.083	.221
Promotion opportunity	.732	-.109	.025	-.026	.216

Discrimination over workload	.623	.205	.338	.021	-.168
Relations with colleagues	.570	.152	-.006	.515	.000
Relationships with other departments	-.140	.767	-.003	.027	s.125
Problems with outsiders/clients	.150	.694	.232	.106	.084
Unrealistic departmental objectives	.513	.573	.020	.098	-.005
Unproductive committee work	.413	.514	-.032	.168	.209
Child care responsibilities	.057	-.051	.762	.069	.144
Managing household responsibilities	.224	.076	.756	-.073	.041
Elder care responsibilities	-.136	.241	.712	.233	.100
Time for some personal activities apart from organisational work	.064	.091	.065	.873	.088
Time for social, religious or spiritual activities	.052	.041	.101	.861	.056
Institutional policies and procedures	.102	.122	.041	.147	.814
Change in technology and system	.069	.442	.234	-.168	.536
Change in the organisational climate (policy changes, mergers, acquisitions, etc.)	.381	.090	.278	.133	.519

Source: Authors' Compilation

The rotated component matrix Table 6 suggests that just five elements have been retrieved. Consequently, following rotation, the first factor represents 15.7 per cent of the variance. It includes relations with supervisors, promotion opportunities, discrimination over workload, and problems with colleagues. So, these variables could be summed up as **departmental factors**. It conveys that the lack of mutual trust and confidence between superiors, subordinates, and co-workers causes strain among employees, leading to poor performance and work-life balance at SJVN Ltd.

A supportive workplace environment should be encouraged, and adequate promotion opportunities should be provided. Variables like relationships with other departments, problems with outsiders/clients, unrealistic departmental objectives and unproductive committee work represent the next load. These could be termed as **external factors**. It indicates that efficient employees feel demoralised due to ineffective work committees and impractical organisational goals. Therefore, organisational objectives should be carefully laid down in SJVN Ltd. **Child care** responsibilities characterising the third load and managing household

and elder care responsibilities. These variables could be termed as **family care responsibilities**. The fourth factor identifies a lack of time for some personal activities apart from organisational work and social, religious or spiritual activities. So, these variables could be considered **time for individual and social activities**. The fifth factor is loaded with institutional policies and procedures, changes in technology and systems, and organisational climate changes (policy changes, mergers, acquisitions, etc.). Thus, it could be called **organisational policies and climate change**. The factor analysis identified **departmental factors** as the major contributor, followed by **external factors** in SJVN Ltd. **Family care responsibilities** are also considered significant contributors in maintaining work-life balance. More time devoted to work means compromising the time for domestic responsibilities, creating work conflict in SJVN Ltd. It correlates with heightened job stress, diminished health, organisational commitment, and job performance. **Workplace family-friendly policies** reduce work-family conflict. **Time for personal and social activities** has also been considered essential for a better work-life balance.

The fifth-ranked factors **policies and climate** are **organisational change**. SJVN Ltd.'s

management can change policies, processes, and rules to affect the workplace. These modifications will be welcomed if they improve SJVN Ltd. employees' working circumstances. This may take time, but it

may last if workers like the new technology, policies, procedures, and rules. Thus, factor analysis suggests SJVN Ltd. can promote work-life balance by focusing on these areas.

4.7 Factors Contributing to WLB: Reliability Analysis

Table 7: KMO and Bartlett's Test

KMO of Sampling Adequacy	.764
Bartlett's Sphericity Test Approx. Chi-Square	1815.781
Df	120
Sig.	.000

Source: Authors' Compilation

Table 7 shows the results of the KMO metric and Bartlett's Sphericity Test of sampling adequacy, which were used to evaluate the factor analysis. A KMO statistic 0.764 is noteworthy because it is more

significant than 0.50. Therefore, factor analysis works well when analysing data. Following a substantial result from Bartlett's sphericity test, the sample is deemed acceptable for factor analysis.

4.8 Job Factors and Organisational Initiatives Communalities

Table 8: Communalities

	Initial	Extraction
Opportunities to develop new skills	1.000	.667
Opportunities for scholarly pursuits	1.000	.589
Realistic organisational objectives	1.000	.698
Adequate salary	1.000	.643
Nature of work	1.000	.668
Working hours	1.000	.573
Job insecurity	1.000	.732
Job location	1.000	.598
Work complexities	1.000	.567
Workload	1.000	.609
Reward and punishment	1.000	.630
Work autonomy	1.000	.500
Effective redressal of grievances	1.000	.539
Sound organisational climate	1.000	.763
Job satisfaction level	1.000	.626
Work-life policies (employee welfare activities/ employee assistance programmes)	1.000	.622

Source: Authors' Compilation

The communalities table 8 shows that all variables have adequate variance extraction values, ranging from 0.500 to 0.763, confirming their suitability for factor analysis.

Sound organisational climate (0.763) and job insecurity (0.732) are the most influential factors, emphasising the importance of organisational stability and employee

confidence in maintaining work-life balance. Variables like opportunities to develop skills (0.667), realistic objectives (0.698), and adequate salary (0.643) highlight the role of career growth and financial security. Lower

extraction values, such as work autonomy (0.500), also meet the criteria, validating their contribution to the model.

4.9 Total Variances Analysis

Table 9: The Explanation of Total Variance

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of variance	Total	Total	Total	Cumulative %	Total	% of variance	Cumulative %
1	4.412	27.572	27.572	4.412	27.572	27.572	2.764	17.276	17.276
2	1.881	11.755	39.327	1.881	11.755	39.327	2.335	14.594	31.871
3	1.469	9.184	48.511	1.469	9.184	48.511	1.838	11.488	43.359
4	1.193	7.454	55.965	1.193	7.454	55.965	1.705	10.656	54.015
5	1.070	6.686	62.651	1.070	6.686	62.651	1.382	8.636	62.651
6	.890	5.560	68.211						
7	.762	4.762	72.973						
8	.661	4.133	77.106						
9	.628	3.927	81.032						
10	.572	3.573	84.606						
11	.556	3.474	88.080						
12	.507	3.170	91.250						
13	.423	2.642	93.892						
14	.408	2.550	96.442						
15	.320	1.999	98.441						
16	.249	1.559	100.000						

Source: Authors' Compilation

Variation percentage indicates the proportion of total variance attributed to each element, whereas the cumulative percentage reflects the overall variance

accounted for by all factors, as illustrated in Table 9. The initial five factors account for 62.651 of the variation.

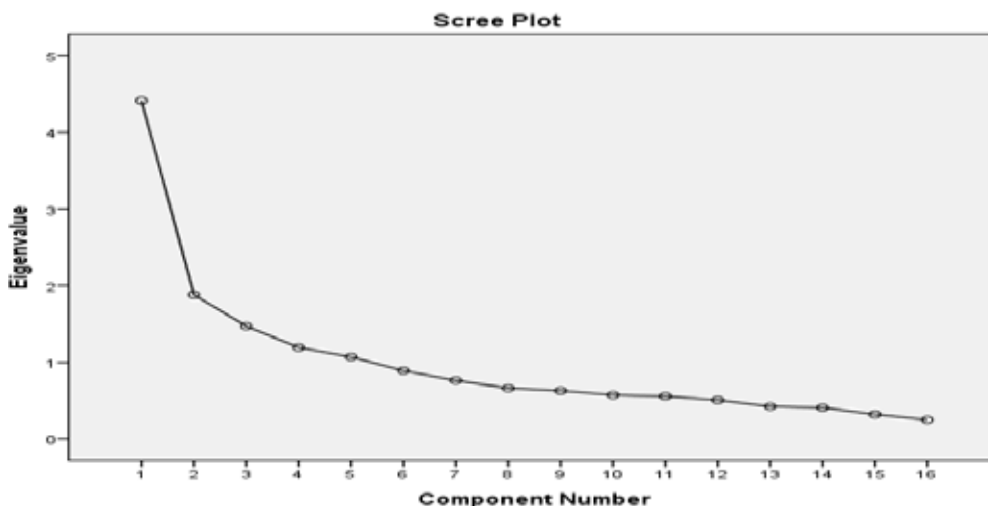
4.10 WLB Component Matrix and Scree Plot

Table 10: Job Factors and Organisational Initiatives for WLB: Component Matrix

	Component				
	1	2	3	4	5
Nature of work	.734	-.016	.238	-.098	.251
Working hours	.724	.174	-.020	.025	-.135
Job insecurity	.688	.387	.030	-.214	.249
Inadequate salary	.668	.357	-.174	.169	-.101
Job location	.653	-.171	.292	.223	.086

Realistic organisational objectives	-.031	.813	.172	.038	.070
Workload	.215	.714	.017	.219	.072
Effective redressal	.176	.518	.445	.056	.197
Work autonomy	.282	.498	.326	.239	-.097
Opportunities for scholarly pursuits	.100	.096	.749	.085	-.049
Opportunities to develop new skills	-.011	.195	.734	.014	.299
Sound organisational climate	.047	.328	-.152	.788	.095
Work-life policies (employee welfare activities/employee assistance programmes)	.014	.039	.238	.750	.043
Reward and punishment	.302	.215	.177	.025	.679
Job satisfaction level	-.052	.051	.137	.448	.634
Work complexities	.303	.326	.319	.263	-.445

Figure 2: Screen Plot



Source: Authors' Compilation

The scree plot distinctly illustrates the number of elements that can be preserved (Fig. 2). Five factors have one or more significant eigenvalues, warranting retention. However, identifying the elements to be integrated within these five crucial components is challenging. Table 10 clarifies the rotated component matrix—the squared loading rotation sums show the variance distribution after varimax rotation. Varimax rotation optimises element variance. Factor analysis has grouped 16 variables into five principal components that have emerged as significant contributors. The first five variables load heavily with the nature of work, working hours, job insecurity, inadequate salary, and

job location, which mainly relate to **job factors**. The variables on the second factor seem to be **management-related**. These were realistic organisational objectives, workload, effective redressal and work autonomy. The third important factor contains variables relating to **institutional factors** like opportunities for scholarly pursuits and opportunities to develop new skills. The two variables that load on the following factor are **sound organisational climate and work-life policies** (employee welfare activities/employee assistance programmes), all of which seem related to **organisational initiatives**. The fifth factor can be labelled as overall **job satisfaction**, which includes

three variables: reward and punishment, job satisfaction level, and work complexity.

4.11 Discussion And Findings

This research indicates that work-life balance is multifaceted and significantly influenced by personal, organisational, job, and organisational initiatives. Analysis of WLB factors revealed five core contributors, supported by KMO (0.756) and Bartlett's Sphericity Test ($p < 0.001$), indicating data appropriateness. Departmental and external factors emerged as key determinants, demonstrating that strained relationships with supervisors, unrealistic objectives, and ineffective committees impact organisational harmony, aligning with studies emphasising supportive workplace cultures (Dubey et al., 2010; Vijayalakshami & Das, 2016). Family care responsibilities and time constraints were also significant, reinforcing previous findings that personal obligations exacerbate work-life conflicts (Matthew & Panchanatham, 2011). Factor analysis further established the role of organisational policies and climate changes, emphasising adaptability to improve work environments, as Kumar (2014) suggested. The research objectives—identifying key factors influencing WLB and analysing organisational initiatives—were effectively achieved through the integration of factor analysis. The results address the research questions by confirming that personal attributes, organisational culture, and job-specific variables collectively shape WLB, supporting Thevanes (2018) and Johari et al. (2018) studies on the role of workplace dynamics and individual characteristics in sustaining performance and well-being. These insights provide empirical evidence to guide policy frameworks and recommend workplace family-friendly strategies to reduce stress and improve productivity (Inegbedion, 2024; Medina-Garrido et al., 2023).

5. Conclusion

This study examines how human traits, organisational dynamics, job-related variables, and institutional efforts affect work-life balance (WLB) in SJVN Ltd. The findings confirm that WLB is a multifaceted construct

influenced by individual attributes and organisational structures, collectively shaping employees' ability to balance professional and personal responsibilities. Factor analysis identified key contributors, such as departmental challenges, family obligations, time constraints, and organisational policies, reinforcing the need for strategic interventions to boost employee morale and productivity. Results emphasise the relevance of employee-centric practices, such as grievance handling systems, flexible work arrangements, and training programs, to help promote workplace balance and productivity. The study successfully addressed its objectives by identifying critical determinants of WLB and evaluating organisational initiatives, offering actionable insights for enhancing organisational performance and employee satisfaction.

5.1 Suggestions

Organisations should implement flexible work policies, grievance redressal mechanisms, and employee assistance programs to enhance work-life balance (WLB). Emphasis should be placed on stress management strategies, training programs, and career development opportunities to reduce work-related conflicts and improve job satisfaction. A supportive organisational culture and clear communication channels can strengthen employee commitment and productivity.

5.2 Implications

Results of this study emphasise the importance of adopting holistic strategies to enhance work-life balance (WLB) at SJVN Ltd. Identifying departmental factors, external influences, family responsibilities, and organisational initiatives highlights the need for targeted interventions, such as flexible work arrangements, employee counselling programs, and participative decision-making processes to address work-life conflicts (Dubey et al., 2010; Kumar, 2014). Organisations should prioritise employee-centric policies, including family-friendly practices, structured grievance redressal mechanisms, and training programs to equip employees with the skills to handle workplace complexities

effectively (Matthew & Panchanatham, 2011; Agha et al., 2017). Furthermore, enhancing supervisor-subordinate relationships and streamlining departmental objectives can foster trust, reduce stress, and improve job satisfaction, ultimately contributing to higher employee retention, productivity, and organisational performance (Thevanes, 2018; Johari et al., 2018).

5.3 Limitation and Future Scope

Future research can adopt longitudinal designs to examine the dynamic nature of work-life balance (WLB) and explore causal relationships between organisational initiatives and WLB outcomes (Medina-Garrido et al., 2023). Comparative studies between public and private sectors can highlight sector-specific challenges while investigating the psychological impacts of WLB policies and gender-specific issues can refine strategies for modern workplaces (Inegbedion, 2024; Vijayalakshami & Das, 2016).

This study is limited by its cross-sectional design, single-organisation focus, and quantitative approach, which may overlook qualitative experiences and external factors like socioeconomic conditions (Agha et al., 2017; Kumar, 2014). Future research should incorporate mixed methods, broader samples, and comparative frameworks to enhance generalisability and practical applicability.

Authors Contributions

Dr. Siddharth Chandel conceptualised the research framework, designed the methodology, and supervised the overall execution of the study. Dr. Vijayta contributed to the literature review, assisted in data interpretation, and provided substantial edits to improve the manuscript. Mr. Vikas Kumar performed the data collection statistical analysis and drafted the initial manuscript.

Conflict of Interest

The authors declare no conflicts of interest related to this research article.

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