

“A STUDY ON CUSTOMERS’ PERCEPTION TOWARDS BANCASSURANCE IN KURNOOL CITY”

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Abstract: The reforms of the liberalization, privatization and globalization have drawn the worlds of the banking and allied activities closer together. Today’s modern banks are not only confines to the regular and traditional activities such as deposits and withdrawals. They are performing various activities which includes; insurance, consumer finance, foreign exchange trading, commodity trading, trading in equities, futures and options trading and money market trading. Among these services bancassurance is playing a major role in the terms of business, profits and market share.

Bancassurance, one such concept, has gained recognition in the recent years. Bancassurance means selling of insurance products by banks. In this agreement, insurance companies and banks go through a tie-up and thus allowing banks to sell the insurance products to its customers. As a result of the transformation, public, private and foreign banks are designing a range of new products to attract, sell and retain customers to become market leader in the sector.

The present study aims to analyze the perception of the customers towards the bancassurance services in the industry. It includes more detailed analysis such as Brand name, Sales Management, Branch Network, Insurance products and range and view of the Customer that affect their choices. The study is an empirical and descriptive in nature. To get the statistic data for the study, survey with 22 questions was done. And results were form based on the analysis, interpretation and empirical findings of the study. It also provides suggestions of disable people about the bancassurance services.

Index Terms - Bancassurance, Customer perception, Insurance, Insurance players.

I. INTRODUCTION

Bancassurance – a term coined by combining the two words Bank and Insurance (in French) – connotes distribution of insurance products through banking channels. Bancassurance encompasses terms such as ‘Allfinanz’ (in German), ‘Integrated Financial Services’ and ‘Assurebanking’. This concept gained currency in the growing global insurance industry and its search for new channels of distribution. Banks, with their geographical spread and penetration in terms of customer reach of all segments, have emerged as viable sources for the distribution of insurance products. Presently, there’s more activity here than anywhere else. And everyone wants to jump onto the bandwagon for a piece of the action cake.

Bancassurance is a long-standing dream of offering a seamless service of banking, life & non-life products. India, being the one of the most populous country in the world with a huge potential for insurance companies, has an envious chain of bank branches as the lifeline of its financial system. Banks with over 65,000 branches & 65% of household investments are the backbone of the Indian financial market. In India, there are 75 branches per million persons. Banks have expertise on the financial needs, saving patterns and life stages of the customers they serve. Banks also have much lower distribution costs than insurance companies and thus are the fastest emerging distribution channel. For insurers, tying up with banks provides extensive geographical spread and countrywide customer access; it is the logical route for insurers to take. However, the evolution of Bancassurance as a concept and its practical implementation in various parts of the world, have thrown up a number of opportunities and challenges. Aspects such as the most suited model for a given country with its economic, social and cultural ramifications interacting on each other, legislative hurdles, and the mind set of persons involved in this activity, have dominated the study and literature on Bancassurance.

RECENT DEVELOPMENTS IN THE INSURANCE AND BANKING SECTOR

The New Economic Policy (NEP) was introduced in India in June 1991 by the then newly elected government and thus, the process of liberalization of Indian financial sector started. The main thrust of reforms in the financial sector was the creation of efficient and stable financial institutions and markets. Reforms in the banking and non-banking sectors focused on creating a deregulated environment, strengthening the prudential norms and the supervisory system, changing the ownership pattern, and increasing competition. The main idea was Globalization, Privatization, Deregulation and Liberalization.

In India, the reforms in the insurance sector (Life and General) commenced with the setting up of the **Committee on Reforms on Insurance Sector** under the chairman-ship of Dr. R. N. Malhotra, the ex- governor of RBI, by the Government of India in April 1993 for examining the structure of insurance industry. The recommendations of the Committee was submitted in 1994 which was accepted in principle by the government which started implementing the recommendations since December 1999, thus heralding an era of liberalization in the country’s insurance sector. The setting up of Insurance Regulatory and Development Authority (IRDA) and opening up of Insurance Business (life and general) to foreign capital up to 26 per cent were the initial steps in this direction.

At present there are 21 private life insurers operating in the Indian life insurance market along with the only state owned life insurer Life Insurance Corporation of India (LICI). The total volume of premium reached to Rs. 221,791 crore in 2008-2009 from Rs. 24,630 crore in the year 1999-2000 which is little more than 800% increase by 22 numbers of insurers (including LICI) in India. In India, private life insurers are slowly gaining the momentum to penetrate the market with their new products, services and the global knowledge of expertise in doing life business. This can be witnessed from their growing market share statistics

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A Study On Green Hrm Practices In An Organization

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Abstract

Now a day, the go green policies are adopting in various environment management techniques. In India, the corporate world is going global; it's become essential to explore green practices in the business as well as in an environment. This study focuses on various green HRM practices followed in the organization. The paper largely focuses on the various green HRM practices and the relationship between corporate social responsibility and the green humanresource management. And the study extended giving suggestions to the human resource department about initiatives to make the organization green and utilization from those values.

Keywords

Green HRM, Environmental Sustainability, organization, green HRM practices

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A STUDY ON RECRUITMENT AND SELECTION PROCESS IN INFORMATION TECHNOLOGY (IT) INDUSTRY

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ABSTRACT

This study mainly deals with various methods of recruitment process and vital problems faced in recruitment process in IT companies in Human resources development. Successful recruitment and selection strategies bring improved organizational outcomes. The main objective of this paper is to identify common practices that companies follow to recruit and select employees. In this paper, it focuses on the various methods of recruitment process adopted in IT companies with controlling the recruitment cost, choosing the right man for the right job with effective interviewing for the best selection.

Keywords: Recruitment, Selection Process, IT companies.

INTRODUCTION

Recruitment and selection processes are vital practices for human resources management. Recruitment precedes selection and assist in selecting a right candidate for the right job. Recruitment makes in acquiring the number and the types of people necessary to make sure continued operations of the hiring organizations. Every company needs to ensure of recruitment and selection in the near beginning period and supplementary manpower needed for development of businesses.

In accordance with Edwin B. Flippo recruitment is the method of attract the candidates and making them to apply for the job. Recruitment process followed at many Indian IT companies is by framing the recruitment policy and then making the policy into action. Sources of the conventional recruitment are by employee referral, transfers and promotions, walk-in and by the advertisements. In the modern economy the recruitment process was significantly changed with the entry of social media. Many organizations are following the online recruiting methods for attracting the potential employees

Exploring the brand loyalty of First cry customers, (With reference to Kurnool, Andhra Pradesh)

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Abstract

Brand loyalty is linked with the optimistic relationship with in the consumer's perception towards the brand of a product. The main aim of this study is to examine the factors which have an impact over the brand loyalty. The sample population was selected using convenient sampling and a questionnaire is distributed among First cry correspondents to collect the data and the data analysis was done with the help of statistical package of the social sciences and MS-excel. The findings of the study, establish the relationship between brand loyalty and brand preference .The results of the study will be beneficial to the marketers, to enhance brand preference and drive customer loyalty.

Index Terms:Brand loyalty, Consumer perception, Brand image, Consumer satisfaction, Purchasing.

Introduction

Brand is a magic word which fascinates many consumers to buy a product or service as soon as they come to know that certain offering is from a particular brand. Aware of the significance of brand management, now most of the organizations take brands seriously, engage themselves and spend a lot for brand building activities.

Brand loyalty can lead to sustainable competitive advantage. Brand loyalty leads to a consumer preferring a brand over another under different combinations of circumstances of price, convenience, etc. Loyal consumers will consistently purchase products from their preferred brands. Thus we decided to take our topic as brand loyalty. There are many benefits of brand loyalty. Building brand loyal customers can benefit economically at a larger scale to the organization

Stages preceding brand loyalty

Competency Framework Development for Effective Human Resource Management

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Abstract

Competence becomes competitive advantage for a business at all times. Making human resource more effective, competence-based hiring, development, and performance evaluation are popular phenomena discussed in the literature though not very common in practice. Despite their importance, the reason these are not commonly implemented may be the complexity of the subject and the absence of a generalized framework, which can be adopted with little or no modifications. There have been efforts made for competency framework development, but these are occupation-specific and usually limited in implementation. A need for an easily replicated general framework exists, which has followed a structured and scientific methodology utilizing professional expertise during development, which is simple to understand and is applicable to as many jobs as required. This article examines in detail the development approach of a generic competency framework using scientific tools and producing weighted ratings of competencies. The purpose is to establish confidence in potential users for a methodology that is applicable to the development of a similar framework for a diverse array of jobs.

Keywords

competency framework, effective human resource, panel of experts, scientific methodology

Introduction

To realize a product or deliver a service, an organization requires resources such as material, equipment, space, information, and human resource. The success of one organization over another is entirely dependent on the grade and quality of these resources. Typically, the first four can easily be replicated, leaving the human resource factor to finally determine the outcome and success of one organization over another. Capital and technology are increasingly becoming available to everyone everywhere. Organizations are finding that their true competitive advantage resides in the effectiveness of management of human resource (Ashkezari & Aeen, 2012).

The performance of human resource depends on many aspects, including knowledge, experience, technical and soft skills, motives, emotions, and behaviors. One word often used to define all these characteristics is *competence*.

Thus, the *competency* should be viewed as the combination of all these aspects in predicting potential efficacy in accomplishing a job (McClelland, 1973). *Competencies* refer to a description of requirements for work performance at the necessary level of proficiency.

Once the competencies are identified, these could be used throughout the professional lifespan. This may include, but

not be limited to, job detailing, setting employment criteria, recruitment, performance evaluation, training needs identification, career, and succession planning. Therefore, it was needed to obtain comprehensive input from experts from various professions such as operations, industrial engineering, human resource, and industrial psychology to assist in framework development. Competency framework development utilizing such a degree of scientific and professional expertise can provide ease of use with confidence in its application for human resource managers. The virtue of such a framework would be its generic application to varied industries with either no or slight modifications. Some adjustments be required to meet specific industrial or organizational needs, and the underlying methodology provides guidance in the modification of the process. One may argue that competency frameworks must be specific to the organizations considering their culture, and present and future needs. However, it must also be considered that medium and small-sized

Consumer Satisfaction in power sector

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Power is one of the most critical components of infrastructure crucial for the economic growth and welfare of nations. The existence and development of adequate infrastructure is essential for sustained growth of the Indian economy.

India's power sector is one of the most diversified in the world. Sources of power generation range from conventional sources such as coal, lignite, natural gas, oil, hydro and nuclear power to viable non-conventional sources such as wind, solar, and agricultural and domestic waste. Electricity demand in the country has increased rapidly and is expected to rise further in the years to come. In order to meet the increasing demand for electricity in the country, massive addition to the installed generating capacity is required.

Delivering the customers with a quality service comes with a lot of benefits. First and most important is the fact that you can gain an enviable reputation and market advantage by delivering quality service. Secondly delivering quality service is the easiest and most cost effective way to enhancing the value of your product in the market. Thirdly it helps to develop loyal customers who are the actual foundation of a business model. Last but not the least is that customers will be willing to pay a premium for high quality service which satisfies all their expectations.

To provide the customer satisfactory service it is important to develop efficient service quality models which can be used to find out the extent to which the customer requirement is fulfilled. A conceptual model attempts to show the relationships that exist between salient variables. It is a simplified description of the actual situations. It is envisaged that conceptual models in service quality enable management to identify quality problems and thus help in planning for the launch of a quality improvement program thereby improving the efficiency, profitability and overall performance.

Consumer Satisfaction and Service Quality in Commercial Transportation: An Expedition of SERVQUAL Dimensions

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Abstract:

Yes, there is no readymade marketing strategy for any goods and services in the world of business! Marketers must craft the distinct marketing strategies for every product. Nonetheless the one and only ultimate objective of the strategies will be to satisfy the customers. When we consider the strategies for services, it is much stiffer and riskier than goods. It is harder in every aspects of marketing. But fairly, it is proven in many studies that the strong service quality can lead to higher consumer satisfaction from services. Even if we believe that there is a strong relationship between service quality and customer satisfaction, there are plenty of slipups to understand the concept of service quality itself. So it is very clear at this point to identify the industry and products wide customer satisfaction models with respect to service quality. In this research paper, an attempt has been made to identify the relationship model between service quality and consumer *satisfaction for transportation industry with respect to Nepal's private transportation industry*, which may provide a regression model for customer satisfaction. The proposed regression model is to afford a mathematical equation for consumer satisfaction with respect to service quality and its determinants. The results will aid both the marketers and researchers for better understanding of the service quality in transportation industry and a mathematical tool to control the level of satisfaction by directing service quality.

Index Terms: Customer Satisfaction, Service Quality, SERVQUAL, Transportation Industry, Services Marketing

Introduction:

There are 100's of studies have been conducted to find out the factors of service quality which lead to higher consumer satisfaction but it is not convincible for most of the researchers and marketers. The notable measurement instrument for service quality is the SERVQUAL method which has been used since 1988, also had to face many criticisms. Consumer satisfaction is the one gadget which every marketers and entrepreneurs will die to have for their businesses. But it is the myth to many of them to understand and activate it. Transportation companies are also not exempted. The transportation in Nepal is not easy as we think from other places because of its geographical obstacles. Government is trying to improve the transportation infrastructure, but not hard and lack in political willingness. Recently the public transportation system has been opened up for city limits but not for inter cities.

There was system and institution called NTBS, Nepal Trolley Bus Service which ended up its journey in 2008 due to under cost management and political changes. NTBS started in 1975 and its interurban line was connecting Kathmandu and the satellite towns, doing very well in its initial stages. But the management of the trolley bus service faced a series of hostile government bureaucracy incidents and led to overstaffing and incurred huge losses in their cost sheet. More over the NTBS was under NTC, Nepal Transportation Corporation which comes under government bureaucracy ended up with the revenue which was not enough to pay its staff and electricity. (My Republica, 2012) As I experienced, bus transportation is the main source of public transportation in Nepal. But most of the bus transportation is managed by private companies. The government also provides transportation facility which has the distinctive blue and white buses. The government service is not available to Far East and Far West due to difficult terrain and extreme weather conditions.

The blue and white buses are usually shabby, ill managed and unscheduled. Government buses are popularly called as Sajha Yatayat. There are literally dozens of private bus companies. Long distance buses must be booked in advance with the Sajha buses. There are express minibuses which travel day and night in the long routs which makes quite scheduled for any passengers. It is always preferable to travel in day light because of countryside view and spectacular rivers, hills, mountains and even roads as well. More than everything it is safer than night travel due to unexpected cuts and turnouts in the roads. Hours of sleep would also be given in night travel which any way is not enough.

Definitely local transport using local buses no way preferable for the tourists due to various inconveniences. Maoist activities have been increased in recent past which caused many more check points by Nepal's military troops. Many of the long routs have been considerably slowed down due to these check points and lot of irritation for the tourists. Literally the passengers have to get down and walking through check points for detailed checkup which will cause extreme inconvenient for the passengers. Tourists are normally exempt and can stay on the bus. Number of these kind of check points definitely extends the travel time and more hectic for the tourists a well as passengers (Lonely Planet, 2014).

Private transportation in Nepal is quite exciting due to good view of mountains, hills and plains in reasonably well maintained buses. It is also excited to think twice about the life of the people which we could see by land drive, the hill tops villages, small brooks and rivers which cuts the roads for many hill top villages. Some of the well-known bus transportation companies such as Green Line proposes that the travel in private buses are quite safe, scheduled and at the international standards.

FDIs IN INDIAN RETAIL SECTOR

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ABSTRACT:

The Indian retail market, being one of the largest globally, has undergone policy reforms to attract FDI, prompting concerns among domestic retailers and stakeholders. The study analyzes trends in FDI inflows, assesses the impact on Indian retailers, consumers, and employment, and explores the socioeconomic implications. It examines the trends, opportunities, challenges, and implications of FDI in both single-brand and multi-brand retail. Historically, India had restrictions on FDI to protect small retailers, but recent policy reforms have liberalized FDI regulations to attract foreign investors. The entry of international brands like IKEA, H&M, Zara, and Apple has positively impacted the sector. FDI in retail also has the potential to improve infrastructure and market access for farmers. However, concerns exist regarding the impact on small-scale retailers and potential exploitation. The study explores the economic impact, competitive landscape, consumer benefits, policy implications, and socio-cultural effects of FDI in the Indian retail sector. It highlights the importance of policy evaluation, sectoral development, and strategic decision-making based on evidence-based research. It acknowledges limitations such as limited generalization, data availability, and complexity of causal relationships, potential bias, and ethical considerations. It imparts the insights to inform stakeholders, policymakers, and investors in maximizing the benefits and mitigating the challenges associated with FDI in the Indian retail sector. The Findings of the study reveals that the analysis of foreign direct investment (FDI) inflows in several countries reveals noteworthy trends and projections. During the period from 2019 to 2023, Mauritius experienced a substantial FDI inflow demonstrating remarkable growth of 121.03% compared to 2019. Looking ahead to 2023, Mauritius is expected to continue its positive trajectory with a projected increase of 21.03%. Singapore stood out with a significant FDI inflow showing a remarkable growth rate of 169.17% compared to 2019. Projections for Singapore in 2023 suggest a continued upward trend with an anticipated increase of

Six Competencies for the Future of Human Resources.

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ABSTRACT

As the research, teaching and practice of HRM continues to respond to and be shaped by contemporary business advances, Ulrich, Younger, Brockbank and Ulrich propose that a competency approach provides a 'leading logic for diagnosing, framing and improving' the resulting HR challenges. Commencing in 1987, 'HR from the Outside In' is the result of the sixth round of the authors' Human Resource Competency Study; a global survey of HR Professionals, Line Managers, Academics and Consultants. Though the authors note many previous contributions to competency research, they believe this study's unique 360° view will enable HR professionals to significantly increase their levels of competence and contribution. The authors' ability to distil complex findings through years of experience and translate compelling evidence into practical guidelines, usable tools and common-sense advice is what makes this book both relevant and impactful.

INTRODUCTION:

Six core competencies have been identified; Strategic Positioner, Credible Activist, Change Champion, HR Innovator and Integrator, Capability Builder and Technology Proponent. Some competencies have carried through directly from previous models and others have evolved or been reshaped. The central message however, as reflected in the book's title, is that all six are now strongly underpinned by an 'Outside-In' ethos. HRM has moved through three waves from 'Administrative Excellence' to 'Innovative and Integrated Practice' to the more contemporary view of 'Strategic HRM' whereby direct contribution to organisational performance is achieved through developing business acumen, enabling business strategy and aligning HRM activities with the resulting strategic choices (p.19). Today, the authors argue, HRM must move through a fourth wave - strengthening strategic contribution through more direct and active engagement with external elements; customers, investors, communities and other stakeholders. As the book progresses through an exploration of each competency, it provides ideas as to how this 'outside' might be brought 'in'. How these ideas are interpreted will likely depend on the perspective and experience of the reader; some appear very valuable, some quite manageable, some hugely aspirational, some questionable. But, all are interesting and thought-provoking.

The body of the book devotes a chapter to each competency following a clear and very readable formula. Firstly, a story or two demonstrating the competency at work in an organisation is shared, secondly, the factors behind each competency and their impact on individual effectiveness and business performance are explained in full, and finally, some practical tools to initiate and develop ability in the competency are recommended. Common among all chapters is the spectrum of potential activities in which HRM may engage. These activities range from the simple, resource-effective and overtly valuable through to the complex, time-consuming, expensive and potentially distracting. As they are now summarised, the reader can consider: How much might be too much?

The Strategic Positioner

No longer is it sufficient to initiate, steer and engage in strategic discussion, HRM should be proactively positioning the organisation to win by; interpreting the global context, decoding the customer experience and co-crafting the strategic agenda. This can be achieved through simple efforts such as ensuring financial reports, customer performance data and board meeting presentations are distributed across the team, HR Business Partners master

and share 'the logic' of their division, and HR is represented on cross-functional teams. In addition however, it is recommended that HRM engage more directly with customers, investors and sector communities in order to be able to sense customer expectations, investor perceptions and sector futures. Five per cent of HRM's time (and, with HRM's encouragement, 5% of all employees' time) should be devoted to direct customer engagement in some form; examples include attending customer conferences and holding focus groups into customer expectations or investor expectations. In turn, this insight positions HRM to more fully engage with organisational

SERQUAL OF LUXURY HOTELS IN KURNOOL CITY

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“Only a Life Lived to the Service of Others is Worth Living”-Albert Einstein

Abstract: Food, shelter and clothes are the three basic needs of human lives. Hotel industry or hospitality is the only sector which offers two necessary things among the three; such as food and accommodation. Hence, what is hotel industry or Hospitality industry? Hotel is a part of the hospitality industry is an umbrella term for a broad variety of service industries including, but not limited to, hotels, restaurants and casinos. Hotel is often referred as a “Home away from home”. If we consider meaning of hotel in the dictionary, a hotel is a building where you pay to have a room to sleep in and where you can eat meals or a hotel is an establishment that provides paid lodging on a short-term basis. According to A.M. Sheela, the author of the book “Economics of Hotel Management”, hotel is the place where the tourist stops being the traveler and become a guest. Hotels typically provide a full range of accommodations and services, which may includes suites, public dinning, banquet facilities, lounges and entertainment facilities.

The present study is an effort to identify the quality attributes of the hotel services in Kurnool City and also try to evaluate service quality and customers satisfaction in the hotel industry in Kurnool. However, in this study, three essential models; SERVQUAL, HOLSERV and LODGING QUALITY INDEX are select for analysis. Furthermore, it reveals the difference in the customer expectations and perceptions for men and women guests related to the hotel services. It includes an inclusive analysis of service offerings, hotel facilities, hotels factors, etc. that affect their choices. It also provides suggestions of disable people about the hotel services. To get the statistic data for the study, one survey with 22 questions will implement. And results will prepare a form for analysis, interpretation and empirical findings of the study.

Key Words: Hotel Industry, Holserv and Lodging Quality, Servqual.

I. INTRODUCTION

The Indian economy is opening up its horizons as it continues to integrate with the world economy. Therefore, the advantages of conducting business with and in India are many. This has lead to the maneuvering of variety of jobs to the shores of India, bringing in its wake transit travelers, business travelers, business meets and holiday seekers. India is the ninth largest civil aviation market in the world in 2014. The sector is projected to be the third largest aviation market globally by 2020. India's aviation market caters to 117 million domestic and 43 million international passengers in 2014. Over the next decade the market could reach 337 million domestic and 84 million international passengers. It is considered as an industry whose main aim is also to make profits for the hoteliers, though this may change at times. Traditional hotels were provided rooms, banquets and restaurants only. But, modern hotels are providing from telephone call services, laundry services, travel services, internet services and recreational, entertainment activities in the hotels.

Changing Face

The Indian tourism and hospitality emerging as a chief growth driver for services industry in India, hotel sector is only poised for further growth. Though economic slowdown has resulted in low occupancy and average room rates for hotels across certain major cities in the country, Indian hotel sector is still expected to show healthy prospects compared to global hotel growth. At a time when global hospitality conditions are still nearing saturation, Indian hospitality sector is being considered as a viable proposition for players.

The Future of Indian Hospitality Sector

The Indian economy is opening up its horizons as it continues to integrate with the world economy. Therefore, the advantages of conducting business with and in India are many. This has lead to the maneuvering of variety of jobs to the shores of India, bringing in its wake transit travelers, business travelers, business meets and holiday seekers. India is the ninth largest civil aviation market in the world in 2014. The sector is projected to be the third largest aviation market globally by 2020. India's aviation market caters to 117 million domestic and 43 million international passengers in 2014. Over the next decade the market could reach 337 million domestic and 84 million international passengers.

IMPACT OF EMPLOYEE ENGAGEMENT ON JOB SATISFACTION

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Abstract

In today's world, the main challenge is not just retaining talented people but also engaging employees' thoughts, attitude and energy as a critical driver of the organization success in this competitive world. Now-a-days, employee engagement has become a leadership priority as it constantly seeks for different styles to keep their employees engaged. Employee engagement is average willingness to engage the energy and commitment of all employees in everything they do in order to achieve outstanding results. Employee turnover ratio has taken various sectors in the industries by a storm, since employees were found to be constantly changing the jobs therefore causing high attrition rates. Therefore, employee engagement and retention has become a challenging task in the today's unstable economic condition. The aim of study is to examine employee engagement practices in NSIC. To determine the impact of employee engagement on job satisfaction, using organizational citizenship behaviour and employee empowerment as a prominent factors. NSIC has been selected for analyzing the relationship between employee engagement and job satisfaction. Samples of 200 employees of NSIC have been taken for conducting the study. Primary data have been obtained from the discussions with the HR executives and other employees. The study uses descriptive statistics for the analysis of the data. To check the reliability of the questionnaire, Cronbach's Alpha test has been performed. Linear regression indicates that variables of employee engagement are statistically significant at 5 % significance level. The study concluded that the employee engagement has a significant impact on job satisfaction of employees at NSIC.

Keywords: Employee engagement, job satisfaction, empowerment, organization citizenship behavior and task.

1. Introduction

Employee engagement demonstrates specific positive behaviour of the employees which are aligned with organization's goals and success. An employee can be found to be involved in three different types of engagement. They could be

“Impact of Workplace Environment on Employee Performance”

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Abstract

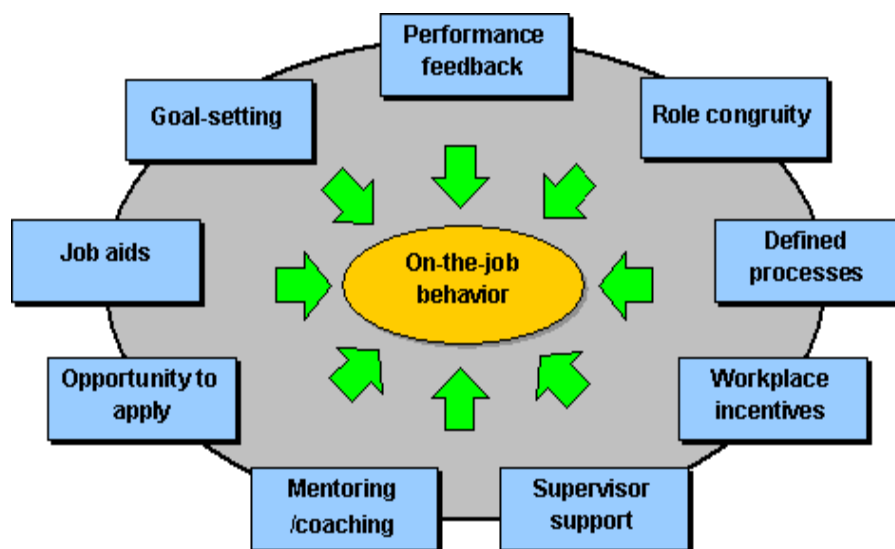
“Quality Workplace: “a place of wor(k)ship is frequently equated as holy as that of worshipping” - **Priyavrat Thareja**

Globalization practices of the world economies have brought tremendous changes in operational and managerial functions of the any industry. Achieving high productivity through human resource, especially in changed economic and global scenario is a daunting and herculean task of modern organizations. Today workplace environment plays a vital role in determining outcomes of the business. Healthy workplace environment of an organization merely influence level of innovation and collaboration within the employees, and also reduces the employees’ error rate, absenteeism and ultimately improve the time period to stay in the job. And, ultimately it leads to enhance employee’s motivation, subsequent performance and productivity. Hence, although employees may have large number working alternatives, the workplace environment always remains as the critical factor for accepting or keeping the jobs. The present study analyzes the working environment of Maha Cements at Banaganapalle and examines the relationship among the workplace physical conditions and employee’s productivity.

Introduction

Today the relationship among employers and employees may be seen upside down. Because, growing worldwide economy has been creating number of alternative opportunities, not just for the employees but also employers, these create an environment to readjust themselves in order to cope up with the dynamics of business life. Hence, HR executives are crafting new strategies for recruiting and retaining finest talents for their organizations. Higher salaries and compensation benefits may seem the most likely way to attract employees. But, quality of the physical workplace environment also has a strong influence on a company’s ability to recruit and retain talented employees. Some factors in workplace environment considered as key, which affects employee’s engagement, performance, morale, comfort level, productivity etc., both positively and negatively.

Figure: 1 – Workplace factors affecting employee performance



Source: http://www.businessperform.com/workplace-training/workplace_environment.html

MANAGEMENT AND LEADERSHIP DEVELOPMENT

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ABSTRACT

This literature review shows the development of key ideas in contemporary management and leadership development. It was a time when the terms “manager” and “leader” were used interchangeably to denote the person who has the main responsibility for the good performance of the firm. Nowadays, the responsibilities of command and coordination are now being taken by leadership, which even now is still been treated as a primary task of general management. Today these tasks are still considered to constitute management (Nienaber, 2010). Through this literature review, the similarities and differences between management and leadership will be pointed out. Emphasis will also be placed on the learning style and alignment of strategy.

INTRODUCTION:

A leader endowed with with necessary skills could influence or subordinate others to his task. (Grace, 2003). Follett (1933a, b) points out that leadership is an important aspect that already forms part in an individual, which can be exercised by many individuals.

In the case of the term “manager”, the word was originally based on a person who take decisions (Grace, 2003). (Nienaber)

The works of Zaleznik (1977) and Burns (1978) seem to represent the watershed between management and leadership, with leadership being the only concept that is essential for the successful performance of the firm. According to these works, management is portrayed as tedious, uninspiring and tactical by nature and cannot guarantee the success of the business.

According to Grace (2003), who says that the introduction of the concept of “leadership” in organisations is alike to “management”. Despite this observation and of numerous studies on management and leadership indicates that these terms have the same meaning - or at least related (Barnard, 1938; Bass, in an interview with Kidwell, 2005; Chapman, 2001; Fayol, 1916; Kent, 2005; Lamond, 2005; Sheldon, 1923; Spurgeon and Cragg, 2007; Stewart, 1985; Washbush, 2005; Wren, 2005).

Beside, it seem that there are divergent views based on these concepts. (see, for example, Burns, 1978; Kotter, 2001; Zaleznik, 1977) (Nienaber, 2010).

Management of Organizational Performance: the Role of Human Resource Management Strategy

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ABSTRACT

Human resource management practices are important to determine strategic competition, business sustainability, and tight global issues. Companies that properly apply human resource management practices will compete and win an increasingly fierce business war. There are four approaches to human resource management practices: universalist, contingency, configuration, and contextual. The four approaches provide an important role and contribution in shaping the uniqueness of the company's position in business competition to improve medium and long-term performance. This study has shown that companies with the right and effective implementation or practice of human resource management strategy will improve company performance. This paper provides additional references for researchers as well as to the practitioner environment

Keywords: Strategy, human resources, contingency, configuration, contextual

INTRODUCTION

In this new global context, societies are changing, and so are contingencies, so that this will have an impact on the disruption of corporate structures and practices (Davison, 2020; Kilkki et al., 2018; Skog et al., 2018), therefore it is important to ensure that individuals do not offer too much resistance to change, and in the same way, that corporate history does not prove to be a barrier to change. Over the last twenty years, the rate of change has increased dramatically; society has grown and can now choose what it wants and where it wants. The retail market is no longer limited to general stores but many sources, including teleshopping, catalogs, the internet, big box stores, specialty stores (Russell, 2009). This diversity of procurement methods requires companies to review the way they do things, the structure and management of their human resources are required to adapt to these new demands for competitiveness. The situation remains the same for the history of the company, where, despite being guided by past methods and previous ways of doing things, companies have no choice but to adapt by changing their leaders or minds.

Everything changes, the changes that occur are a result of economic turmoil and a change in mentality among workers. Increasingly, employees want to work for companies that value their work and encourage employee participation. This need is sometimes so strong that employees who lack these feelings will prefer to start their own small business as an alternative. Therefore, this change implies great upheaval in the company, and this is only the beginning. In fact, with the emergence of baby boomers and Generation Z, thousands of jobs have to be filled, and therefore thousands of new employees will have a different way of thinking and seeing.



A Study on Impact of Transfer on the Work life Balance of Employees With Reference to Government General Hospital, Kurnool Andhra Pradesh

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ABSTRACT

The main objective of this study is to know the impact of transfer on employee work life balance. Due to transfer many things will change in a person's life. Transfer might have either positive or negative effect on the employee personal life. An employee performance will be up to the mark only if his/her personal life is going good. The organization should take care of employee's personal need and should provide certain benefits to employees while transferring. The target respondents for this study are staff nurses of Kurnool Government General Hospital. Through this research we will try to find the efficacy of the transfer policy of the organization, on what basis the transfers are made and how far the employees are satisfied with present transfer policy..

Key Words: *Transfer, work life balance, stress management.*

Importance of Commercial Banks

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ABSTRACT

The commercial banks has development in many aspects In the practical performance of banks function, this was a limited activity in service Banks and commercial processes. Later, it came to They possess financial power and ability to create commercial loans. They possess financial power and ability to create loans. The economical union supported by banks is not restricted to a domestic sphere, but has expanded internationally as its operations enjoy fidelity and fulfilment between banking organizations in different countries. As the banking systems commercial banks had developed, they are no longer restricted to the role of being financial and service organizations, but have become money market within the public sector. Furthermore, they follow up monetary flows and banking securities, by playing the positive role of providing the organised money market with enough information about commercial activities. In addition, as a financial mediator who has adequate statistics about other economical units, besides its main role in creating successful development plans, and riskless investment. Commercial banks operations have their own characteristics, which are intensive, multiple and influential on each other. Many operations are based on trust, such as receiving large deposit, but also with many banking risks, related to its rights or the rights of others. It is also a well known fact that banks within commercial banks rarely commit major mistakes, as the consequences of these mistakes will not be restricted to the same bank, but will expand to include whole banking system. This leads to mistrust between the many parties that will increase hazards in dealings in money.

Key words: Definition, historical, development, Importance, objective and Services of commercial Banks.

Definition of Commercial Banks and Historical Development:

According to Ziad (1996), Bank is an institution, which processes credit and lending operations, as well as accepting deposits and making advances. It also allows for the issuance of money and facilitates payment processing including automatic payment. It facilitates all forms of electronic banking services internally and externally.

Introduction:

As explained in the dictionary, it is described with terms bank and banking, financial investment that bank company authorized by the state for all financial activities, which include accepting deposits. It also provides expenditure of funds and granting of loans. It engages in business investment, advice, and keeping safe deposit boxes. It provides trusteeship, agency, and a number of financial services, which bear stamp of a bank.

The word 'bank' is itself a space for the disbursement of funds. The meaning of word 'exchange' in economy is the swap of national currency of any other foreign currency or viceversa, and this process is called the exchange rate or currency exchange rate.

As a result of conditions and requirements that global economic developments have emerged from the past commercial banks, banker sin Europe and Italy as traders and businessmen have placed their money. And in this way appeared a job placement and it is function of bank, where if applicant wanted to deposit gold in his possession gave it to jeweller with a receipt as proof. This resulted in accumulation of gold in coffers of goldsmith, who has become a lending jeweller with gold in return for interest. Thus emerged classic lending banks, money creation or issuance is in form of a receipt issued by goldsmith versus real gold, which in turn gives borrower great confidence, as these receipts can be converted into gold any time.

Role of Investment Banks Mergers and Acquisitions

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ABSTRACT

The main role of investment banks in the sphere of mergers and acquisitions is that of providing advisory services which comprises of assistance in transactions between the Acquiring Company and the Target Company and also providing debt restructurings. These services became started becoming increasingly popular in the 1960s when binge of conglomerate buildups took place the main investment banks understood that this particular line of business can be profitable because M&A deals occur multiple times over the course of any company's life span while IPOs are a one-off event.

It is cheaper to acquire something that has been already created rather than trying to generate it internally in addition businesses are so complementary that their combination can unlock a great deal of savings efficiencies and opportunities. Industrial companies also do not have the expertise to carry out these deals. Investment bankers on the other hand are ideally positioned to provide valuable M&A insights to their clients as they know their business and the industry in which they operate. Sometimes an investment bank advises several firms from an industry and can gain perspective through multiple points of view.

Even some of the largest companies lack scale to carry out big deals without hiring an advisor in any transaction. Whenever a possible merger or acquisition is about to take place there are several technical aspects must be addressed issues such as finding bidders or targets communication with these bidders or targets acquisition of financial information. Negotiations with legal technical and financial due diligence advisors can be overwhelming for a company that has carried out very few if any M&A deals.

KEY WORDS- Advisory services, Acquiring Company, Target Company, Debt Restructuring, Fairness opinion.

SERQUAL OF LUXURY HOTELS IN KURNOOL CITY

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“Only a Life Lived to the Service of Others is Worth Living” -Albert Einstein

Abstract: Food, shelter and clothes are the three basic needs of human lives. Hotel industry or hospitality is the only sector which offers two necessary things among the three; such as food and accommodation. Hence, what is hotel industry or Hospitality industry? Hotel is a part of the hospitality industry is an umbrella term for a broad variety of service industries including, but not limited to, hotels, restaurants and casinos. Hotel is often referred as a “Home away from home”. If we consider meaning of hotel in the dictionary, a hotel is a building where you pay to have a room to sleep in and where you can eat meals or a hotel is an establishment that provides paid lodging on a short-term basis. According to A.M. Sheela, the author of the book “Economics of Hotel Management”, hotel is the place where the tourist stops being the traveler and become a guest. Hotels typically provide a full range of accommodations and services, which may include suites, public dining, banquet facilities, lounges and entertainment facilities.

The present study is an effort to identify the quality attributes of the hotel services in Kurnool City and also try to evaluate service quality and customer satisfaction in the hotel industry in Kurnool. However, in this study, three essential models; SERVQUAL, HOLSERV and LODGING QUALITY INDEX are selected for analysis. Furthermore, it reveals the difference in the customer expectations and perceptions for men and women guests related to the hotel services. It includes an inclusive analysis of service offerings, hotel facilities, hotel factors, etc. that affect their choices. It also provides suggestions of disability people about the hotel services. To get the statistical data for the study, one survey with 22 questions will be implemented. And results will be prepared in a form for analysis, interpretation and empirical findings of the study.

Key Words: Hotel Industry, Holserv and Lodging Quality, Servqual.

I. INTRODUCTION

The Indian economy is opening up its horizons as it continues to integrate with the world economy. Therefore, the advantages of conducting business with and in India are many. This has led to the maneuvering of variety of jobs to the shores of India, bringing in its wake transit travelers, business travelers, business meets and holiday seekers. India is the ninth largest civil aviation market in the world in 2014. The sector is projected to be the third largest aviation market globally by 2020. India's aviation market caters to 117 million domestic and 43 million international passengers in 2014. Over the next decade the market could reach 337 million domestic and 84 million international passengers. It is considered as an industry whose main aim is also to make profits for the hoteliers, though this may change at times. Traditional hotels were provided rooms, banquets and restaurants only. But, modern hotels are providing from telephone call services, laundry services, travel services, internet services and recreational, entertainment activities in the hotels.

Changing Face

The Indian tourism and hospitality emerging as a chief growth driver for services industry in India, hotel sector is only poised for further growth. Though economic slowdown has resulted in low occupancy and average room rates for hotels across certain major cities in the country, Indian hotel sector is still expected to show healthy prospects compared to global hotel growth. At a time when global hospitality conditions are still nearing saturation, Indian hospitality sector is being considered as a viable proposition for players.

The Future of Indian Hospitality Sector

The Indian economy is opening up its horizons as it continues to integrate with the world economy. Therefore, the advantages of conducting business with and in India are many. This has led to the maneuvering of variety of jobs to the shores of India, bringing in its wake transit travelers, business travelers, business meets and holiday seekers. India is the ninth largest civil aviation market in the world in 2014. The sector is projected to be the third largest aviation market globally by 2020. India's aviation market caters to 117 million domestic and 43 million international passengers in 2014. Over the next decade the market could reach 337 million domestic and 84 million international passengers.

Study the Effects of Customer Service and Product Quality on Customer Satisfaction and Loyalty

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Abstract

In this research, we address the following questions that are becoming increasingly important to managers in automotive industries: is there a relationship between customer service and product quality with customer satisfaction and loyalty in the context of the Indian automotive industry? If yes, how is the relationship between these four variables? The automotive industry in India is one of the largest in the world and one of the fast growing globally. Customer satisfaction and loyalty are the most important factors that affect the automotive industry. On the other hand, Customer service can be considered as an innate element of industrial products. Customer service quality, product quality, customer satisfaction and loyalty can be measured at different stages, for example, at the beginning of the purchase, and one or two years after purchase. The population of the study is all of the Tata Indica car owners in Pune. Hypotheses of the study will be analyzed using regression and ANOVA. Results of the study show that there are high positive correlation between the constructs of customer service and product quality with customer satisfaction and loyalty.

Key Words: Product Quality, Customer Service Quality, Customer Satisfaction, Loyalty, Tata Indica.

1. Introduction

What is the relation between four concepts of product and service quality, customer satisfaction and loyalty in Indian automotive industry? The literature of this study can be divided into two main categories:

1) The effect of customer service quality and product quality on customer satisfaction

Proponents of this theory include researchers such as Yi, (1990); Bloemer, et al (1998); Bastos and Gallego (2008); Chai et al, (2009). Thus far, the few studies discuss about the effect of customer service and product qualities on customer satisfaction have been on car owners. Using the critical incident technique, Archer and Wesolowsky (1996) look at how satisfaction with product and service quality simultaneously affects the intention of owners in automobile industry (Chai et al, 2009). In this regard, Bastos and Gallego (2008) provide evidence that customer service quality directly affects satisfaction and satisfaction directly affects the positive behavioral intentions.

2) Relationship between customer satisfaction and customer loyalty

The relationship between satisfaction and loyalty has been observed in several studies such as Coyne (1989); Oliva et al., (1992); Fornell (1992); Guiltinan, et al. (1997); Sivadas and Baker-Prewitt (2000); Bowen, and Chen (2001); Bansal and Gupta (2001); Silvestro, and Low (2006).

The Effect of Quality of Service on Customer Satisfaction

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ABSTRACT

This research was conducted to: (1) Knowing how much influence is generated by the dimension of service quality, in this case tangible, reliability, responsiveness, assurance, and empathy on customer satisfaction in PT. Bosowa Berlian Motor (Mitsubishi) Makassar; (2) Knowing the most dominant factors affect the dimension of service quality to customer satisfaction. The method carried out in this study is a descriptive analysis that wants to test the truth of a hypothesis that collects data on the ground to predict and explain the relationship or influence of one variable on other variables. Many of the samples studied were 100 samples of respondents who were customers at PT. Bosowa Berlian Motor (Mitsubishi). The study concluded that testing double the value of F -calculated = 25.443 greater than F -estimated = 2.3113. This shows that variables of physical evidence, reliability, responsiveness, assurance, and empathy simultaneously positively affect customer satisfaction in PT. Bosowa Berlian Motor (Mitsubishi) Makassar.

Keywords:

Service Quality, Customer Satisfaction

INTRODUCTION

In the current era of globalization, it requires entrepreneurs to improve services professionally following their respective fields. Technological changes and the rapid flow of information have encouraged companies to produce products or services that can meet customers' needs and wants so that customers are satisfied with what they have gained. Customers will choose the offer that provides the highest value of benefits. If the company's offer meets their expectations, it will affect customer satisfaction and the possibility of repurchase. Customer satisfaction is a significant determination of repeat purchases, positive word-of-mouth information, and customer loyalty (Kudeshia et al., 2016; Stamolamproset al., 2019). Consumer satisfaction will affect the intensity of buying services from the same service provider (Friedrich et al., 2019; Sharma & Nanda, 2012). Companies can do many ways to meet the needs and desires of customers, one of which is by giving a good impression/image in terms of products and satisfaction to customers. Each company wants to achieve a high level of product service. Therefore each company has a different way of improving product services from year to year, including strengthening distributors, improving human resource performance, time efficiency, and service. The company must be able to provide satisfaction to the community as customers and provide a good image in the community's eyes by providing quality services (Haming et al., 2019; Heikkilä et al., 2017; Mashure et al., 2019). Seeing these circumstances, the company strives to improve the situation by providing the best service to the community. With good service, it is expected that the community will feel appreciated and not feel ignored. Finally, the community as a customer of the services offered by the company will feel satisfied (Nguyen et al., 2019). With a good quality of service in a company, it will create satisfaction for customers. Once the customer is satisfied with the product or service he receives, the customer will compare the services provided. Therefore, the company must start providing the importance of service to customers more maturely through the quality of service because it is now increasingly realized that service (customer satisfaction) is vital to survive in business and win the competition (Alam & Mondal, 2018; Grover et al., 2004; Sahi et al., 2020). Customers are a crucial factor in success in the business world because customers are users of a product or service offered. Therefore, the company must try to provide the best for its customers, including service. To meet customer needs, the company is expected to know the expectations of its customers. Every company is required to make its customers feel satisfied by providing better offers and services, considering that the company must be able to maintain its position, compete, and control its market share. In general, satisfaction is the feeling of pleasure or disappointment of someone who appears after comparing

The Meaning of Coefficient

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ABSTRACT

Assignment one was focusing on detailed account of the parameters e , z , α , σ , and p and their role in quantitative methods which include deriving or forwarding the various formulae to calculate the smallest sample size that provides the desired level of precision: when the population size is not determined (or too large) and when the population size is determined; including definition of the one and two tailed tests of a hypothesis. The scope and focus of the assignment were on the statistical analysis of single group studies based on the estimation of one interval or ratio-level variable and inferring something about a population parameter such as the population mean on the basis of a sample, and testing the reasonableness of a population mean or a population proportion.

Introduction

In contrast to the single group, single variable and single parameter inferential statistical analysis, “descriptive statistics try to describe the relationship between variables in a sample or population” (Ali and Bhaskar, 2016:663), and “Regression analysis is a statistical method for analyzing a relationship between two or more variables in such a manner that one variable can be predicted or examined by using information on the others” (Yabibal, ND), and it is very unique and vital in statistics because, it is one of the most widely used and applied statistical techniques in “investigating and modeling the relationship between variables [and its] applications are numerous and occur in almost every field, including engineering, the physical and chemical sciences, economics, management, life and biological sciences, and the social sciences” (Montgomery, et.al., 2012:1). According to Yabibal (ND) The term “Regression” was first introduced by Sir Francis Galton in the late 1800s to explain the relation between heights of parents and children when he observed the heights of children of both tall and short parents

The Role Of Work Life Balance In Job Satisfaction And Job Benefit

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ABSTRACT

This paper investigates the influence of job benefits on job satisfaction of Public and Private Business Schools in India. Further it also examines the mediating effect of Work Life Balance (WLB) on job satisfaction and job benefit relationship. A sample of 329 respondents is collected from Business Schools in India by using a structured questionnaire. The results show that there is a mediation effect of WLB on the relationship of job satisfaction and job benefit.

Keywords: JobBenefits; JobSatisfaction; WorklifeBalance; BusinessSchools

1. INTRODUCTION:

In India, business education has gained great popularity owing to the growing demands for improving the quality of services to satisfy the major stakeholder, the students. In response to this popularity, there is mushrooming of business schools in Pakistan in last couple of decades. Business Education got competitive since 1992, when there have been around seventy six universities that were providing programs in Business Education (Kaleem Ahmad, 2005). These institutions are working under Public and Private sector and are listed with Higher Education Commission of India. There are a few business schools from public and private sector which are providing quality the limited context and are not able to effectively focus on quality of service delivery to the external customers.

The educational institutions need to strive to achieve balance between the education cost and the quality (Bragg, 1995). In order to meet the challenges of the future, the reform of the higher education could be unavoidable (Angelo, 1996). Especially, the business and management education plays a pivotal role in social uplift and triggering the entrepreneurial spirit in a society. The business schools face several challenges in terms of imparting quality education.

Faculty satisfaction is the most vital facet in university education. If features answerable for discontent will be distinguished and efforts should be made either to vary those circumstances or might cut back their impact on satisfaction, it clearly enhances faculty's performance. Therefore, it's necessary to review that what facet influence upon faculty's satisfaction. Explanation of this abstract study is to watch faculty's satisfaction at business schools in India. That is unconcealed by Herzberg motivation and hygiene factors and also the factors like personal life? The researchers created their efforts to focus on the problems of job satisfaction and work life balance in one in every of the developing countries, India. For this study the term employee work satisfaction are often outlined as an employee is claimed to be happy from his/her work once he/she feels comfort whereas operating within the organization. Whereas work life balance implies that a worker is well accomplishing his/her work and non work responsibilities (Anwar Ali Shah G. Syed1, Nadeem Bhatti, Sabir Michael, Faiz M. Shaikh & Hina Shah 2018). Winefield et al. (2018) found that the bulk of lecturers complained concerning the conflict between work and residential commitments.

2. LITERATURE:

Job Benefits:

One of the interesting issues to faculty is employee job benefits. Hill, Lomas, and MacGregor (2003) and Pozo-Munoz (2000) argue about the critical role of teaching staff in the provision of high quality education. They have strong view that the teaching staff is at the heart of business school's work specially in imparting knowledge. Employee edges have grown in importance over the past many decades. Employee benefits are the membership-based and nonfinancial rewards offered to create a center of attention and keep employees (Decenzo and Robbins, 2002). Along with the growing costs of employee benefits, the effects of such program have received more awareness. Over the last two decades, much research has explored issues related to effects of employee benefits at individual levels.

Few articles or case studies examined the impact of worker edges on firm productivity although several researchers stressed such effects (e.g. Beamand McFadden, 1988; Evers, Federico and Goldsmith, 1998; Steere and Laabs, 2000; Kurlander and Barton, 2003).Asa result little statistical data is available relatingto the contributionof employee benefits to productivity, specifically at business school level. Non-monetary job benefits are generally troublesome to spot and measures as a result of most of them are subjective, that is, they rely on personal preferences. However, these are real benefits since they boost faculty's general well being and quality of life and, consequently, should be taken into consideration for a rational analysis of academic investment.Aworker benefit is an "indirect financial compensation given to employees" (Dessler, 2000, p. 476).

Several professors believe that adequacy of benefits, distributive justice, job satisfaction and structure commitment are distinct, but much reticulated constructs. As an example, if one perceived fairness concerning the benefitsthatone received fromone'sleader,this mightcause higher job satisfaction and organizationalcommitment (Buffardi, Smith, O'Brien &Erdwins, 2002;Dickhart, 2005;William&Dreher, 1992).Althoughvariousstudies are done,verylittle isthoughtconcerningthe mediatingroleof distributivejustice inanorganizationalbenefitsprogram (Ismail & Boerhannoeddin, 2008; Royalty & Abraham, 2006; William, Malos & Arnold Daniel Palmer, 2002). Extant analysis in benefits management highlights that adequacy of benefits features has an important impact on individual attitudes and behaviors, particularly job satisfaction and organizational commitment (Barber, Dunham & Formisano, 1990; Belcher & Atchison, 1987; Miceli & Lane, 1991; William, 1995). The literature further helps to formulate next hypothesis:

H₁: The Job Benefits have significantly affect Job Satisfaction

$$J_s = \beta_0 + \beta_1 J_b + \varepsilon$$

where J_s stands for Job Satisfaction

Job Satisfaction:

It is a key part of general satisfaction that provides the human by necessary energy to provide him the power to perform and continue in his job. Additionally, it provides him the power to develop and initiate in his job. Job Satisfaction contributes peace of mind, relaxation to the worker and this result in increase his enthusiasm and focus in his work to initiate (Maher, 2004). Job Satisfaction additionally defines as a way of completeness and accomplishment stemming from work, this sense has nothing to try and do with cash or options, or maybe permission to go away. Feeling of relief that the worker has is stemming from the work itself (Odwan, 1999). In terms of definitions, there's no usually approved definition of teacher job satisfaction or of what constitutes teacher satisfaction though there may be some international trends like, the notion that academics are most appeased by matters intrinsic to the role of teaching: student accomplishment, serving to students, positive relationships with students and others, self growth and then on (Dinham and Scott, 2002; van den Berg, 2002).

In general, though, it's argued that context appear to be the foremost powerful predictor of overall satisfaction (Dinham and Scott, 1999, 2000a, 2000b). As Cherniss points out: "People will build their lives better or

worse however what they assume, how they feel and what they do they are doing are powerfully formed by the social contexts within which they live” (1995, p. 166, added emphasis. However, Hillebrand (1989), Steyn and van Wyk (1999), Theunissen and Calitz (1994), and van Wyk (2000) contend that contrary to expectations, academics expertise larger work satisfaction than was antecedently believed. The importance of satisfaction within the work doesn't belong that it causes in increase the productivity of the individual. It not essentially that the happiest individuals in their work are with high productivity, however the importance of satisfaction lies within the concept that people spend most of their time or most of their lives in work, and few of them have the choice to figure or not for economic reasons. (Locke, E. A. (1976).

WorkLifeBalance:

Work life balance refers to the effective management of multiple responsibilities at work, at home, and within the different aspects of life. It's a problem that's vital each to the organizations and to workers (Naithani, 2010). The term “work/life balance” was coined in 1986, though its usage in everyday language was noncontiguous for variety of years. Apparently, work/life programmes existed as early as 1930's. Before War II, the W.K. Kellogg Company created four six hour shifts to switch the standard 3 daily eight-hour shifts, and also the new shifts resulted in raised worker morale and potency (Lockwood, 2003).

Work/life Balance has additionally been explained as a state of equilibrium in which the needs of each person's job and private life are equal (Work-life balance, 2002, The Word Spy). Greenblatt (2002) represented work life balance as acceptable levels of conflict between work and non-work demands.

Numerous studies support the negative relationship between work-family conflict and job satisfaction (Anderson et al., 2002; Boles and Babin, 1996; Frye and Breugh, 2004; Kossek and Ozeki, 1998). Netemeyer et al. (1996) stated that work-family conjointly result different job connected variables i.e. worker structure commitment, job satisfaction and job turnover intention. Similarly, several studies results justify that skilled employee feel discontented when there's interference between job actions and family problems (Pasewark and Viator, 2006), however there are few studies, for instance Aryee et al., (1999) and Lyness and Thompson (1997), their studies results contradict with different study findings.

H₂: There is a significant relation between work life balance and job satisfaction.

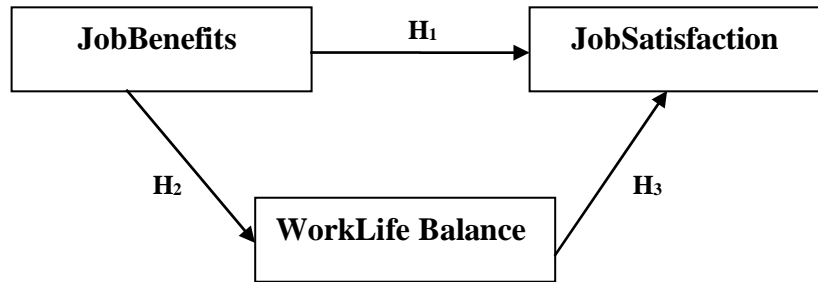
$$J_s = \beta_0 + \beta Wlb + \epsilon$$

The researchers created their efforts to focus on the problems of job satisfaction and work life balance in one among the developing countries like India. Rising trends in manpower diversity, structure restructuring and addition of ladies within the manpower increased the demand for the work life balance practices to be adopted by the organizations. Hunjra et al (2010) examined a relationship of job autonomy, team work atmosphere and leadership behavior with job satisfaction and investigates the most important determinants of job satisfaction in India banking sector. relationship of work life balance/ work life conflict and job satisfaction in a sample of MBBS doctors in India. In another study a positive and vital relationship of job satisfaction and work family balance. suggested that the job satisfaction might be enhanced by reforms in service structure and simply by offering better wage package.

The research formulates following hypothesis:

H₃: Work life balance plays a mediating role between job benefit and job satisfaction

ConceptualFrameWork:



3. RESEARCH METHODOLOGY:

Study Sample:

The data is collected through a structured questionnaire from full time and part time academic faculty of both male & female in Public and Private Business Schools. First this research found the list of public and private Business Schools from HEC list of universities and then randomly selected 19 universities as a sample. Two strata are made of public & private sector business schools about 10% of the total number of faculty members are then selected from each strata. From total 350 respondents a Final sample of 329 respondents is used for the analysis.

4. ANALYSES:

This section outlines the results obtained from analysis of relationship between the variables of study. The descriptive statistics include the demographic characteristics of the sample to obtain primary information about the respondents. For this purpose frequencies and percentages are determined. Inferential statistics are also performed to test the proposed hypothesis and then conclusions are drawn based upon the analyses.

Frequency Analysis:

Table 1: Frequency Analysis:

Demographic Items	Percent
Full-time	61.5
Part-time(50-90% off full-time hours)	28.2
Part-time(less than 50% off full-time hours)	6.4
Gender	
Male	52.4
Female	47.0
Business Schools	
Public	58.2
Private	41.8
Designation	
Professor	11.2
Assistant Professor	14.8
Associate Professor	15.4
Lecturer	54.8
Research Associate	3.6
Age	
Below 30	30.9
30-40	49.1
40-50	13.6
Above 50	6.4
Marital Status	
Single	35.2
Married	58.8
Divorced	2.4
Widow	3.7
Salary	
Below 25	12.4
25-50	55.6
50-100	19.4
100-150	1.2
150-200	.6
Above 2001	1.1
Education	
Post Doc.	5.5
PhD.	15.5
M.Phil/MS	46.7
Masters	32.2
Experience	
Less than 1	11.5
1-4	45.5
5-9	25.2
10-15	9.4
Above 15	8.4

Table 1 indicates the frequency distribution of the demographic characteristics of the respondents.

Descriptive statistics for Variables

This section underlines the descriptive statistics for variables as job benefits, faculty performance, job satisfaction and work life balance.

Table2: Descriptive Statistics

Variables	N	Minimum	Maximum	Mean	Std.Deviation
JS	326	1.83	5	3.2382	0.56356
JB	316	0.84	5	2.681	0.73194
WLB	319	1.25	5.1	3.3094	0.49326
ValidN(list-wise)	306				

Table shows that the mean score of faculty on job satisfaction is 3.2382 with standard deviation of 0.56356. The mean score of respondents on work life balance is 2.6810 with standard deviation of 0.73194. Standard deviation shows the variability of values around mean. Standard deviation of 0.73194 shows that on the average, data values are varying by 0.73194 from mean. The mean score of respondents on job benefits is 3.3094 with standard deviation of 0.49623.

4.3. Measuring Reliability

According to Sekaran (2003) instrument having value of Cronbach’s alpha > 0.7 is highly reliable. The study has used SPSS 16 to measure reliability of the instrument. The results generated by SPSS are given below.

Table4: Reliability

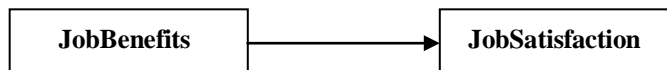
No.	Variables	Number of items	Cronbach’s alpha
1	Job Benefits	19	0.859
2	Job Satisfaction	6	0.56
3	Worklife Balance	21	0.75
4	Total	46	0.723

Table 3.1 indicates that job benefits and work life balance are highly reliable as alpha value > 0.05 but job satisfaction is not highly reliable but it is acceptable because alpha value is < 0.05 and the overall value of the Cronbach’s alpha = 0.723. This study finds that the instrument used for the study is highly reliable.

4.4. Regression Analyses:

Regression analyses are used to investigate the effect of job benefits on job satisfaction.

(a) Model:



$J_s = 2.816 + 0.152J_b$ -----Eq.(1)

Table5: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.198 ^a	0.039	0.036	0.54968

a. Predictors: (Constant), JB

Table6: ANOVA^b

Model	Sum of Squares	Df	Mean Square	F	Sig.	
1	Regression	3.821	1	3.821	12.647	.000 ^{***}
	Residual	93.968	311	0.302		
	Total	97.789	312			

***significant at 0.5 level (2-tailed)

a. Predictors: (Constant), JB

b. Dependent Variable: JS

Table7:Coefficients^a

Model		UnstandardizedCoefficients		StandardizedCoefficients	t	Sig.
		B	Std.Error	Beta		
1	(Constant)	2.816	0.119		23.682	.000***
	JB	0.152	0.043	0.198	3.556	.000***

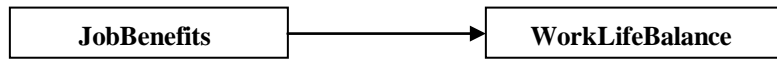
***significantat0.5level(2-tail)

a. DependentVariable:JS

SoweacceptH₂.Thejobbenefitshaveanimpactonfacultyperformance.

The regression predicting the relationship of job benefits and job satisfaction is statistically significant because the (p-value = 0.00) is less than 0.05. Coefficient of determination r² = 0.039, shows that 3.9% of the variation in job benefits is determined by job satisfaction which also indicates that the model is significant.

(b) Testingtherelationshipbetweenjobbenefitsandworklifebalance:



WLB=2.748+0.212JB----- Eq.(2)

Table8:ModelSummary

Model	R	R Square	AdjustedR Square	Std.Error of the Estimate
1	.314 ^a	0.098	0.096	0.47264

a. Predictors:(Constant),JB

Table9:ANOVA^b

Model		SumofSquares	Df	MeanSquare	F	Sig.
1	Regression	7.491	1	7.491	33.535	.000 ^{a***}
	Residual	68.581	307	0.223		
	Total	76.072	308			

***Significantat0.5level(2-tailed)

a. Predictors:(Constant),JB

b. DependentVariable:WLB

Table10:Coefficients^a

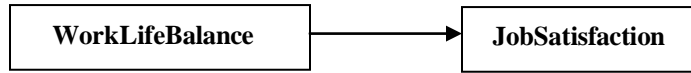
Model		UnstandardizedCoefficients		StandardizedCoefficients	t	Sig.
		B	Std.Error	Beta		
1	(Constant)	2.748	0.102		26.961	.000***
	JB	0.212	0.037	0.314	5.791	.000***

***Significantat0.5level(2-tailed)

a. DependentVariable:WLB

The regression predicting relationship of job benefits and work life balance is statistically significant because the (p-value = 0.00) is less than 0.05. Coefficient of determination r² = 0.098 shows that 9.8% of the variation in job benefits is determined by work life balance which also indicates that the model is significant. The results support the hypothesis.

(c) Testing the relationship between work life balance and job satisfaction:



$J_s = 1.697 + 0.465 WLB$ ----- Eq. (3)

Table 11: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.412 ^a	0.17	0.167	0.50976

a. Predictors: (Constant), WLB

Table 12: ANOVA^b

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	16.706	1	16.706	64.291	.000***
	Residual	81.595	314	0.26		
	Total	98.302	315			

***Significant at 0.5 level (2-tailed)

a. Predictors: (Constant), WLB

b. Dependent Variable: JS

Table 13: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.697	0.194		8.748	.000***
	WLB	0.465	0.058	0.412	8.018	.000***

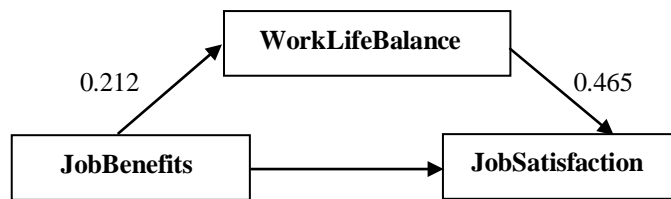
***Significant at 0.5 level (2-tailed)

a. Dependent Variable: JS

So we accept our H₂: work life balance has a significant relationship with job satisfaction.

The regression predicting relationship of work life balance and job satisfaction is statistically significant because the (p- value = 0.00) is less than 0.05. Coefficient of determination r² = 0.170, shows that 17.0% of the variation in work life balance is determined job satisfaction.

(d) To test the mediation effect of work life balance in relation with job benefits and job satisfaction:



The following formula is involved in the calculation of values for a Sobel test for the significance of mediation:

$$\frac{ab}{\sqrt{(b^2 S.E_a^2) + (a^2 S.E_b^2)}}$$

where a is the regression coefficient for the relationship between the job benefits and work life balance, b is the regression coefficient for the relationship between work life balance and the job satisfaction, S.E_a is the standard error of the relationship between job satisfaction and work life balance, and S.E_b is the standard error of the

relationship between work life balance and job satisfaction.

$$J_s = \beta_0 + \beta_1 J_b + \beta_2 WLB + \epsilon \text{-----Eq.(4)}$$

The fourth condition of Baron and Kenny (1986) test of mediation is not met as job benefits is still significantly affects job satisfaction. Hence, the study states that work life balance does not fully mediate the relationship of job benefit and job satisfaction. The results show that the first three conditions of Baron and Kenny (1986) test are met and fourth condition is not met. Table indicates that coefficient of job benefits is still statistically significant, so partial mediation of work life balance is identified. To test significance of this partial mediation, Sobel test (1982) is applied. Dependent variable; i.e., whether the indirect effect of the independent variable on the dependent variable through the mediator variable is significant.

Sobel Test to investigate significance of partial mediation Table:

Table 14: Sobel Test

A	B	S.Ea	S.Eb	Sobel Test Statistics	Two Tailed Probability
0.212	0.465	0.037	0.058	4.661	0.000***

***significant at 0.01 level (2-tailed)

So we accept H₃: Work life balance plays a mediating role in relation between job benefits and job satisfaction.

Table indicates that partial mediation of work life balance in relationship of job benefits and job satisfaction is significant.

5. CONCLUSIONS:

The results of this study have shown that Work life balance does mediate the relationship between the job benefits & job satisfaction of faculty in both Private and Public Business schools of Punjab. It means the solely job benefits such as pay, insurance, medical leave etc. cannot guarantee job satisfaction (Sadiq, 2007). Unless, the set of benefits provide a good personal and professional life balance, that is of no use as people will remain less satisfied or dissatisfied, leading to low level of faculty performance.

The old adage "you get what you pay for" tends to be true when it comes to staff members. If individuals believe that they are not compensated well, they will be unhappy. In general, this sector (Business Schools) in our country provides less compensation as compared to other sectors. Business schools of Punjab may offer comparable salaries and benefits to keep compatible faculty members, which will result in increase performance.

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To Determine the Perception about Work Life Balance and Job Satisfaction among the Working Women in Education Sector

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Abstract: The main purpose of this study was to determine the perception about work life balance and job satisfaction among the working women in the education sector. The study was descriptive nature and questionnaire was applied to collect data. Random sampling technique was used. 30% female teachers of all Government girls high Schools district Lahore Punjab Pakistan was selected randomly. Population of this study was female teachers of 54 Government girls high Schools district Lahore Punjab Pakistan was selected randomly. Instrument of the study was questionnaire. The researcher was developed one questionnaire on the basis of related literature and keeping in view the objective of the study. A questionnaire was used as a tool of research consisted about teachers. There were 270 Teachers in each school at high level of Lahore through questionnaires. Women in predominantly female sectors of the Education sector have similarly high job satisfaction scores. According to the results, we concluded that work life balance has not as such impact on employee performance. The result of the study was female's teachers are satisfied that work life no effects on their job satisfaction of working women in education sector.

Keywords: education sector, employee performance, family responsibilities, job satisfaction, work-life, women worker.

1. INTRODUCTION

Education is the process of acquiring knowledge and skills, with the goal of fostering wisdom, hope, and respect, and the belief that everyone should have equal opportunities in life. In Pakistan, women make up 52% of the population (according to the census in 2018), and they are no longer seen as mere ornaments (Beauregard and Henry 2009). They are now expected to share responsibilities with their male counterparts, such as husbands, in order to support their families financially (Carr, Ash et al. 1998). It is fortunate that, to some extent, the right to education for women has been acknowledged by both parents and society as a whole (Crompton and Lyonette 2006). Women are no longer confined to the household; they can pursue education in their chosen fields based on their interests and aptitude (Deery 2008). Aptitude refers to an individual's natural inclination or talent for a particular activity (Hagedorn 2000). Unfortunately, education for males is not always aligned with their aptitudes; they are often pushed towards areas that are considered prominent in the general stream (Keeton, Fenner et al. 2007). However, regardless of the field they choose, students are encouraged to develop a positive attitude towards their work and to collaborate with others (McNall, Masuda et al. 2009). This applies to both individual work and group projects. Establishing good working relationships with colleagues is crucial in creating an environment that is characterized by elegance, excellence, and the optimization of potential. Common job opportunities for women include

WORK / LIFE BALANCE REFLECTIONS ON EMPLOYEE SATISFACTION

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Abstract:

The aim of this research is to analyze the relationship between employee satisfaction and work/life balance. The construct used for this research consists of career opportunity, recognition, work tasks, payments, benefits, superior subordinate relationship, employee satisfaction, and work/life balance. The study was conducted on a total of 210 respondents working in IT organization. This study makes a contribution to join two distinct research streams, namely employee satisfaction, and work/life balance. Findings suggest that high correlation exists between work task and employee satisfaction with a mediator variable namely work-life balance.

Keywords: employee satisfaction, work/life balance.

1. INTRODUCTION

Work/life balance has important consequences for employee attitudes towards their organizations as well as for the lives of employees. The work/life boundary may be especially significant in the management of highly skilled knowledge workers, such as technical professionals, whose commitment and loyalty present a challenge to employers

(Scholarios et al., 2006). Software engineers have enjoyed considerable labor market power in recent years, a situation that has encouraged mobility across organizations rather than promoting loyalty to a single organization. Changing societal trends, such as an increase in the number of women entering the workforce combined with an economy that requires dual incomes support an average standard of living, contribute to

work-life conflicts. As a result, today's human resource managers evaluate personnel practices to meet those needs with the hope of increasing employee loyalty toward the organization. In addition to this, many organizations have begun to take a role in developing quality of work-life programs.

Job satisfaction has identified a number of factors like reward system in work, perceived quality of supervision, working conditions, and individual determinates such as status and seniority, age group, marital status, and years of experience that cause people to become satisfied or dissatisfied with their job (Mosadeghrad et al., 2008). The current study examines the relationship between job satisfaction and work-life balance among IT employees in India. Firstly, the relationship is examined between the different constructs Career opportunities, Recognition, Work task, Pay, Work/life balance, Superior subordinate relationship, and employee satisfaction. Second, keeping the work-life balance as a mediating construct, it is analyzed whether it leads to employee satisfaction.

2. PAST RESEARCH ON JOB SATISFACTION

Some theorists view job satisfaction as being the positive emotional reactions and attitudes an individual has towards his job (Oshagbemi, 1999). Others have viewed it as a bi-dimensional construct consisting of "intrinsic" and "extrinsic" satisfaction dimensions, (Warr et al., 1979) or, alternatively, of "satisfaction / lack of satisfaction" and "dissatisfaction/lack of dissatisfaction" dimensions (Winefield et al., 1988). More recently, debate has arisen as to whether job satisfaction is a global concept

or is composed of facets of satisfaction with various aspects of an individual's job (Wanous et al., 1997; Umukoro et al., 2009).

The satisfaction of the external customer depends on the satisfaction of the internal customers (Bailey & Dandrade, 1995). Being successful in the competitive markets depends on the level of the satisfaction of the workers in the establishments. The satisfaction or dissatisfaction of the workers affects the performance of the organization. Also the job satisfaction provides positive attitudes and behaviors of the workers (Organ, 1997). One of the most important factors that affect the behaviors of the workers in the establishments is the feeling of working satisfaction, that is to say, job satisfaction. There is growing evidence that current trends in employment conditions may be eroding levels of job satisfaction and directly damaging the physical and mental health of employees (Kenny et al., 2000). New working practices and rapid technological advances are changing the nature of many jobs (Cooper, 1999).

The career orientations of employees can have important implications for their job satisfaction, commitment, and retention within organizations. A job is compatible with a career orientation when it involves duties and assignments that the employee finds interesting, when it requires abilities that the employee possesses values, and when it provides rewards that the employee finds desirable. Employees whose job is compatible with their career orientation should experience positive feelings about their work lives and should feel bonded to their organization (Igbaria et al., 1991).

In a path analysis of job commitment among U.S Air Force personnel, it was found that job commitment was best explained by the "fit" between the organization and

family. (Bielby, 1992) Degree of "fit" was indicated by life satisfaction, perception of organizational responsiveness to families and the quality of the organizational environment as a child rearing milieu, and spousal support for one's career. These results suggest that an organization that accommodates the familial concerns and constraints of its employees is able to sustain a higher level of work commitment among its labor force.

'Managerial Support' is consistently emphasized in discussions and studies as a factor influencing work/life balance. Managers play an important role in the success of work/life programs because they are in a position to encourage or discourage employees' efforts to balance their work and family (Perlow, 1995). There are several styles of leadership: autocratic, bureaucratic, laissez-faire, charismatic, democratic, participative, situational, transactional, and transformational leadership (Mosadeghrad, 2003). Not everyone agrees that a particular style of leadership will result in the most effective form of organizational behavior. Different styles are needed for different situations, and each leader needs to know when to exhibit a particular approach. No one leadership style is ideal for every situation, since a leader may have knowledge and skills to act effectively in one situation but may not emerge as effective in a different situation (Rad & Yarmohammadian, 2006). Organizational success in obtaining its goals and objectives depends on managers and their leadership style. By using appropriate leadership styles, managers can affect employee job satisfaction, commitment, and productivity. Leadership style can be viewed as a series of managerial attitudes, behaviors, characteristics, and skills based on individual and organizational values, leadership

interests, and reliability of employees in different situations (Mosadeghrad, 2003). This factor captures the extent to which management respects workers, operates with honesty and integrity, promotes efficiency, and has open lines of communication with employees (Aronson et al., 2003; Živković et al., 2009).

Managers, especially, possess both formal and informal power to provide resources, reward, punishment, and support that can be a barrier or facilitator to the uptake and implementation of the work/life balance policy. In fact, the research shows that if Supervisors enthusiastically support the integration of paid work and other responsibilities, employees will be more likely to take up available work/life programs (McDonald, Brown, & Bradley, 2005). On the other hand, it has been suggested that even in 'family-friendly' organizations, managers may send negative signals indicating that the use of flexible benefits is a problem for them, their colleagues and the organization as a whole (Kirby & Krone, 2002). Managerial support on a daily basis appears to be a critical variable in employees' decisions to use available benefits and programs (Bardeel, 1993). This is particularly the case if employees work with supervisors and colleagues who can buffer them from the perceived negative effects of their careers (Blair-Loy & Wharton, 2002). In other studies, employees whose supervisors supported their efforts to balance work and family were less likely to experience work-family conflict and, in a sample of New Zealand nurses, were less likely to experience job burnout (Kalliath & Beck, 2001). Hence this research is undertaken to identify the relationship between Career opportunities, Recognition, Work task, Pay,

Work-life balance, Superior subordinate relationship, with work/life balance and employee satisfaction.

3. METHOD

The study employed the survey method, which allows for broad coverage, flexibility,

and convenience with inputs on related populations or events. The questionnaire used in the study was developed through review of literature to collect the data. Collection of data was self-administered to determine the level of work-life balance and employee satisfaction. The constructs used for this research are given in Table 1.

A seven point Likert scale with (1) one

Table 1. Constructs and its Indicators

Constructs	Indicators
<i>Career opportunity</i>	Opportunities for personal growth, opportunities to develop skills, opportunities to move between different functions, availability of career opportunities, career opportunities for qualified people, promotion, clarity of roles and responsibilities
<i>Recognition</i>	appreciation for my contribution, criteria for recognition
<i>Work tasks</i>	Work challenges me to use my knowledge and skills, mistakes are used to learning, company's mission and goals provide meaningful direction, interest in work, sufficient variety in the work, individual is consulted and explained well regarding new roles / assignments
<i>Payments</i>	Fair payment, impact on performance, understanding the pay changes, fair payment when compared to my peers and colleagues, sharing the financial success, salary is structured in the best possible manner
<i>Benefits</i>	Better benefits program compared to other companies, benefit program are in line with the IT industry practices
<i>Work-life balance</i>	Immediate managers encourages me to find a healthy balance between work and personal commitments, fun place to work, appropriate control over my workload, flexibility to modify my work schedule to address personal situations, company has practices and programs that help me to address personal commitments
<i>Superior Subordinate relationship</i>	Managers are available to answer my questions or concerns, managers provide timely and constructive feedback on my performance, manager recognizes my good work, I have confidence in the decisions made by my manager, manager develops a positive team atmosphere, manager actively works to resolve conflicts that I face
<i>Employee Satisfaction</i>	Consulted during major changes, passionate about high performance, managers support and implement our people practices to good effect, developing a workforce that adapts well to change, attracting people to achieve more, promoting the people who are best equipped to meet the future demands, people genuinely appear to have a good time while working here

being “strongly disagree” and (7) being “strongly agree” was used. A stratified random sampling procedure was employed. A total of 210 middle level employees from twenty IT companies are selected for this research. IT Companies having total employment of 2000 and above in middle level organization is selected.

IT Companies are now having the policy of “Employees first and customer second” by believing that happy employees can keep customers happy. There is increasing awareness of the benefits of providing more flexible HR strategies, reflecting increasing recognition of the fact that work and other life commitment cannot be separated. As the IT organizations move towards more participative and flat structures in which employees are expected to manage increased workloads, the demands of the environment increase and maintaining the balance between the demands of the environment increase and maintaining the balance between the demands of a career and life responsibilities becomes more difficult. Hence the study is made to find out the effects of work-life balance over job satisfaction.

4. DATA ANALYSIS

The data collected is analyzed by various statistical tools. Regression analysis is used to explain the variation in one variable based on the variation in one or more other variables. The regression equation is judged for its usefulness based on the overall f-test for the model and in order to decide which variables in the model are good explanatory variables of the dependent, the individual t-test for each variable needs to be analyzed. The R-square value of a model explains by

what percentage of the variations in the dependent variable surpasses the independent variables in the model.

5. RESULTS

Multiple regression analysis has been used to find, at what extent the employee satisfactions is determined by career opportunity, recognition, work task, pay, benefits, work-life balance, and superior subordinate relationship. The result given in Table 2 reveals that, Employee satisfaction has positive relationship with career opportunity, recognition, work task, benefits, work/life balance and superior subordinate relationship and negatively associated with pay.

The statistical significance of the model and the R2 value are shown in table 2. This indicates that the model is statistically significant at a confidence level of .01. The t-test for the significance of independent variables indicates that at a significance level of 95% only work tasks, benefits, work-life balance, and superior subordinate relationship are statistically significant in the model. The other independent variables career, recognition, and pay are statistically not significant. Structural modeling allowed us to test our overall model simultaneously. The structural equation modeling (SEM) has been gaining increasing popularity due to its robustness and flexibility in establishing unidimensionality. The standard SEM is composed of two parts the measurement model (a sub model in SEM that specifies the indicators of each construct and assesses the reliability of each construct for later use in estimating the causal relationships) and the structural model (the set of dependent relationships linking the model constructs).

Table 2. Regression analysis

Predictors	R ²	F	ΔR ²	Sig. of F change	B value	t-value	Sig. t
Constant	.757	85.527	.757	.000	.064	.288	.774
Career opportunities					.048	.720	.472
Recognition					.023	.549	.583
Work task					.410	5.874	.000*
Pay					-.006	-.160	.873
Benefits					.094	2.971	.003*
Work-life balance					.154	2.988	.003*
Superior subordinate relationship					.270	4.729	.000*

* p<.05

Model data fit is evaluated based on multiple fit indexes. The Chi-square is perhaps the most popular index used to evaluate the goodness of fit of the model. It measures the difference between the sample covariance and the fitted covariance. However the chi-square value index is sensitive to sample size and departures from multivariate normality. Therefore, it has been suggested that it must be interpreted with caution in most applications (Joreskog & Sorbom, 1989). Some measures of overall model fit are Comparative fit index (CFI), Adjusted goodness of fit index (AGFI), Root mean square residual (RMR), Root mean square error of approximation (RMSEA) etc. Goodness-of-fit statistics (GFI) indicates that the relative amount of variance and covariance jointly explained by the model. Many researchers interpret this index scores in the range of 0.80-0.89 as representing reasonable fit; scores of 0.90 or higher are considered as evidence of good fit (Joreskog & Sorbom, 1989). The RMR indicates the average discrepancy between the elements in the sample covariance matrix and the model generated covariance matrix. RMR values range from 0 to 1, with smaller values

indicating better model; values below 0.05 signifies good fit (Byrne, 1989). RMSEA value less than .05 signifies the good fit. The values of adjusted goodness of fit index (AGFI) range between 0 and 1. Scale, with higher values (0.95) indicating better model fit.

6. THE PROPOSED MODEL: GENERAL STRUCTURE

The initial model given in Figure 1 is constructed by taking variables like Career Opportunities (CO), Recognition(R), Work Task (WT), Pay (P), Work-life Balance (WLB), Superior Subordinate Relationship (SSR) and Employee Satisfaction (ES). The observed, endogenous variables are employee satisfaction and the work/life balance. The observed, exogenous variables are career opportunities, recognition, work task, pay and superior subordinate relationship. The unobserved, exogenous variables are e1 and e2.

Based on the above discussion, the existence of model fit was identified using the chi-square value and the goodness of fit

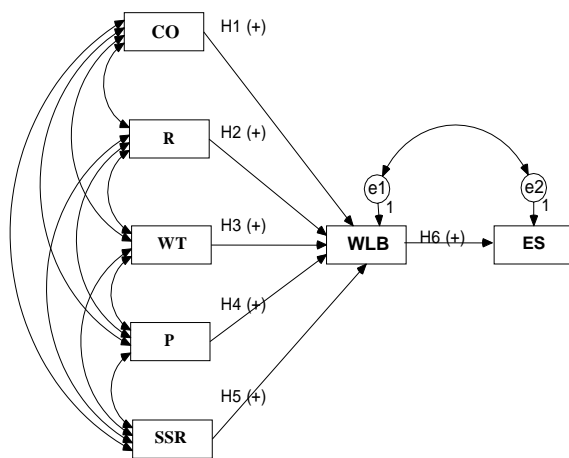


Figure 1. Initial Work/life Balance mediation model

Table 3. Index value

Model	RMR	GFI	AGFI	RMSEA
Default model	0.010	0.984	0.889	0.040

was assessed based on the GFI, RMR and RMSEA values. In the structural model, if the chi-square has attained the minimum value and its probability value is greater than 0.05, the model is said to be good and satisfactory. The model fit statistics given in table 3 prove that there is an excellent model fit with GFI greater than 0.9, RMR less than 0.05 and RMSEA less than 0.05. The result further evidenced that the constructs form a

good model as there is a satisfactory chi-square coefficient (6.33). Therefore no further modifications was done and all the items from the construct in the final instrument.

We examined the paths in the mediation model to determine which variables had direct relationships with work task and to assess the support for our specific hypothesis. The hypotheses framed for this model and tested results were given in table 4 and depicted in Fig.2. Hypothesis testing is made to identify whether the data is supported adequately. There exists a positive relationship between the variables and supported the specific hypothesis. (Table 4).

Causal path analysis was performed to investigate the direct and indirect impact of career opportunities, recognition, work task, pay, superior subordinate relationship, and work/life balance and employee satisfaction (Table 5). In the indirect effect, work task has more effect on employee satisfaction with work/life balance as a mediator. Work/life balance has the largest overall effect on employee satisfaction.

Covariance matrix (Table 6) specifies that the values obtained are fit for applying correlation.

Table 7. presents the means, standard

Table 4. Hypothesis testing for Work-life Balance Mediation Model

Hypothesis	Expected sign	Estimate	Support (yes/no)
H11: career opportunities $\hat{=}$ work-life balance	+	0.071	yes
H12: recognition $\hat{=}$ work-life balance	+	0.015	yes
H13: work task $\hat{=}$ work-life balance	+	0.424	yes
H14: pay $\hat{=}$ work-life balance	+	0.064	yes
H15: superior subordinate relationship $\hat{=}$ work-life balance	+	0.358	yes
H16: work-life balance $\hat{=}$ employee satisfaction	+	1.014	yes

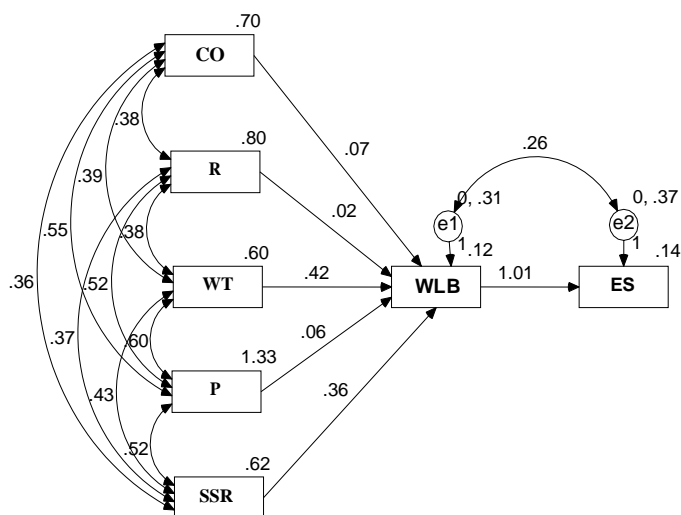


Figure 2. Final Work/life Balance Mediation Model

Table 5. Casual Path analysis - Effects of Variables on Employee Satisfaction

Variables	Direct effect	Indirect effect	Total effect
Career Opportunities	-	0.0707	0.0707
Recognition	-	0.0202	0.0202
Work Tasks	-	0.4242	0.4242
Pay	-	0.0606	0.0606
Superior Subordinate Relationship	-	0.3636	0.3636
Work/life balance	1.01	-	1.01

deviation, intercorrelations and reliabilities of the measures in the study. Mean substitution was used to deal with missing data. Although correlations are provided in table 7., the hypotheses were tested examining the standardized regression weights from structural equation modeling rather than correlation coefficients. This decision was made because the regression

weights provide an estimate of the bivariate relationship after controlling for other model variables and thus provide a clear picture of the relationship.

7. DISCUSSION

This present research contributes to our knowledge by examining the relationship between work/life balance and job

Table 6. Covariance Matrix

	SSR	P	WT	R	CO	WLB	ES
SSR	.622						
P	.517	1.326					
WT	.434	.603	.603				
R	.372	.519	.380	.796			
CO	.361	.554	.386	.382	.699		
WLB	.484	.582	.466	.355	.406	.752	
ES	.472	.576	.496	.376	.379	.502	.619

Table7. Mean, Standard deviations, Correlations and Reliabilities

	Mean	SD	SSR	P	WT	R	CO	WLB	ES
SSR	4.969	.791	.75 ^a	.570	.708	.528	.548	.708	.760
P	4.652	1.153		.68 ^a	.674	.505	.575	.583	.636
WT	4.860	.725			.82 ^a	.548	.594	.692	.812
R	4.819	.897				.88 ^a	.512	.459	.536
CO	4.782	.677					.83 ^a	.560	.577
WLB	4.664	.867						.90 ^a	.737
ES	4.872	.792							.88 ^a

satisfaction of middle level employees in IT industry. The findings confirm most of our hypothesis. We found that sufficient opportunities within the company were given to develop their skills to assume greater responsibilities. Secondly, we found that the recognition was linked with work/life balance, which leads to employee satisfaction, and the effects of recognition and appreciation for the employee contribution are reflected in their satisfaction. Thirdly, the relationship between work task and work/life balance is positive due to the reasonable challenges given to the employees. In this case the employee's mistakes are turned to learning opportunities in order to meet the companies' mission and goals of the employee. This enhances the employees to look forward for more tasks to be performed.

Fourth, our findings also suggest that pay is related to mediating factor of work/life balance which ends up in employee satisfaction. Fifth, the relationship between benefits and work/life balance is highly correlated. Better benefit program is the key factor in a company which will lead to employee satisfaction. It is a known fact that all IT companies have better benefit

program, which satisfies the personal needs of the employees and helps to improve their performance.

Adams et al, 1996, in the study of work/life balance involves the examination of people's ability to manage simultaneously the multi-faceted demands of life. Generally, the work-life balance assumes that individuals have too much rather than too little work – a debilitating long working hour's culture is said to be pervasive. The organization benefits have been identified in terms of improved retention and recruitment positioning from work/life balance, easier service delivery (Hogarth et al, 2000), enhance quality service (Lasch,1999), employee flexibility and skills to succeed in rapidly changing markets (Vincola,1999). The facts that work/life balance is a key mediating mechanism through which all the exogenous variable have a positive relationship which leads to employee satisfaction. Such an approach may be practical from several perspectives.

Tombari and Spinks (1999) research identified that, management support is critical to work/life balance initiatives. Similarly Kropf (1999) comments that poor supervisory skills and behaviors can inhibit

work/life balance in practice. Through this research it is identified that there is a positive relationship between work/life balance and superior subordinate relationship. This type of conducive environment can be strengthened to provide timely and constructive feedback on the employee performance.

Finally, the driving force of organization is employee satisfaction. The empirical research undertaken for this research strongly suggests that there is strong relationship between work/life balance and employee satisfaction. Previous research was done to establish the importance of a wide range of variables associated with the overall well being of the employees and with the level of employee contribution to the organization (Berg et al, 2003; Batt & Valcour, 2003). Today's human resource has come to a conclusion that there is a relationship between the employee satisfaction and business results. This realization has intensified the organization to focus and develop corporate policies and programs on work/life issues. Changing, developing and promoting the human resource are quite well – planned in this organization in order to meet the future uncertainty.

8. LIMITATIONS AND DIRECTIONS FOR FUTURE RESEARCH

This research found work/life balance leads to employee satisfaction in IT industry. A strong emphasis should be made on work/life balance in order to have satisfaction. It can also be concluded from the data that the individuals work/life balance correlates significantly with his/her level of satisfaction. Although our study

makes a unique contribution by identifying the relationship between work/life balance and employee satisfaction, there are limitations to consider. One limitation of the present study is that, the career satisfaction and life satisfaction is not examined. By examining the effects of both career satisfaction and personal satisfaction on employee satisfaction, future research may shed further light on these complex relationships. In addition the data on respondents work status beyond their specific exempt or non exempt job category is not gathered. Some of the relationships identified might be potentially differ for part time, temporary and contract employees. To ensure representativeness, the study should be replicated to cover a bigger sampling frame and the results should be compared to those found in this study. Another limitation comes from the fact that the study was conducted within a single organization and a single industry. Further research is needed to determine and assess the employee satisfaction over a period of time by considering the drawbacks.

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